



# **RIDING FOR THE DISABLED ASSOCIATION OF QUEENSLAND Inc.**

## **STRATEGIC PLAN**

2022 to 2025

*Riding Develops Abilities*

ABN: 985 824 305 76

## OUR VISION

Affiliated Riding for the Disabled Centres are available throughout Queensland to develop the abilities and enrich the lives of people living with disabilities.

## OUR MISSION

To enable people with disabilities and volunteers throughout Queensland to experience enjoyment, challenge, and achievement through participation in therapeutic, sporting, recreational and educational equestrian activities to improve their quality of life, attain personal goals, and develop life skills.



RDAQ recognises a 'disability' as '*any condition that restricts a person's mental, sensory and or mobility functions. It may be caused by accident, trauma, genetics, or disease. A disability may be temporary or permanent, total, or partial, lifelong, or acquired, visible, or invisible.*'

## OUR VALUES

- ❖ Empowerment
- ❖ Ongoing improvement
- ❖ Respect for diversity
- ❖ Quality service
- ❖ Inclusiveness
- ❖ Accountability

## OUR GUIDING PRINCIPLES

- Recognition that all persons have the right to achieve their optimal potential, irrespective of mental, sensory, or mobility limitations.
- Respect for inherent dignity, individual autonomy including the freedom to make one's own choices, and independence.
- Non-discrimination.
- Full and effective participation and inclusion in society.
- Respect for difference and acceptance of people living with disabilities as part of human diversity and humanity.
- Equality of opportunity.
- Accessibility.
- Equality between men and women; and
- Respect for the evolving capacities of people living with disabilities and respect for the right of people with disabilities to preserve their identities.

## OUR STRATEGIC PRIORITIES\*

### Participation

- Talent identification and participant pathways
- Regional program development and delivery
- Flexible and innovative participation options
- Equitable participation opportunities
- Attract under-represented groups by providing targeted opportunities with fewer barriers to participation

### Capability (Knowledge and skills) Improvement

- Leadership improvement and enhancement
- Governance improvement
- Integrity in sport initiatives
- Skilled volunteer investment
- Education and training – Accredited
- Education and training – Non-accredited
- Communication, marketing and sponsorship

\* Department of Sport and Recreation Funding Priorities

## OUR ACTION AREAS

- ❖ Coaching
- ❖ Consumers – Riding
- ❖ Consumers – Non-Riding
- ❖ Volunteers
- ❖ Governance and Financial Management

## OUR ORGANISATION

RDAQ is the peak body established to provide leadership, professional development, resources, and accreditation and administrative support to all affiliated Riding for the Disabled Centres (Member Centres) in Queensland.

RDAQ works closely with the Riding for the Disabled Association of Australia (RDAA) Executive to develop policies and procedures that reflect the changing needs of its Member Centres, their volunteers and the people with disabilities who use their services. RDAQ advises on relevant national policies and accreditation standards for rider health and safety, horse welfare, coach and volunteer training, and Centre management. RDAQ collaborates with government agencies and industry representatives to raise awareness of the work of RDAQ and to secure support for its members.

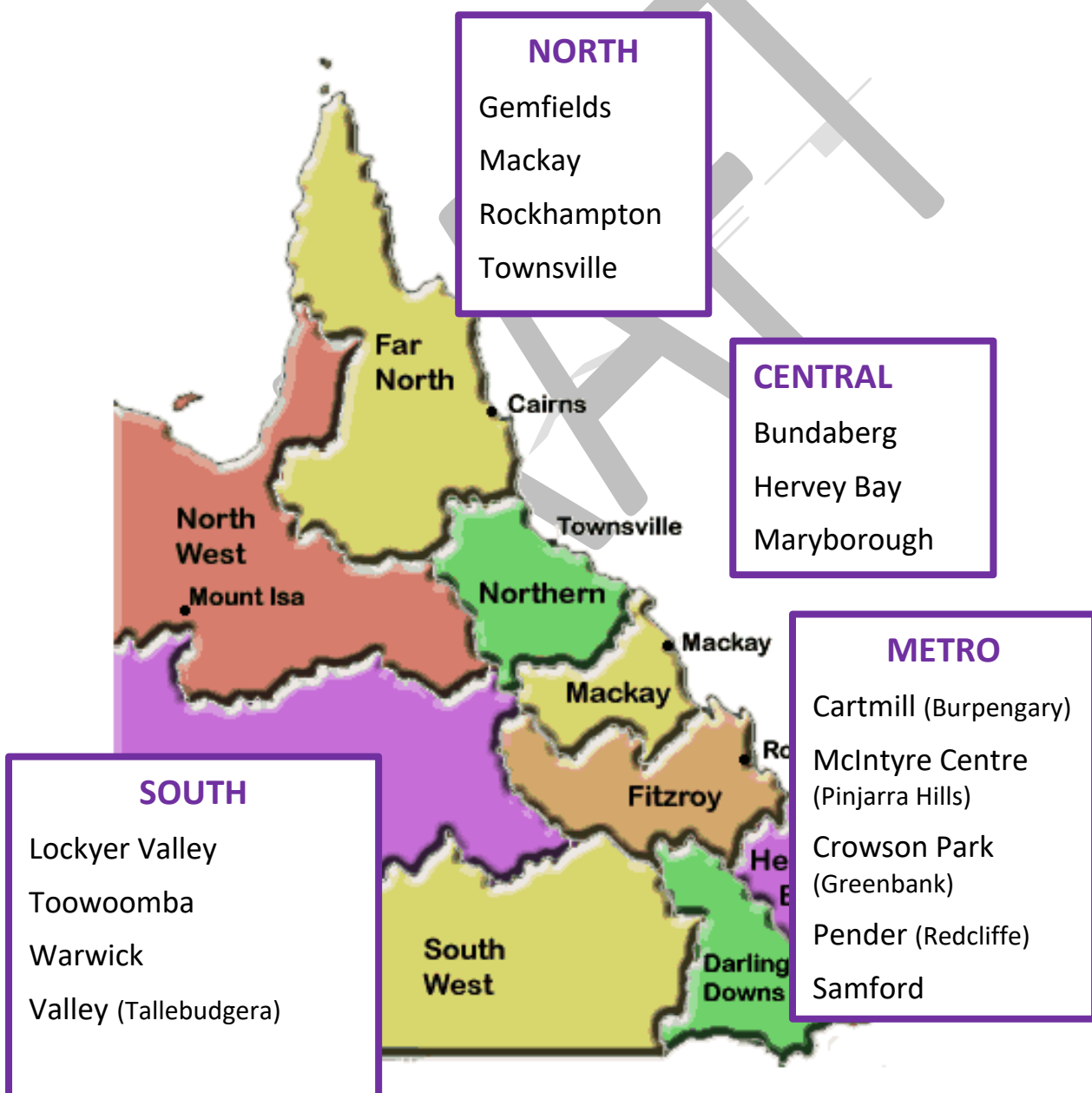
RDAQ is an incorporated, registered charity and is bound by the legal requirements of the Australian Charities & Not-for-Profits Commission (ACNC) and the Queensland Office of Fair Trading; and the operational standards of the RDAA.

## OUR MEMBERS

There are currently eighteen (18) RDA centres registered as members of RDAQ, coordinating 649 volunteers to deliver equine-assisted services to 421 people living with disability in Queensland. They range from very small centres in remote locations to large multi-service organisations in urban areas. The Member Centres are all independent incorporated organisations managed by a local committee of volunteers and operated under a variety of service models.

RDAQ Member Centres reach across physical, social, cultural, and economic barriers to provide opportunities for people living with disability to develop abilities and overcome challenges, while experiencing joy and building confidence and self-esteem.

All RDAQ affiliated Centres and coaches must meet strict Riding for the Disabled of Australia Association Ltd (RDAA) accreditation specifications.



## KEY STAKEHOLDRES

People living with disability and their families/carers

Affiliated Riding for the Disabled Associations (RDA)

RDA Centre Volunteers

Riding for the Disabled Association of Australia (RDAA)

Department of Recreation, Sport and Arts (Major funding body)

Local, State and National Government Departments

Sponsors and Philanthropists | Community members | Community Service Groups

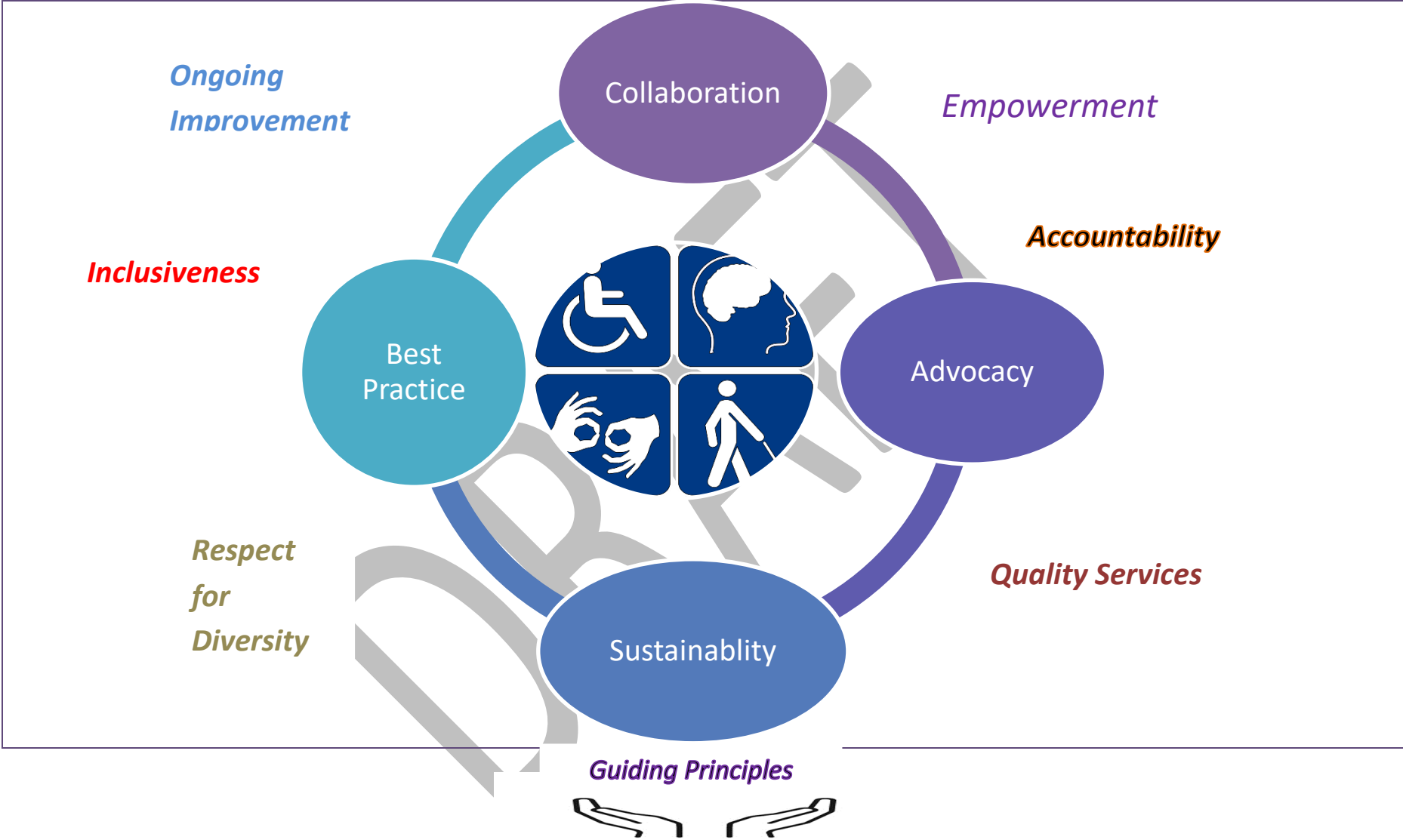
Horse Industry Organisations

Disability Service Providers | Mental Health | Education Providers



*The Riding for the Disabled Ass. of Queensland Inc  
acknowledges the traditional custodians of the land on which RDA services are delivered.*

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## STRATEGIC OBJECTIVES

1. Support affiliated Member Centres to consistently deliver contemporary best practice equine-based services to people living with disability, and RDA volunteers in Queensland.
2. Collaborate with government agencies, non-government organisations, industry, and community groups to progress the Association's mission.
3. Nurture and strengthen collaborative partnerships with key stakeholders to progress the Association's mission.
4. Manage and build the financial and administrative capacity of the Association to support the safe delivery of quality services to meet the diverse needs of persons, aged 3 to 65 years, living with a disability, and to ensure the sustainability and viability of the Association.

### Intended Outcomes:

1. Member Centres have appropriately qualified coaches to deliver safe, equine-assisted services to the expected standard.
2. Member Centres have the number of appropriately trained volunteers needed to deliver services to the expected standard.
3. People living with all types of disability can benefit from equine-assisted activities in safe, supportive environments.
4. Horses and ponies used in Member Centre activities are physically sound and have the training needed to develop the abilities of consumers.
5. Member Centres use sound financial management and governance systems and procedures to ensure accountability and support sustainability.
6. RDAQ has financial and in-kind support from across government, industry, and community sectors to progress its mission.
7. RDAQ is acknowledged by its Members and Key Stakeholders as providing strong leadership, advocacy, and support to its members.

Action Area (What)	Strategic Priority	Strategies (How)	Performance Indicators (How will progress be measured)
<b>Coaching</b>	Participation	1.1. Support Centres to identify and enable volunteers to actively participate in coach development initiatives.  1.2. Nurture and strengthen communication with Coach Representatives from each Centre to obtain feedback on needs/issues/suggestions.  1.3. Support Centres to develop and implement a Coach Succession Plan to ensure the number of appropriately qualified coaches are available to meet Consumer needs into the future.  1.4. Provide opportunities for coaches to develop their knowledge and skills in using audio and visual communication aides to enable participation by all consumers.	<ul style="list-style-type: none"> <li>➤ No. of Centres with strategies in place by 30 June 2023 to actively support volunteers to become RDAA accredited coaches.</li> <li>➤ No. &amp; % of volunteers from underrepresented groups in the local community commencing OTC training per year.</li> <li>➤ No. of Centres with a Coach Succession Plan in place by 30 Nov 2023.</li> </ul>





Action Area (What)	Strategic Priority	Strategies (How)	Performance Indicators (How will progress be measured)
	Capability	<p>1.5. Deliver non-accredited skill development workshops for OTC, Level 1 &amp; Level 2 coaches in regional centres.</p> <p>1.6. Undertake Coach Accreditation sessions in regional centres.</p> <p>1.7. Provide online training via Zoom to build the capabilities of coaches across all levels.</p> <p>1.8. Collaborate with Peak Bodies across the disability and mental health sectors to identify strategies designed to increase the capabilities of Coaches in working with people with diverse disabilities.</p> <p>1.9. Provide access to online contemporary coaching information and resources on the RDAQ website.</p>	<ul style="list-style-type: none"> <li>➤ No. of coach skill development workshops delivered in regional zone per year. (Target: min.1 per zone)</li> <li>➤ No. of Coach Accreditation sessions offered in regional centres per year. (Target: min.1 per zone)</li> <li>➤ No. of online coach training sessions delivered per year (Target: min. 1 per Quarter)</li> <li>➤ No &amp; % Centres providing positive feedback re coaching support at 6 mths &amp; 12 mths</li> </ul>

Action Area (What)	Strategic Priority	Strategies (How)	Performance Indicators (How will progress be measured)
<b>Volunteers</b>	Participation	<p>1.10. Support Centres to implement targeted recruitment activities to attract and retain volunteers from a range of ages and backgrounds, particularly among underrepresented groups in the community.</p> <p>1.11. Nurture and strengthen communication with Volunteer Coordinators from each Centre to obtain feedback on needs/issues/suggestions.</p> <p>1.12. Promote the work of RDA Centres to Volunteering Qld and community-based service providers to encourage increased volunteering at RDA Centres.</p>	<ul style="list-style-type: none"> <li>➤ % of Centres with targeted volunteer recruitment strategies in place by 30 December 2022.</li> <li>➤ % of total volunteers from underrepresented groups at each RDA Centre.</li> </ul>

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Action Area (What)	Strategic Priority	Strategies (How)	Performance Indicators (How will progress be measured)
	Capability	<p>1.13. Deliver non-accredited Volunteer Skill Development workshops in regional centres addressing core competencies specified in the RDAA Volunteer Information Booklet.</p> <p>1.14. Support Centres to undertake practical assessment of competencies of all volunteers as detailed on the RDAA Volunteer Competency Card.</p> <p>1.15. Provide opportunities for volunteers to develop their knowledge and skills in using audio and visual aids.</p> <p>1.16. Collaborate with Peak Bodies across the disability and mental health sectors to identify strategies designed to increase the capabilities of volunteers in working with people with diverse disabilities.</p> <p>1.17. Provide online volunteer training via Zoom to build capabilities in core competencies detailed in the RDAA Volunteer Information Booklet.</p> <p>1.18. Provide contemporary information and resources relevant to the roles of RDA volunteers on the RDAQ website.</p> <p>1.19. Undertake a review of the RDAA Volunteer Information Booklet to ensure currency and relevance of information to RDA Centres in Qld.</p>	<ul style="list-style-type: none"> <li>➤ No. and location of Volunteer Skill Development workshops delivered in regional centres per year. (Target: min. 1 per zone)</li> <li>➤ No. &amp; % of volunteers expressing satisfaction with level and type of training available to them via online survey.</li> <li>➤ Review of RDAA Volunteer Information Booklet completed by June 2023.</li> <li>➤ % Centres providing positive feedback re volunteer support at 6 mths &amp; 12 mths</li> </ul>

Action Area (What)	Strategic Priority	Strategies (How)	Performance Indicators (How will progress be measured)
Consumers - Riding	Participation	<p>1.20. Support Centres to identify and, where possible, remove barriers to participation facing eligible consumers, particularly from underrepresented groups in their communities.</p> <p>1.21. Provide Centres with information and resources to consistently meet relevant consumer safety legislation and RDAA Centre accreditation standards.</p> <p>1.22. Develop a RDAQ Communication &amp; Marketing Plan to actively promote the benefits of riding to key stakeholders across the disability, health, and education sectors.</p>	<ul style="list-style-type: none"> <li>➤ No. &amp; % of Centres with strategies in place to remove barriers to participation in RDA activities by eligible consumers.</li> <li>➤ No. &amp; % of Centres with strategies in place to remove barriers to participation in RDA activities by eligible consumers from under-represented groups.</li> <li>➤ RDAQ Communication &amp; Marketing Plan targeting the disability, health, and education sectors endorsed by Board and implemented by 30 Nov 2022.</li> </ul>
		Capability	<p>1.23. Collaborate with Centres to provide opportunities for consumers to develop their riding skills in a range of equestrian activities.</p> <p>1.24. Work with key stakeholders to create opportunities for riding consumers to compete in local, state, national and international competitions.</p> <p>1.25. Establish and facilitate a Talent Development Team to enable emerging athletes to access the coaching and resources they need to achieve their potential.</p>

Action Area (What)	Strategic Priority	Strategies (How)	Performance Indicators (How will progress be measured)
Consumer – Non-riding	Participation	<p>1.26. Collaborate with Centres to identify and remove barriers to participation facing eligible consumers in their communities, particularly those from underrepresented groups in their communities.</p> <p>1.27. Support Centres to offer flexible and innovative options to enable non-riders to participate in RDA activities.</p> <p>1.28. Develop a RDAQ Communication &amp; Marketing Plan to actively promote the benefits of participating in RDA non-riding programs to key stakeholders in the disability, health, and education sectors.</p>	<ul style="list-style-type: none"> <li>➤ No. &amp; % of Centres with strategies in place to enable eligible non-riding consumers to participate in RDA activities.</li> <li>➤ No. &amp; % of Centres with strategies in place to enable eligible non-riding consumers from under-represented groups to participate in RDA activities.</li> <li>➤ RDAQ Communication &amp; Marketing Plan targeting the disability, health, and education sectors endorsed by Board and implemented by 30 Nov 2022.</li> </ul>
	Capability	<p>1.29. Support Centres to provide opportunities for volunteers and consumers to develop their knowledge and skills in non-riding equestrian activities.</p> <p>1.30. Work with key stakeholders to provide opportunities for non-riding consumers to compete in local, state, national and international competitions.</p>	<ul style="list-style-type: none"> <li>➤ No. &amp; % of Centres providing opportunities for consumers to develop their abilities in: <ul style="list-style-type: none"> <li>– Carriage Driving</li> <li>– Pole work</li> <li>– Horsemanship</li> </ul> </li> </ul>

Action Area (What)	Strategic Priority	Strategies (How)	Performance Indicators (How will progress be measured)
<b>Horse Management</b>	Participation	<p>1.31. Collaborate with Centres to create a platform for sharing current best practice information on horse welfare and management.</p> <p>1.32. Collaborate with relevant government agencies and primary production bodies to provide advice on best practice pasture management and veterinary products.</p> <p>1.33. Strengthen association with Thoroughbred and Standardbred rehoming programs, to create pathways for suitable horses to enter RDA centres.</p> <p>1.34. Support Centres to implement a Succession Plan to enable horses and ponies with the appropriate temperament and training to be available when needed.</p> <p>1.35. Promote the work of RDA Centres by engaging with equine organisations, vets, produce stores, and other equine oriented businesses.</p>	<ul style="list-style-type: none"> <li>➤ No. &amp; % of Centres sharing horse welfare information.</li> <li>➤ No. &amp; % of Centres sharing horse welfare resources.</li> <li>➤ No. &amp; % of Centres expressing satisfaction with the level and type of horse welfare information and resources provided.</li> <li>➤ No. of Centres with Horse Succession Plans in place.</li> </ul>

Action Area (What)	Strategic Priority	Strategies (How)	Performance Indicators (How will progress be measured)
	Capability	<p>1.36. Provide access to best practice horse and pasture management information and resources on the RDAQ website</p> <p>1.37. Deliver Horse Management Workshops at regional centres and via Zoom.</p> <p>1.38. Facilitate access to quality horse management resources specific to the needs of each Centres.</p> <p>1.39. Provide opportunities for Centres to increase their knowledge and skills in providing flexibility and agility training to horses and ponies to enable them to be physically supple and mentally alert.</p> <p>1.40. Support Centres to ensure that horses and ponies have the training needed to enable consumers to reach their full potential.</p>	<ul style="list-style-type: none"> <li>➤ No. &amp; location of Horse Management Workshops delivered in regional centres (Target: ≥ 1 per zone)</li> <li>➤ No. &amp; % of horses and ponies with a Body Condition Score of 'Good' or above.</li> <li>➤ No. &amp; range of information and resources available on the RDAQ website to support best practice pasture and horse management.</li> <li>➤ % of Centres providing positive feedback re volunteer support at 6 mths &amp; 12 mths</li> </ul>

Action Area (What)	Strategic Priority	Strategies (How)	Performance Indicators (How will progress be measured)
<p><b>Governance and Financial Management</b></p>	<p>Participation</p>	<p>1.41. Work closely with Centres to nurture and strengthen best practice financial management and organisational governance systems and processes.</p>	<ul style="list-style-type: none"> <li>➤ No. and location of regional workshops held per year (Target: ≥ 1 per zone)</li> </ul>
		<p>1.42. Nurture and strengthen ongoing communication between RDAQ State Office and Centres to enable emerging issues to be addressed and opportunities for collaboration maximised.</p>	<ul style="list-style-type: none"> <li>➤ No. &amp; % of Centres actively participating in the RDAQ Annual General Meeting</li> <li>➤ No. &amp; % of Centres actively participating in the RDAQ State Conference.</li> </ul>
		<p>1.43. Support Centres to enable volunteers to participate at all levels of the organisation through mentoring and pro-active succession planning.</p>	<ul style="list-style-type: none"> <li>➤ No. &amp; % of Centres that have a sound Business Case in place to guide operational decisions and financial sustainability.</li> </ul>
		<p>1.44. Develop and implement a RDAQ Sponsorship Plan to increase opportunities for financial and in-kind support from government, industry, and philanthropic bodies.</p>	<ul style="list-style-type: none"> <li>➤ No. &amp; % of Centres with succession planning in place for all management positions.</li> <li>➤ RDAQ Sponsorship Plan implemented by 30 December 2022.</li> </ul>
		<p>1.45. Provide practical assistance and advice to enable new Centres to meet all accreditation standards within an acceptable timeframe.</p>	
		<p>1.46. Liaise with funding and regulatory bodies to ensure all contractual and legislative obligations are met.</p>	



Action Area (What)	Strategic Priority	Strategies (How)	Performance Indicators (How will progress be measured)
	Capability	<ul style="list-style-type: none"> <li>➤ Deliver non-accredited governance and financial management training at regional workshops in regional centres (Target: ≥ 1 per zone)</li> <li>1.47. Provide support and advice regarding governance and financial management issues to Centres via Zoom and centre visits.</li> <li>1.48. Ensure Centres have access via the RDAQ website to current policies, guidelines, and resources that reflect the operational environment of Centres in Qld.</li> </ul>	<ul style="list-style-type: none"> <li>➤ No. &amp; % of Centres actively participating in governance and financial management skill development activities.</li> <li>➤ No. of Centres visited each year.</li> <li>➤ All RDAQ policies, guidelines and resources reviewed to ensure currency and relevance by 30 June 2023.</li> </ul>

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