



RIDING FOR THE DISABLED ASSOCIATION OF QUEENSLAND Inc.

STRATEGIC PLAN

2022 to 2025

Riding Develops Abilities

ABN: 985 824 305 76

ACCESSIBILITY CHECKED

OUR VISION

'Riding for the Disabled develops the abilities and enriches the lives of people living with disability through sporting, therapeutic, education and recreational equestrian activities.'

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

ACTION AREAS

- ❖ Coaching
- ❖ Consumers/Participants
- ❖ Horse Management
- ❖ Volunteers
- ❖ Governance and Financial Management

KEY STAKEHOLDRES

People living with disability and their families/carers

RDA Centre Volunteers

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

Sponsors and Philanthropists | Community members | Community Service Groups

Disability Service Providers | Mental Health Service Providers

Affiliated Riding for the Disabled Associations (RDA)

Riding for the Disabled Association of Australia (RDAA)

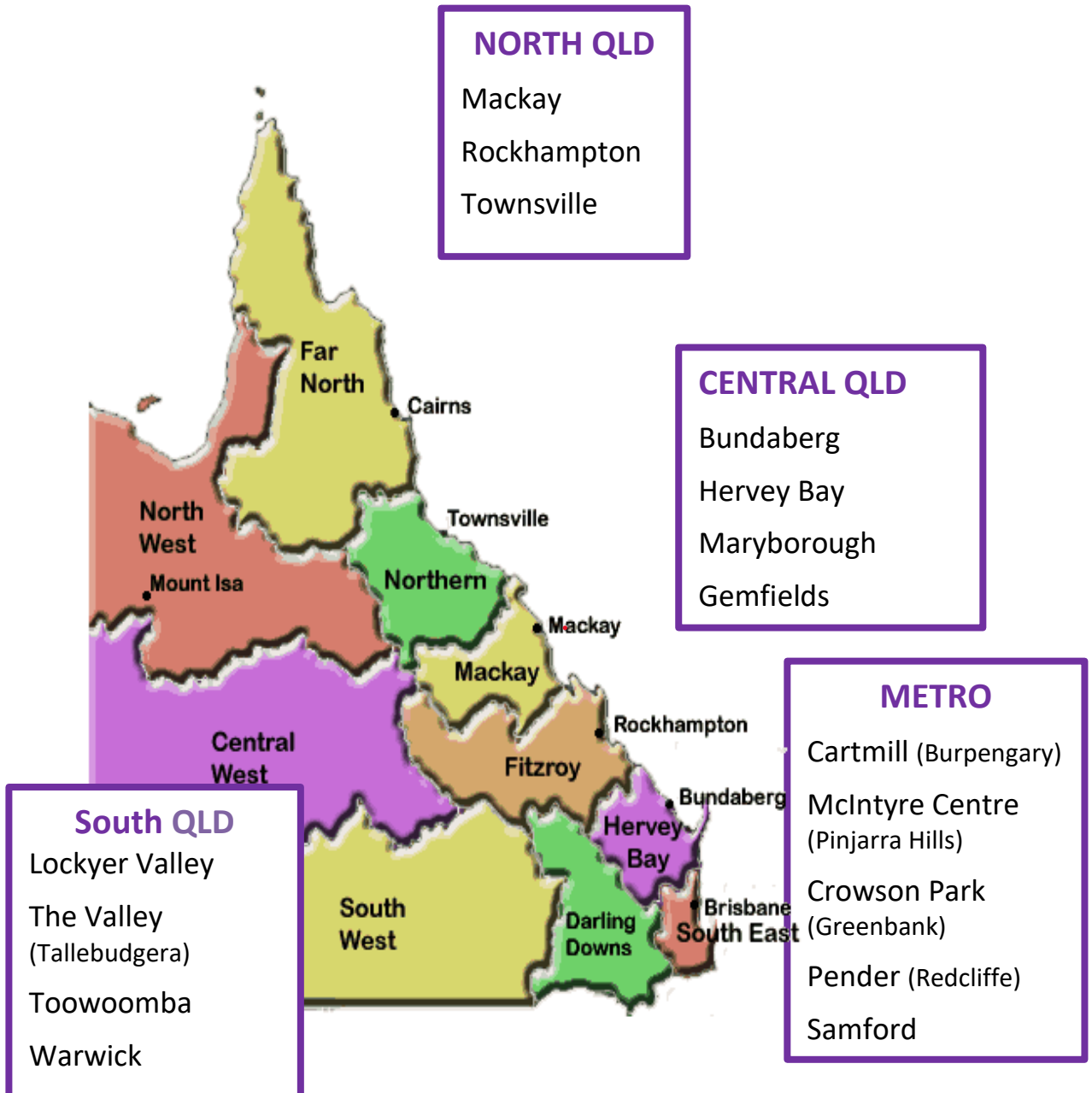
Local, State and National Government Departments

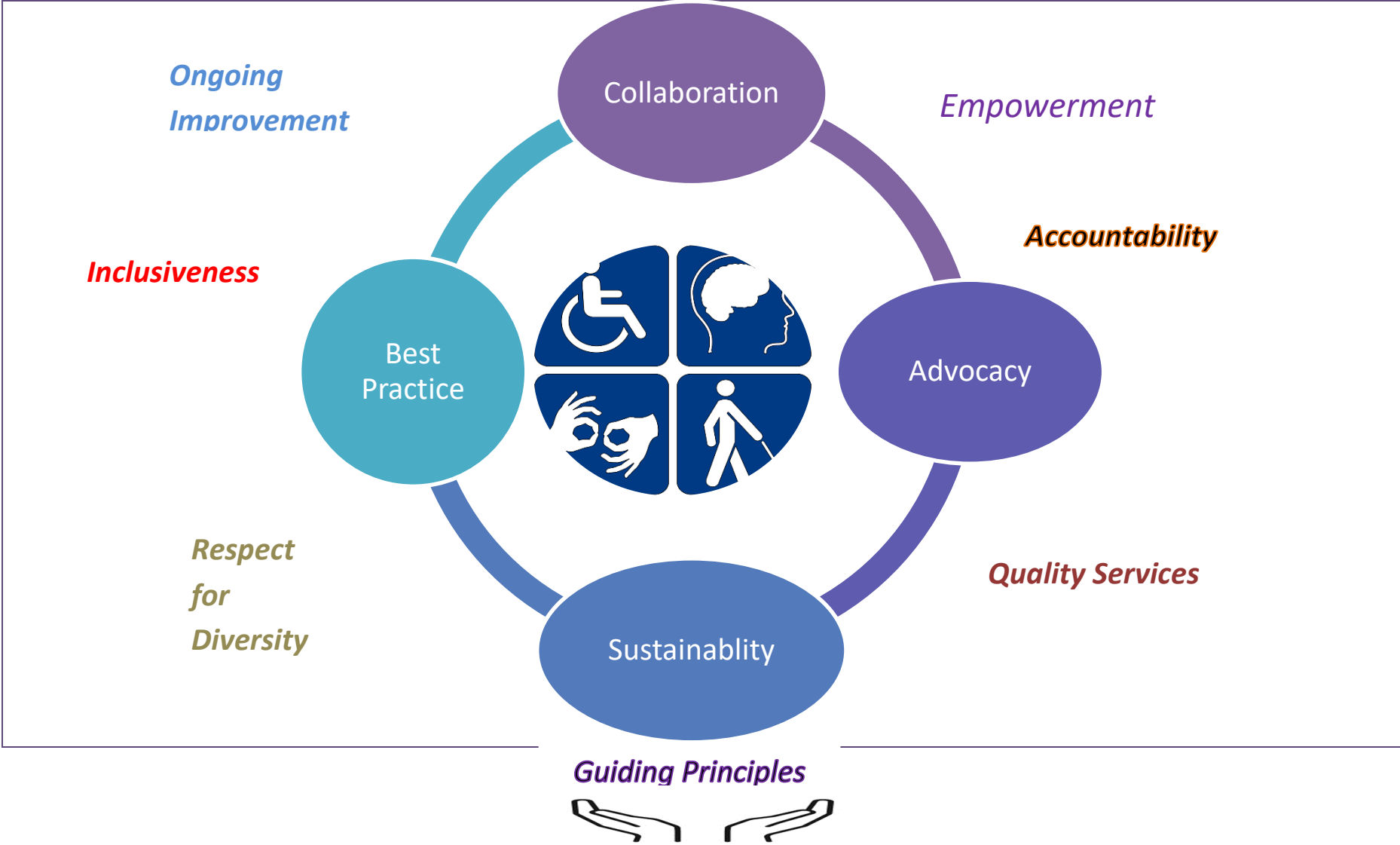
Horse Sporting Industry Organisations



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

Accredited RDAQ Member Centres





STRATEGIC OBJECTIVES

1. Support affiliated Member Centres to consistently deliver contemporary best practice equine-based sporting and recreational activities to eligible people living with disability in Queensland.
2. Assist affiliated Member Centres to consistently support RDA volunteers to deliver sporting and recreational activities, in line with Work Safe Regulations and Industry standards.
3. Collaborate with government agencies, non-government organisations, industry, and community groups to progress the Association's mission.
4. Nurture and strengthen collaborative partnerships with key stakeholders to progress the Association's mission.
5. Manage and build the financial and administrative capacity (systems and processes) of the Association to support the safe delivery of quality services to meet the diverse needs of persons, aged from 3 years, living with disability, and to enable the sustainability and viability of the Association.

Intended Outcomes:

1. Member Centres have appropriately qualified coaches to deliver safe, equine-assisted sport and active recreation services to the expected standard.
2. Member Centres have the number of appropriately trained volunteers needed to deliver sport and active recreation services to the expected standard.
3. Eligible people living with disability can benefit from equine-assisted sport and active recreation 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 participants.
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	Strategic Priority	Strategies (How will the priority be addressed?)	Performance Indicators (How will progress be measured?)
Coaching	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 Participant needs into the future. 1.4. Provide opportunities for coaches to develop their knowledge and skills in using audio and visual communication aides to meet the communication needs of all Participants.	<ul style="list-style-type: none"> ➤ No. of Centres with strategies in place by 30 June 2023 to actively support volunteers to become RDAA accredited coaches. ➤ No. & % of volunteers from underrepresented groups in the local community commencing OTC training per year. ➤ No. of Centres with a Coach Succession Plan in place by 30 Nov 2023.
	Capability	1.5. Deliver non-accredited skill development workshops for Level O Trainee, Level 1 & Level 2 coaches in regional centres. 1.6. Undertake Coach Accreditation sessions in regional centres. 1.7. Provide online training via electronic conferencing to build the capabilities (knowledge, skills, values, and beliefs) of coaches at all levels.	<ul style="list-style-type: none"> ➤ No. of coach skill development workshops delivered in regional zone per year. (Target: min.1 per zone) ➤ No. of Coach Accreditation sessions offered in regional centres per year. (Target: min.1 per zone) ➤ No. & % of coaches reporting accessing the RDAA Coach Portal via the RDAQ website. ➤ No. of online coach training sessions delivered per year (Target: min. 1 per Quarter)

Action Area	Strategic Priority	Strategies (How will the priority be addressed?)	Performance Indicators (How will progress be measured?)
		<p>1.8. Actively collaborate with RDAA in reviewing and developing the information and resources provided on the national RDAA Coach Portal to ensure it meets the training needs of coaches in Queensland.</p> <p>1.9. Collaborate with Peak Bodies across the disability and mental health sectors to identify strategies designed to increase the capabilities (knowledge, skills, values, and beliefs) of Coaches in working with people with diverse disabilities.</p> <p>1.10. Provide access to online contemporary coaching information and resources on the RDAQ website.</p>	<ul style="list-style-type: none"> ➤ No. & % Centres providing positive feedback re coaching support at 6 mths & 12 mths
Volunteers	Participation	<p>1.11. 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>1.12. Nurture and strengthen communication with Volunteer Coordinators from each Centre to obtain feedback on needs/issues/suggestions.</p> <p>1.13. 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"> ➤ % of Centres with targeted volunteer recruitment strategies in place by 30 December 2022. ➤ % of total volunteers from underrepresented groups at each RDA Centre.

Action Area	Strategic Priority	Strategies (How will the priority be addressed?)	Performance Indicators (How will progress be measured?)
	Capability	<p>1.14. Deliver non-accredited Volunteer Skill Development workshops in regional centres addressing core competencies specified in the RDAA Volunteer Information Booklet.</p> <p>1.15. Support Centres to undertake practical assessment of competencies of all volunteers as detailed on the RDAA Volunteer Competency Card.</p> <p>1.16. Provide opportunities for volunteers to develop their knowledge and skills across key competencies essential to the delivery of safe, equine-assisted sport and recreation activities for people living with disability.</p> <p>1.17. Collaborate with Peak Bodies across the disability and mental health sectors to identify strategies designed to increase the capabilities (knowledge, skills, values, and beliefs) of volunteers in working with people with diverse disabilities.</p> <p>1.18. Provide online volunteer training via electronic conferencing to build capabilities (knowledge, skills, values, and beliefs) in core competencies detailed in the RDAA Volunteer Information Booklet.</p> <p>1.19. Provide contemporary information and resources relevant to the roles of RDA volunteers on the RDAQ website.</p>	<ul style="list-style-type: none"> ➤ No. and location of Volunteer Skill Development workshops delivered in regional centres per year. (Target: min. 1 per zone) ➤ No. & % of volunteers expressing satisfaction with level and type of training available to them via online survey. ➤ Establish an interactive portal on the RDAQ website to enable data entry and ready access to information and resources by RDA volunteers throughout Queensland by 30 June 2024. ➤ % Centres providing positive feedback re volunteer support at 6 mths & 12 mths

Action Area	Strategic Priority	Strategies (How will the priority be addressed?)	Performance Indicators (How will progress be measured?)
Consumers/ Participants - Riding	Participation	<p>1.20. Support Centres to identify and, where possible, remove barriers to participation facing eligible people, particularly from underrepresented groups in their communities.</p> <p>1.21. Provide Centres with information and resources to consistently meet relevant safety legislation and RDAA Centre accreditation standards.</p> <p>1.22. Develop a RDAQ Communication & 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"> ➤ No. & % of Centres with strategies in place to remove barriers to participation in RDA activities by eligible Participants. ➤ No. & % of Centres with strategies in place to remove barriers to participation in RDA activities by eligible Participants from under-represented groups. ➤ RDAQ Communication & Marketing Plan targeting the disability, health, and education sectors endorsed by Board and implemented by 30 Nov 2022.
	Capability	<p>1.23. Collaborate with Centres to provide opportunities for Participants to develop their riding skills in a range of equestrian activities.</p> <p>1.24. Work with key stakeholders to create opportunities for riding Participants 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>	<ul style="list-style-type: none"> ➤ No. & % of Centres providing opportunities for riding Participants to develop their abilities in: <ul style="list-style-type: none"> - Dressage - Active Trail Riding - Hacking - Sporting - Jumping ➤ State Talent Development Team established and active by 30 June 2023.
Consumers/ Participants - Non-riding	Participation	<p>1.26. Collaborate with Centres to identify and remove barriers to participation facing eligible Participants in their communities, particularly those from underrepresented groups in their communities.</p>	<ul style="list-style-type: none"> ➤ No. & % of Centres with strategies in place to enable eligible non-riding Participants to participate in RDA activities.

Action Area	Strategic Priority	Strategies (How will the priority be addressed?)	Performance Indicators (How will progress be measured?)
		<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 & 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"> ➤ No. & % of Centres with strategies in place to enable eligible non-riding Participants from under-represented groups to participate in RDA activities. ➤ RDAQ Communication & Marketing Plan targeting the disability, health, and education sectors endorsed by Board and implemented by 30 Nov 2022.
	Capability (knowledge, skills, values, and beliefs)	<p>1.29. Support Centres to provide opportunities for volunteers and Participants 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 Participants to compete in local, state, national and international competitions.</p>	<ul style="list-style-type: none"> ➤ No. & % of Centres providing opportunities for Participants to develop their capabilities in: <ul style="list-style-type: none"> - Carriage Driving - Horse Care - Horsemanship - Pasture management
Horse Management	Participation	<p>1.31. Collaborate with Centres to create a platform for sharing current best practice information on horsemanship, horse welfare and pasture management.</p> <p>1.32. Collaborate with relevant government agencies and primary production bodies to provide advice on</p>	<ul style="list-style-type: none"> ➤ No. & % of Centres sharing horse welfare information. ➤ No. & % of Centres sharing horse welfare resources. ➤ No. & % of Centres expressing satisfaction with the level and type of horse welfare information and resources provided.

Action Area	Strategic Priority	Strategies (How will the priority be addressed?)	Performance Indicators (How will progress be measured?)
		<p>best practice pasture management and veterinary products.</p> <p>1.33. Strengthen association with horse societies and groups 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"> ➤ No. of Centres with Horse Succession Plans in place.
	Capability	<p>1.36. Provide access to best practice horsemanship, horse welfare and pasture management information and resources on the RDAQ website</p> <p>1.37. Deliver Horsemanship and Horse Management Workshops at regional centres</p> <p>1.38. Facilitate access to quality horsemanship and 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 practical horsemanship practices to enable horses and ponies to be physically</p>	<ul style="list-style-type: none"> ➤ No. & location of Horse Management Workshops delivered in regional centres (Target: ≥ 1 per zone) ➤ No. & % of horses and ponies with a Body Condition Score of 'Good' or above. ➤ No. & range of information and resources available on the RDAQ website to support best practice horsemanship, pasture management and horse welfare. ➤ % of Centres providing positive feedback re volunteer support at 6 mths & 12 mths

Action Area	Strategic Priority	Strategies (How will the priority be addressed?)	Performance Indicators (How will progress be measured?)
		<p>supple and mentally alert to meet the needs of Participants.</p> <p>1.40. Support Centres to ensure that horses and ponies have the training needed to enable Participants to reach their personal goals.</p>	
<p>Governance and Financial Management</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> <p>1.42. Actively recruit males with the necessary experience and skills to fulfill the role and responsibilities of positions on the RDAQ Board.</p> <p>1.43. Nurture and strengthen ongoing communication between RDAQ State Office and Centres to enable emerging issues to be addressed and opportunities for collaboration to be maximised.</p> <p>1.44. Support Centres to enable volunteers to participate at all levels of the organisation through mentoring and pro-active succession planning.</p> <p>1.45. 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"> ➤ No. & location of regional workshops held per year (Target: ≥ 1 per zone) ➤ % of elected RDAQ Board members who are male (Target: 50% by Dec 2025) ➤ Communication systems established to support access by Centres to best practice governance and financial management information and advice by 30 June 2023. ➤ No. & % of Centres provided with information and advice about succession planning (Target: ≥ 90% of Centres provided with succession planning advice by June 2023) ➤ RDAQ Sponsorship Plan endorsed by Board by June 2023. ➤ No. and % of Centres provided with assistance to meet mandatory governance and financial management standards. (Target: 100% of Centres provided with assistance)

Action Area	Strategic Priority	Strategies (How will the priority be addressed?)	Performance Indicators (How will progress be measured?)
		1.46. Provide practical assistance and advice to enable new Centres to meet all accreditation standards within an acceptable timeframe. 1.47. Liaise with funding and regulatory bodies to ensure all contractual and legislative obligations are met.	<ul style="list-style-type: none"> ➤ 100% of RDAQ contractual and legislative obligations are consistently met or exceeded.
	Capability	1.48. Deliver non-accredited governance and financial management training at regional workshops in regional centres (Target: ≥ 1 per zone) 1.49. Provide support and advice regarding governance and financial management issues to Centres via the RDAQ website, teleconferencing and centre visits. 1.50. Ensure Centres have access via the RDAQ website to current policies, guidelines, and resources that reflect the operational environment of RDA Centres in Qld.	<ul style="list-style-type: none"> ➤ No. of non-accredited governance and financial management training sessions delivered per zone. (Target: ≥ 1 per zone) ➤ No. of Centres visited by an RDAQ Board member each year (Target: ≥ 50% of Centres visited per year) ➤ Review of RDAQ policies, guidelines and resources commenced to ensure currency and relevance by 30 June 2023.