



# **BUSINESS / STRATEGIC PLAN**

## **RDA(NSW) PLANNING FOR FUTURE 3 YEARS 2022 to 2025**

**Riding for the Disabled (NSW)**

**Quad 1, Level 2, 8 Parkview  
Drive SYDNEY OLYMPIC PARK  
NSW 212**

**9<sup>th</sup> November 2021**

**Photo: Jan Pike OAM competing in the National Championships Victoria.**

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Photo: Group Photo 2004 Athens Paralympics

## History of RDA

The philosophy of using horses for the therapy of people with a disability is not new. The Greeks used horses for rehabilitating wounded soldiers in the fifth century BC, and throughout history, riding has been prescribed as a means of improving the mental and physical well-being of people with disabilities.

Therapeutic riding was recognised by Dame Agnes Hunt, establishing the first orthopaedic hospital in the UK. Dame Agnes Hunt understood the need for laughter, companionship and the importance of horses and riding for her patients. Her work was followed up with many hospitals encouraging riding as a means of therapy for soldiers who had been disabled during both world wars.

At the 1952 Helsinki Olympic Games, Madame Liz Hartel, a Danish polio victim, who was normally confined to a wheelchair, left her chair for her horse's back and then proceeded to win a silver medal in the dressage event. This achievement received worldwide attention, focusing on the fact that "It is ability that counts, not disability". Her achievement gave encouragement to many people.

Following the Games, Riding for the Disabled groups began springing up in countries throughout the western world. The first Australian group was started in 1964 by Mr. and Mrs. Peter McIntyre who, with the help of a few friends, started to give riding therapy to people with disabilities by inviting them to their property just outside Brisbane. South Australia commenced operation in 1970 and was followed by Victoria in 1971. In 1972 Mrs. Pearl Batchelor, a riding school instructor, and Mrs. Nan Everingham, a physiotherapist, founded the New South Wales branch. Western Australia, Canberra and Tasmania all started in the following years.



### **Riding for the Disabled Association (NSW) -- (RDA(NSW))**

RDA(NSW) was formed after Pearl Batchelor AOM visited Riding for the Disabled Association in England in the early 1970s.

With the combined interest and commitment of Pearl Batchelor and Nan Everingham, the inaugural meeting was held on 23 October 1972. Lessons were held at Pearl Batchelor's property 'Tall Timbers' at West Pennant Hills. Riders from Northcott School Parramatta and Crowle Home were the first to participate.

RDA (NSW) now comprises 38 RDA Centres, is a registered charity run predominantly by volunteers. RDA (NSW) became an incorporated company in 1981. Centres are the members of this body. Each Centre pays an annual affiliation fee to RDA (NSW).

### **RDA (NSW) – 1972 – 2021**

Riding for the Disabled Association (NSW) was founded by Pearl Batchelor OAM after her visit to RDA in England in the early 1970s, meeting people and studying their Constitutions.

**1972** - The inaugural meeting of RDA (NSW) took place on 23<sup>rd</sup> October. Lessons were held at Pearl Batchelor's property "Tall Timbers" at West Pennant Hills. Riders from Northcott School, Parramatta and Crowle Home, Ryde were the first to participate.

**1975** - Charity Certificate No. CC21970 was granted, Taxation exemption was applied for, the Constitution written and our Logo designed by Mr. Stackpool, who requested the Trade Mark stay registered with RDA (NSW). A consultative committee was formed, made up of Business, Medical and Legal people helping with submissions and to raise money.



By this time, RDA (NSW) advised and helped new groups to commence at Moss Vale, Terrey Hills, Macquarie Fields, Kenthurst, Rossmore, Llandilo, Ingleside and Wagga Wagga, which was the first centre beyond the greater Sydney region and lead to the formation of other country Centres throughout New South Wales. RDA (NSW) still acts as their governing body.

The Australian Council for RDA (ACRDA) was formed at Mylor, South Australia. In attendance from RDA UK were HRH Princess Anne, her husband Capt. Mark Phillips and Mrs. Daphne Pagnamenta. A delegation from RDA(NSW) attended this meeting.

**1976** - RDA (NSW) hosted the first National ACRDA conference with Michael Field the co-ordinator and administrator. Following this, Daphne Pagnamenta from RDA UK accredited RDA (NSW) Headquarters at West Pennant Hills, Throsby Park, Moss Vale, Samurai Park, Terrey Hills and Hunters Riding Lodge, Macquarie Fields.

With developers moving into the West Pennant Hills area RDA (NSW) purchased Lot 7 for \$46,000. The Deposit was supplied by Pearl Batchelor and Josephine Macwilliam who also acted as Guarantors.

**1977** - RDA (NSW) Headquarters purchased and moved to a 5 acre block of land at 102 Conrad Road Kellyville. Through Pearl's generous donation to RDA (NSW), all her horses, tack, and anything that may have been useful was relocated from West Pennant Hills to Kellyville.

To pay for the mortgage, up-keep of the property and feed the horses, paid riding lessons were given as part of the fundraising. Construction of a hay shed and saddle room were commenced.

To honour Pearl and keep the name of her Riding School, RDA (NSW) Head-quarter's property was named "Tall Timbers". Setting up an RDA Group was discussed but was postponed, with all activities continuing under the banner of RDA (NSW).

The Raymond E. Purves foundation offered a cash grant of \$30,000 to assist with the cost of building the indoor arena. To satisfy these requirements RDA (NSW) began procedures to become incorporated.

**1978** - The Governor of NSW, Sir Roden Cutler as Patron, officially opened the RDA (NSW) Headquarters property "Tall Timbers".

The designer of our logo, Mr. Stackpool, gave permission for the National Body (ACRDA) to use the logo provided the trademark stayed registered with RDA (NSW).

**1979** - Preparation commenced to start a new RDA Group on the then known Headquarters property. After suggestion of several names and to Honour Pearl, the group was to be named "Tall Timbers" with all monies raised by Tall Timbers staff to be used for the requirements of the Tall Timbers Group and the surplus to be returned to the NSW Branch.

**1980** – Two major events took place. RDA (NSW) was incorporated and received a Government Grant of \$40,000 to pay out the Bank loan for Lot 7. As the Headquarters Committee had fund-raised and paid \$20,000 off the land, with Government permission, the balance was used to build an amenities/office building.

On the 3<sup>rd</sup> December, two Inaugural meetings were held, one for the newly incorporated Riding for the Disabled Association (NSW) and the other for the newly formed RDA (NSW) Tall Timbers Centre. Two new committees were elected, one to head RDA (NSW) the other to run the RDA (NSW) Tall Timbers Centre. Except for the Title of the land and an amount of \$500.00, RDA (NSW) handed over to Tall Timbers Centre, the remainder of monies and other assets including the indoor arena, stables, horses/ponies and equipment. The Centre was informed they were a group operating on RDA (NSW) land with no rates or rent. The only recorded Minutes up to now were by RDA (NSW).

A \$10,000 grant for lighting the indoor arena was made possible by Michael Cleary, Minister for Sport.

At this time, there were 38 RDA Centres operating throughout NSW.

**1983** - RDA (NSW) purchased an adjoining 5 acre block at Kellyville, namely Lot 6 for \$80,000.

**1985** - RDA (NSW) paid out the Bank loan for Lot 6 with a Government grant and fundraising from a combined effort by members of RDA (NSW) and the Tall Timbers Centre, whose members were more than happy to have assisted RDA (NSW) fundraise. A greater part of the fundraising was through an Auction of items that raised approx. \$24,000.

**1987** - RDA (NSW) purchased Lot 8 for \$220,000. The Ida Smith bequest from unallocated funds held in RDA (NSW) Trust Funds was used for deposit and the balance with a Loan from the Bank. To pay off the loan the 3-bedroom house on RDA (NSW)'s Lot 8 was to be rented at \$200.00 a week (as arranged with the bank). Pearl Batchelor was co-Treasurer at this time and responsible for writing the cheques. Pearl retired in 1994.

**1989** – The RDA (NSW) State Office was moved from Kellyville to the Wagga Wagga RDA Centre.

**2000** - RDA (NSW) sold Lots 6, 7 and 8 at Kellyville for \$4.5m, paid out the Bank loan and purchased 125 Old Pitt Town Road, Box Hill for \$1.45m. The RDA Tall Timbers Centre was relocated to this property.

**2002** - RDA (NSW) granted Box Hill Tall Timbers Centre \$1.5m to develop an indoor arena/amenities block.....Note: After monies had been paid out on settlement, including transporting the indoor arena to Box Hill, costs for Box Hill roadworks and grant to the Box Hill Centre, RDA (NSW) invested the remainder of the funds.

To benefit all Centres throughout NSW, the income gained from this investment helps fund the operations of the Association.

**1996 – 2006** - During this time, State Office had several moves from Wagga to the Secretary's residence at Box Hill in 1996, then to Offices at Chatswood in 1997, Ultimo in 1998, Homebush in 2002, to Sports House, Sydney Olympic Park in 2007 where it is located today.

**2006**, 1<sup>st</sup> January, RDA (NSW) commenced operations as an independent body with our own coaching accreditation system including a Manual and Syllabus and also our own insurance to cover all the required eventualities. The RDA (NSW) Administration Manual (RAM) remains an important tool in the management of our programs and our Centres.

**2008 -2009**. RDA (NSW) became a Registered Training Organisation, which is now extended to training of coaches from interstate.

**2017** NDIS was introduced, RDA(NSW) and some centres became NDIS Service providers. This covered the riders with funds to cover our services in their social Plans. In 2020 RDA (NSW) ceased to be a NDIS Provider due to the Audit fees and no rider would be disadvantaged by this move.

**2020 – 2021** Covid-19 pandemic caused our centres to close according to the Government regulations. This year also brought our first virtual AGM. This improved technology use, allowed for *ad hoc* meetings.

**Note:** RDA (NSW) and its Centres are listed as Charities under the ACNC is a 'not for profit' organisation. RDA (NSW) is incorporated as a 'company limited by guarantee' accountable to Corporations Law. We currently have 35 Centres established catering for approx. 1,300 riders who are ably assisted by over 900 dedicated volunteers. RDA (NSW) is administered by a Board of Directors. The State Network Committee (SNC) is comprised of the Board of Directors and Regional Representatives. The State is divided into 9 regions each of which is represented by a Regional Representative who is responsible for the Centres in their particular region.

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### **Vision**

The equestrian choice for people with disabilities in NSW acknowledged as the benchmark in service delivery and standards by its stakeholders.

### **Mission**

RDA (NSW) is a charity that provides horse related activities to enrich the lives of people with disabilities

### **Values**

Person-Centred, Inclusive,  
Enrichment, Enabling, Respectful

RDA (NSW) provides the highest standards and training for Centres to develop abilities by enabling them to know they are compliant and supported to help people achieve their goals.

## Stakeholders

RDA State  
Organisations

Centres

Volunteers

Coaches

Riders and Drivers

Australian Paralympic  
Committee

Paralympics

Special Olympics

Pony Club of  
NSW/Australia

Equestrian  
Australia/NSW

National Disability  
Services

Occupational Therapy  
Australia – NSW  
Division

Australian  
Physiotherapy  
Association

Office of Communities  
(Department of Sport  
and Recreation)

Local Councils

Australian Charities  
and Not-for-profit  
Commission

Australian Skills  
Quality Authority



## Executive Summary

### *The Organisation*

The company is structured as a:

**Not for Profit Company limited by Guarantee.**

### *The Management*

**Board of Directors RDA (NSW)**

### *The Goals and Objectives*

To continue operating as a therapeutic horse riding organisation for those living with a disability.

### *The Product*

**Horse riding therapy for riders living with a disability.**

**To increase sales of Coach training to interstate as well as local persons To roll out Cert 3 Coaching course and continue advancing the skills and training for volunteer coaches.**

### *The Target Market*

**To establish more RDA Centres throughout the NSW state to provide our services to the riders living with disabilities.**

**To encourage volunteers to assist**

**To encourage volunteers to become coaches to provide our services to riders in a safe manner.**

### *Our Coaches*

**Our coaches are trained for teaching all people with all types of disabilities, (except haemophilia and fragile bones) in safer, more inclusive, environment.**

### *Pricing Strategy*

**Rider Registration is payable to State Office to cover operation and overhead costs of RDA (NSW) and is adjusted annually following the CPI. Individual RDA Centres may add session or term riding charges to cover their centre overheads.**

### *Competitors*

**Pony Club**

**Riding Schools.**

**Equine Facilitated organisations for people with disabilities.**



## **Business Plan - Riding for the Disabled Association(NSW)**

### **The Company**

#### ***Business Sector***

The company currently operates in the therapeutic and recreation sector.

#### ***Company Goals and Objectives***

To continue operating as a therapeutic horse riding organisation for those living with a disability.

#### ***Company Operation Structure***

The company is structured as a:

Board of Directors as working managers, Regional Representatives that liaise between the Centres and the Board.

#### ***Organisation Background***

Riding for the Disabled (NSW) has provided 50 years of excellence as a volunteer NFP Organisation.

#### ***Company Management Structure***

Board of Directors RDA (NSW)

#### ***Organizational Timeline***

3 Years. 2022 to 2025

#### ***Company Assets***

Assets include shares, term deposits and other accounts for day-to-day expenses and to help keep charges to Centres as low as possible. Funds need to be sufficient to be able to assist the organization to operate in the event of a prolonged financial downturn and for capital maintenance and acquisition of suitable properties.

Other assets are independently managed by the individual RDA Centres.

### **The Product**

Horse riding and Carriage Driving related therapy/recreational riding activities for riders living with a disability.

#### ***Product Patents***

Several variations of our company names are patented, including "Riding Develops Abilities" and "Riding Develops Ability (NSW)".

Our RDA (NSW) horse and rider logo and its color-coded Style Guide

RDA (NSW) Registered Training Organisation.

#### ***Location Analysis***

Having several Centres scattered around the state allows more riders to attend and benefit from our product.

#### ***Established Customers***

RDA (NSW) has currently 38 Centres that provide our services to 1,300 riders by 900 volunteers.

**Advertising**

Advertisements in local areas, in local newspapers  
Statewide with Radio, Newspapers and TV.

**Competitor Analysis**

Our Competitors, Pony Club, Riding Schools, although they can teach riders with disabilities, they do not have the comprehensive training for teaching horse riding for such a diverse range of disabilities, both intellectual and physical contained in our RDA (NSW) Coach Training course.

**SWOT Analysis (Strengths/Weaknesses/Opportunities/Threats)****Strengths**

We are all passionate Volunteers who give freely of their time for the Organisation  
Volunteers develop a rapport with the riders and get satisfaction of knowing they are helping the riders overcome their challenges in life.

**Weaknesses**

Sourcing and encouraging more Volunteers to assist  
Sourcing and encouraging more Volunteers to become coaches.

**Opportunities**

Opportunities examined to establish more Centres throughout NSW.  
Our organisation is safer because of our Coach training and is less expensive because we are a volunteer organisation.

**Threats**

RDA (NSW) is made up of Centres ranging from large to small. The larger centres consider that they are constrained by the current structure of RDA (NSW) and are seeking change to that structure. The changes being proposed by the larger Centres will, unfortunately, disadvantage those smaller Centres, which form the vast majority of RDA (NSW) Centres. This needs to be managed so that the organisation as a whole is able to maintain its focus on assisting our riders as our priority.

**Operations****Daily Operations**

Each Centre provides horse riding and some provide carriage driving. Sessions last up to 1 hour. Centres operate according to the demand and their individual ability cater for this demand. Some operate 6 days per week, some 2 days per week and others weekly.

**Operational Facilities**

RDA (NSW) and each of the RDA Centres are covered by the RDA (NSW) Constitution. Each Centre has been delegated certain powers, through the "Centre Constitution" to be able to manage their individual Centre. This includes managing their own bank accounts, timetables. General operational matters (including holding Committee and General Meetings). While the Centres are answerable to the Board, they report to their respective Regional Representatives.

**Staffing**

One Office Coordinator and  
Two part time Registered Training Organisation persons.

**Suppliers**

Donations / Grants.

## OUR KEY STRATEGIES:

### Governance

- *Good Governance to maintain compliance with all provisions and regulations under the Corporations ACT 2001, the Australian Charities-and-not-for-profits Commission ACT 2012 and regulations under those Acts.the NFP Company Act.*  
*Maintained by the Company Secretary*

### Maintain Good finance

- *Good Finance – Maintain sufficient funds for supporting RDA(NSW) and its centres.*  
*Maintained by the Finance Director and in consultation with the Finance Committee.*

### Communication

- *Effective two-way communication that engages our Centre Members by email, newsletters, Memos Reports and notices either directly or through the Regional Representatives.*  
*Maintained by the Communications Director*

### RDA (NSW) website

- *Maintain the RDA(NSW) website content to reflect correct up to date information. Develop and amend where necessary, all RDA (NSW) forms and information sheets for the RAM (RDA Administration Manual), and all documents necessary for Centre Management*

### Promotional Marketing

- *Effective Promotional Marketing to Promote and increase Rider and Driver participation and opportunities and Community Awareness through Local, State media and also social media.*  
*Managed by the Marketing Director.*

### Effective fundraising

- *Effective fundraising and RDA(NSW) Awareness through media.*  
*Managed by the Fundraising Director.*

### Grants

- *RDA(NSW) Centres advised of available Gants. Apply for suitable State/ Company based grants on behalf of the centres or RDA (NSW). Managed by the Grants Director.*

### Volunteers

- *Volunteers who come, stay and are happy in an inclusive safe environment. Maintained by the Member Protection Information Officer.*

### Development of New Centres

- *Develop, Support, Mentor new RDA Centres up to and including Provisional Status and assist Centre re-establishment. Managed by the Development Officer / Liaising with Regional Representative.*

### Rider / Driver representation

- *Liaise with riders of RDA (NSW), deal with rider enquiries referred by State Office (SO) Represent, encourage, and develop initiatives to benefit riders. Managed by Rider Representative Director*

### Coach Development

- *Coach /Development Liaise/Report to CASP and responsible for Board information going to all Disciplines and resultant record keeping. Maintained by all Board Members.*