

## OUR VISION:

We will provide opportunities for stimulating and challenging activities, in a safe and understanding environment for participants, staff, volunteers and the community in our exciting, all encompassing, equestrian programs.



# Arundel Park Riding for Disabled Inc. Strategic Plan 2021 – 2024

Strategic Focus	Strategies	Tasks	Time Frame	Responsibility	Results
<b>Plan for growth and sustainable improvements</b>	Pursue all relevant funding and fundraising opportunities	<ul style="list-style-type: none"> <li>Identify and secure suitable Grants</li> </ul>	Ongoing	Everyone	
	Maximise profitability and cost effectiveness of NDIS service offerings	<ul style="list-style-type: none"> <li>Understand the cost of different APRDA service delivery</li> <li>Implement other supports for those unable to receive funding</li> </ul>	Ongoing	Committee Members General Manager	Review completed and presented to management committee/ Brochure for all stakeholders
	Maximise NDIS Revenue	<ul style="list-style-type: none"> <li>Develop most effective NDIS service offerings</li> <li>Identify additional NDIS service offerings e.g. therapeutic, innovative Community Participation, Health and Active and Well Being initiatives</li> </ul>	Ongoing	Committee Members General Manager	Service Offerings Approved Programs that align with our registration groups
		<ul style="list-style-type: none"> <li>Align with regulatory bodies</li> </ul>	Ongoing	Committee Members General Manager	
		<ul style="list-style-type: none"> <li>Conduct regular reviews of NDIS service offerings</li> </ul>	Ongoing	Committee Members General Manager Staff	Review presented to management committee
	Identify strategies for participants that fall inside and outside of NDIS	<ul style="list-style-type: none"> <li>Conduct analysis to identify participants that aren't covered by NDIS</li> </ul>		Committee Members General Manager	Analysis is presented to management committee
		<ul style="list-style-type: none"> <li>Communicate with participants</li> </ul>	Ongoing	Staff	Monitoring NDIS Participant numbers quarterly
		<ul style="list-style-type: none"> <li>Identify and target funding opportunities for providing services to these participants</li> </ul>	Ongoing	Committee Members General Manager	ASDAN/ Ground Skills extension Sport and Recreation AUSPORT grant funding



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	Work with aligned services (Schools, clubs, employment services etc) to develop alternative pathways to optimise revenue	<ul style="list-style-type: none"> <li>• Optimise program mix to meet revenue targets</li> <li>• Network with other Disability service providers</li> </ul>	Ongoing	General Manager Staff	
	Develop Financial Budget that is sustainable and meets business needs	<ul style="list-style-type: none"> <li>• Identify annual revenue: sponsorship, membership, fee for services and fundraising</li> </ul>	Ongoing	General Manager Treasurer	
		<ul style="list-style-type: none"> <li>• Opportunities for new revenue sources: e.g.:               <ul style="list-style-type: none"> <li>- venue hire</li> <li>- Moving of Round Yard</li> <li>- Bunkhouse</li> <li>- Social Riding</li> </ul> </li> </ul>	Ongoing	Committee Members General Manager	
	Further develop and maintain strong governance systems	Develop operating model, including risk analysis, communications plan, resources plan	Mid 2022	Committee Members	Mandating Covid Regulations Contingency plans – natural disasters

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<b>Organisational capability to meet new challenges and adapt to change</b>					
	Robust organisational structure with clear responsibilities	<ul style="list-style-type: none"> <li>• Develop RACI matrix</li> </ul>	2022	Committee Members	
		<ul style="list-style-type: none"> <li>• Roles and Responsibilities document</li> </ul>	ongoing	Committee General Manager	
		<ul style="list-style-type: none"> <li>• Revise required role (volunteer or paid?) stable, maintenance, other roles</li> </ul>	ongoing	General Manager Staff	
	Improve Professional Development	<ul style="list-style-type: none"> <li>• Identify skills against roles (skills matrix)</li> </ul>		Committee Members General Manager	Access to suitable training
	Develop and implement comprehensive volunteer recruitment and management strategies	<ul style="list-style-type: none"> <li>• Maintain a proactive approach to recruiting volunteers with regular time invested</li> </ul>	Quarterly	Staff	Engagement with potential volunteers through relationships and partnerships
		<ul style="list-style-type: none"> <li>• Maintain relationships with existing volunteers through communication and consistency</li> </ul>	Ongoing	Staff	Regular contact with existing, past, and potential volunteers
Create desired culture for APRDA	<ul style="list-style-type: none"> <li>• Identify culture aspects to maintain and develop</li> </ul>	Ongoing	Committee, General Manager Staff		

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		<ul style="list-style-type: none"> <li>• Ensure inclusiveness               <ul style="list-style-type: none"> <li>○ Communicate regularly</li> <li>○ Gain feedback</li> </ul> </li> </ul>	Ongoing	Staff	
		<ul style="list-style-type: none"> <li>• Ethics; Communication; policies and procedures</li> </ul>	Ongoing	Committee General Manager	
		<ul style="list-style-type: none"> <li>• Develop engagement, recognition, reward, etc for employees and volunteers</li> </ul>	Ongoing	Staff	
		<ul style="list-style-type: none"> <li>• Improve Health &amp; Safety performance and communication</li> </ul>	Ongoing	Committee General Manager	Training
<b>Ensure facilities and assets can meet the varied needs of our Participants</b>	Upgrade and maintain our facilities to modern, best practice standards	<ul style="list-style-type: none"> <li>• Work with key stakeholders to upgrade facilities for volunteers and staff</li> </ul>	Ongoing	Committee	
		<ul style="list-style-type: none"> <li>• Invest in areas to give return on investment</li> </ul>	Ongoing	Committee	
		<ul style="list-style-type: none"> <li>• Set financial targets for upgrade of facility needs and improvements</li> </ul>	2022	Committee	
		<ul style="list-style-type: none"> <li>• Annual review of asset and equipment insurances</li> </ul>	annually	Committee	

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		<ul style="list-style-type: none"> <li>Grant applications for infrastructure and facility improvements</li> </ul>	Ongoing	General Manager Staff Committee: Grants sub-committee	
		<ul style="list-style-type: none"> <li>Improve accessibility of trails for carriage; wheelchair; high needs riders</li> </ul>	2022	General Manager Coaches	
	Target maximum utilization of Horse Herd	<ul style="list-style-type: none"> <li>Consultation with state/national bodies with RDA regulations</li> <li>New purchases to be assessed by external experts</li> <li>Pasture management plan</li> </ul>	Ongoing	Staff Coaches Volunteers	
	Management of Horse Herd Health	<ul style="list-style-type: none"> <li>Develop process for horse succession planning</li> <li>Review herd make up, composition and health record</li> <li>Risk Management</li> <li>Contingency Plans</li> </ul>	Ongoing	General Manager Coaches	
<b>Develop programs that are inclusive, progressive, and attractive to our Participants and families</b>					
	Maximise existing programs to improve revenue	<ul style="list-style-type: none"> <li>Review resources against program</li> </ul>	Ongoing	General Manager Staff Coaches	Feedback from participants and families
		<ul style="list-style-type: none"> <li>Identify profitable programs to invest in</li> </ul>	Ongoing	General Manager Staff Coaches	New NDIS Price guide July 2022
		<ul style="list-style-type: none"> <li>Seek feedback from stakeholders</li> </ul>	Ongoing	Staff	
Develop and maintain alternative learning program to improve life	<ul style="list-style-type: none"> <li>ASDAN Programs</li> </ul>	2022	General Manager Staff Coaches	New plan for growth	

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	and work skills for members	<ul style="list-style-type: none"> <li>• Horsemanship Programs</li> </ul>	2022	General Manager Staff Coaches	New plan for growth
	Ensure programs are linked to core business of providing horse-based learning	<ul style="list-style-type: none"> <li>• Target new partnerships</li> </ul>	2022	General Manager Staff	New Plan for growth
		<ul style="list-style-type: none"> <li>• Network with regulating bodies and other RDAs</li> </ul>	ongoing	Coaches	
<b>Proactive communication channels with community, participants, staff, volunteers &amp; stakeholders</b>	Improve and promote two-way communication channels	<ul style="list-style-type: none"> <li>• Improve committee, management, and staff visibility</li> </ul>	ongoing	Committee General Manager	Open channels of effective communication and information sharing
	Promote the work of APRDA through traditional and social media and by way of participation in relevant events and activities	<ul style="list-style-type: none"> <li>• Designated PR: <ul style="list-style-type: none"> <li>○ Social Media</li> <li>○ Website</li> <li>○ News Releases</li> <li>○ Marketing opportunities</li> </ul> </li> </ul>	ongoing	General manager Committee	
	Develop and maintain communication channels with stakeholders	<ul style="list-style-type: none"> <li>• Upgrade website to encourage donations – focus on our reliance of donations/sponsorships and give examples of how to help</li> </ul>	Quarterly review	Committee Staff volunteers	
		<ul style="list-style-type: none"> <li>• Newsletters</li> </ul>	monthly	Committee	
	<ul style="list-style-type: none"> <li>• Dedicated Social Media management</li> <li>• Calendar of Events for the year</li> </ul>	2022	Committee Staff		