

**RDA SINGAPORE – STRATEGIC PLANNING RETREAT 2022**  
**Saturday 4 June 2022, 9am to 12nn @ YWCA Fort Canning**

**RDA Singapore – Our SWOT in Today's New Normal**

**Strengths**

- The RDA Brand
- History of RDA
- Facilities
- Structured programme
- Focused on safety aspect

**Opportunities**

- Room for expansion of scope/programmes
- Family involvement
- Expand beneficiary segment/programmes
- Elderly

**Weaknesses**

- Lack of Public Relations
- Lack of grassroots involvement

**Threats**

- Lease renewal
- Declining donations
- Succession planning
- Insufficient volunteers with long term commitment
- Increasing competitors

**Relevancy of RDA Singapore's Vision, Mission and Core Values in Today's Environment**

**Vision: Together, Towards A More Inclusive Community Inspiring Hope and Improving Lives of Persons with Disabilities**

**Mission: Enabling and Empowering Minds, Bodies and Lives Through Working with Horses**

**Core Values:**

**Passion – We are dedicated to improving the lives of every single person who comes to RDA Singapore for our programmes with horses**

**Professionalism – We believe in integrity, transparency and accountability in our service provision**

**People – We lead by example to serve our beneficiaries with sincerity and consistency**

**Partnership – We engage in partnerships with our donors, sponsors, members and volunteers to diligently achieve the mission of our Association**

- The RDA team discussed the above and unanimously concurred that the current vision, mission and core values of RDA remain applicable in today's environment.

### Enhancement of Strategic Plans

Area of Focus	Initiatives	Projected Financial Commitment	Work Plan FY2022/2023	Work Plan FY2023/2024
<b>New Programme(s)</b> <ul style="list-style-type: none"> <li>What do you think are the gaps in equine-assisted therapy today?</li> <li>What additional initiatives/programmes can be done in the next two years?</li> </ul>	<b>Elderly programme</b> <ul style="list-style-type: none"> <li>e.g. Tea with a Pony</li> </ul>	TBA	<ul style="list-style-type: none"> <li>Develop programme outline and benefits</li> <li>Develop collaterals and promote awareness/partnership</li> <li>Commence programme by Jan 2023 – outreach 3 elder care service organizations</li> <li>Monitor and fine tune programme</li> </ul>	<ul style="list-style-type: none"> <li>Expand outreach to 8 elder care service organizations</li> </ul>
	<b>Train the Caregivers</b>	N.A.	<ul style="list-style-type: none"> <li>Develop programme outline and benefits</li> <li>Develop collaterals and promote awareness</li> </ul>	<ul style="list-style-type: none"> <li>Potentially caregivers taking on the role of volunteers during sessions</li> </ul>
	<b>Educational Tours</b> <ul style="list-style-type: none"> <li>Corporate volunteers with side walker training</li> <li>Team building programme</li> </ul>	TBA	<ul style="list-style-type: none"> <li>Develop programme outline</li> <li>Develop collaterals and promote awareness</li> </ul>	<ul style="list-style-type: none"> <li>Potentially retaining 10% of annual corporate volunteers or team building participants as long term volunteers</li> <li>Potentially increasing donations from team building sessions</li> </ul>
<b>Digitalization</b> <ul style="list-style-type: none"> <li>What is/are available in the market that will be useful to RDA's operations, beneficiaries and/or its programme?</li> <li>Are there</li> </ul>	<b>Tracker App/Web App</b> <ul style="list-style-type: none"> <li>Rider Details</li> <li>Trainer</li> <li>Schedule</li> <li>Booking</li> </ul>	Estimation before grant \$50,000	<ul style="list-style-type: none"> <li>Potentially retaining 10% of annual corporate volunteers or team building participants as long term volunteer</li> <li>Development of RDA App or Web App to facilitate tracking, booking, feedback etc</li> </ul>	<ul style="list-style-type: none"> <li>Training for staff and users</li> <li>Target to launch in Q3 2023</li> <li>Potentially reduce man hours consolidating results, assigning bookings etc.</li> <li>Target at least 90%</li> </ul>

<p><b>digitalization grants available for RDA to tap on?</b></p> <p>• <b>Are there other free-to-use platforms or software for RDA to utilize?</b></p>				positive feedback from service users on use of system
	<p><b>Infrastructure upgrade</b></p> <ul style="list-style-type: none"> <li>• Wifi</li> <li>• Cybersecurity</li> <li>• PDPA</li> <li>• Hardware</li> </ul>	<p>Estimation before grant (to be phased out between Year 2022 to 2024)</p> <p>Desktop/Laptop: \$2500 x 8</p> <p>Licences: \$300 x 8</p> <p>Router: \$500 x 1</p> <p>Cabling &amp; APs: \$1000 x 3</p> <p>Security licences: \$100 x 8</p> <p>Email licences: \$150 x 12</p> <p>Consultancy: \$3,000</p>	<ul style="list-style-type: none"> <li>• Target to upgrade necessary IT hardware infrastructure by Q2 2023 to support digitalization initiatives</li> <li>• Upgrade of basic IT security features</li> <li>• Upgrade of email and web hosting services</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous maintenance/ upgrading initiatives to meet changing needs</li> <li>• Continuously improving cybersecurity and mitigate risks of non-compliance</li> </ul>
	<p><b>Others</b></p> <ul style="list-style-type: none"> <li>• Grants, Wishlist, Livestream</li> <li>• Internal <ul style="list-style-type: none"> <li>○ Data trends</li> </ul> </li> <li>• External <ul style="list-style-type: none"> <li>○ Livestream</li> <li>○ Communication</li> <li>○ Giro signup/QR Code</li> </ul> </li> </ul>	N.A.	<ul style="list-style-type: none"> <li>• Explore and tap on available grants</li> <li>• Develop wish lists and explore sponsorships</li> </ul>	<ul style="list-style-type: none"> <li>• Explore and tap on available grants</li> <li>• Develop wish lists in accordance with needs and explore possible sponsorships</li> </ul>
<p><b>Accreditation(s)</b></p> <p>• <b>What do you think are other accreditations, including non-equine/therapy related accreditations such as in the areas of Governance, Cybersecurity, Data Protection etc necessary for RDA?</b></p>	<b>New membership with professional bodies</b>	Fees: \$2,000		
	<b>Enabling Mark</b>	Part of EOM budget	<ul style="list-style-type: none"> <li>• Partner with SSAs for on-job-training or job placements for PwDs</li> <li>• Target at least X pax by Q2 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Continual partnership with SSAs for on-job-training or job placements for PwDs</li> <li>• Attain accreditation</li> </ul>
	<b>Increase RDA's presence on Boards of relevant bodies</b>	N.A.		
	<p><b>Operational marks</b></p> <ul style="list-style-type: none"> <li>• Data Protection Essential</li> <li>• Cybersecurity Essential</li> </ul>	<p>Estimation before grant</p> <p>DPE: \$3,000</p> <p>CSE: \$3,000</p>	<ul style="list-style-type: none"> <li>• Training for staff</li> <li>• Upgrade of infrastructure</li> <li>• Certification costs</li> <li>• Attain accreditations</li> </ul>	<ul style="list-style-type: none"> <li>• Internal audit</li> <li>• Continuous training and maintenance of accreditations</li> </ul>

<ul style="list-style-type: none"> <li>• Are there grants for RDA to tap on for these accreditation(s)?</li> </ul>	<p><b>Increase usage of</b></p> <ul style="list-style-type: none"> <li>• Twitter, LinkedIn</li> <li>• Sports Disabilities Annual Calendar</li> </ul>	N.A.	<ul style="list-style-type: none"> <li>• Set up of account</li> <li>• Revamp existing contents</li> <li>• Share information and postings online</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain sharing of information and postings online</li> </ul>
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