



TOOWOOMBA HORSE RIDING FOR THE DISABLED ASSOCIATION INC.

STRATEGIC PLAN 2020-2023

OUR VISION:

To be a Riding for the Disabled Centre of Excellence.

OUR MISSION:

To provide safe, therapeutic, stimulating horse riding activities for children and adults with a disability in the Toowoomba region, equivalent to those available in comparable communities.

OUR VALUES:

Empowerment

Quality Services

Inclusiveness

Respect

Accountability

Ongoing Improvement

GUIDING PRINCIPLES: ❖ Respect a person's right to dignity and individual autonomy.

❖ Value the abilities of children and adults with disabilities.

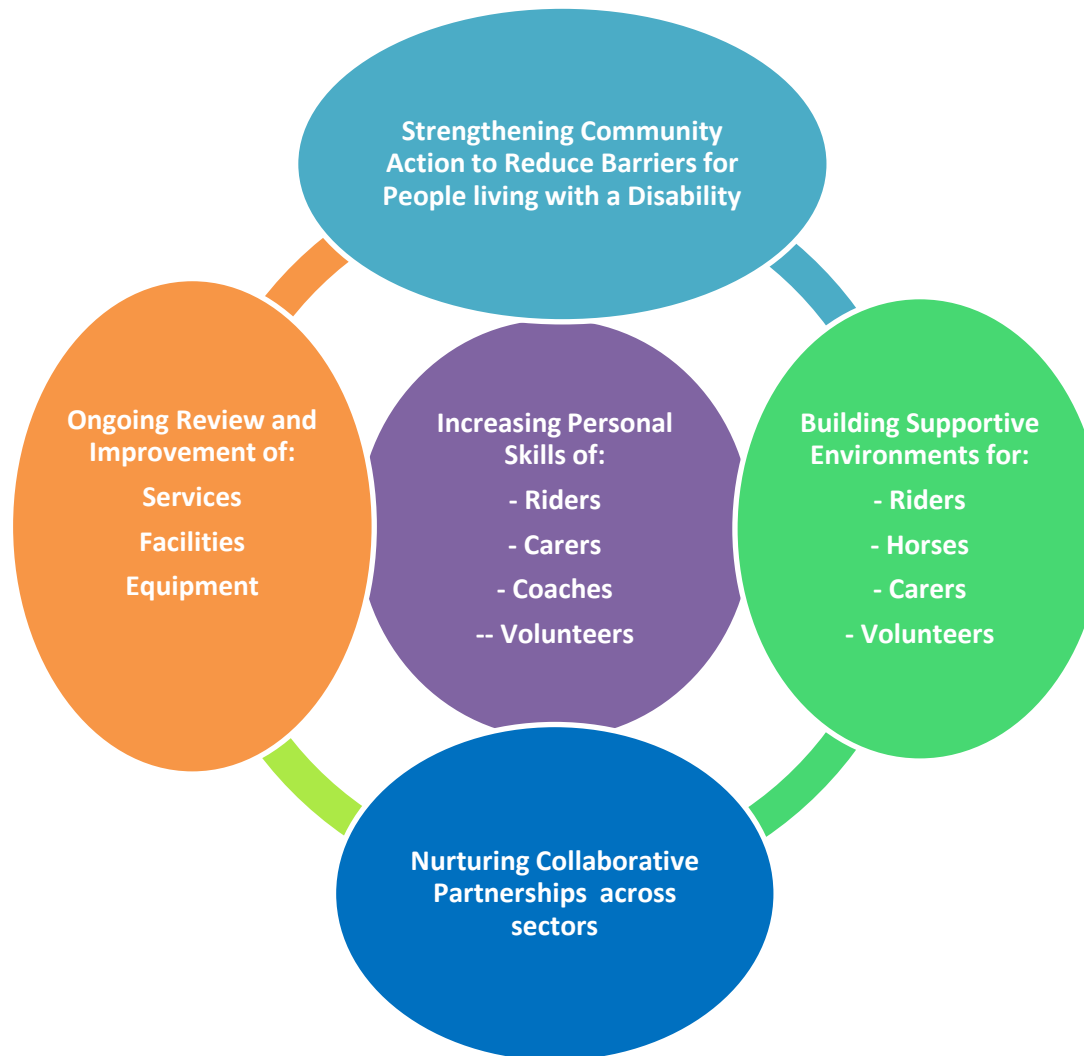
❖ Enable full and active participation.

KEY STAKEHOLDERS: People with a disability and their carers / Special schools and disability support providers / Health professionals / Volunteers / Funding bodies / RDA Queensland.

A disability is 'any condition that restricts a person's mental, sensory 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'.¹

The Toowoomba Riding for the Disabled Ass. acknowledges the Giabal and Jarowair peoples of the Toowoomba area.

¹ <https://www.and.org.au/pages/disability-statistics.html>



PRIORITY ACTIONS	Strategies	OUTCOMES		
	2020-23	2020-2021	2021-22	2022-23
Increase personal skills of: <ul style="list-style-type: none"> • Riders • Carers • Coaches • Volunteers 	<ul style="list-style-type: none"> ➤ Continue Youth Volunteer Development Program ➤ Implement Basic Program Training for all new volunteers. ➤ Implement Monthly Volunteer Induction ➤ Implement annual Refresher Training Program. ➤ Implement Formal Trainee Coach Program ➤ Deliver structured Therapeutic Riding Program by RDAQ accredited coaches. 	<ul style="list-style-type: none"> ➤ A max. 6 youth volunteers undertake the Youth Volunteer Development Program. ➤ All volunteers undertake appropriate induction and or training by qualified coach/es. ➤ All volunteers assessed as competent by a coach, as per <i>Volunteer Information Booklet</i>. 	<ul style="list-style-type: none"> ➤ All volunteers assessed as competent by a coach, as per Volunteer Information Booklet. ➤ Increased number of Trainee Coaches ➤ Increased number of Assistant Coaches ➤ Increased confidence and competence of volunteers, as identified in Satisfaction Survey. ➤ Positive feedback received from Carers via Satisfaction Survey. ➤ Positive feedback received from Health Professional via Satisfaction Survey. 	<ul style="list-style-type: none"> ➤ All volunteers assessed as competent by a coach, as per Volunteer Information Booklet. ➤ Increased number of accredited Coaches ➤ Increased number of volunteers from across the community.

PRIORITY ACTIONS	Strategies	OUTCOMES		
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Build supportive environments for: <ul style="list-style-type: none"> Riders Horses Carers Volunteers and coaches 	<ul style="list-style-type: none"> ➤ <i>RDAQ Covid-19 Guidelines</i> implemented as required ➤ Secure longer-term lease of RDA site. ➤ Submit applications to secure funding to support necessary upgrade of equipment, facilities and infrastructure. ➤ Replace and or repair all damaged fencing. ➤ Upgrade Arena foundations to meet relevant Safety Standards. ➤ Ensure Amenities meet relevant Toowoomba Regional Council codes. ➤ Ensure Emergency vehicles have all weather access within the grounds. ➤ Increase permanent and temporary shade to reduce sun exposure. ➤ Improve the presentation of the grounds. ➤ Actively recruit coaches from across the community. ➤ Undertake regular repairs and maintenance of all infrastructure and facilities. 	<ul style="list-style-type: none"> ➤ All fencing meets Animal Welfare Standards and RADQ Accreditation requirements ➤ Amenities block installed for volunteers and carers in accordance with relevant codes. ➤ Efficient water management infrastructure installed ➤ Efficient waste management infrastructure installed. ➤ Sustainable power installed ➤ Funding secured to support necessary improvements. ➤ All horses assessed by Registered Vet. ➤ All lessons delivered in safe environments. ➤ Grounds reflect the Toowoomba as the 'Garden City'. 	<ul style="list-style-type: none"> ➤ Meeting room for volunteers and carers in place ➤ Increased level of satisfaction identified among volunteers and carers through regular surveys. ➤ A minimum of the 10 suitable horses available to the Therapeutic Riding Program. ➤ All lessons delivered in safe environments. 	<ul style="list-style-type: none"> ➤ Covered, all weather arena with power available for use by a range of community groups ➤ A minimum of the 10 suitable horses available to the Therapeutic Riding Program. ➤ All lessons delivered in safe environments.

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Strengthen community actions to reduce barriers for people with disability.	<ul style="list-style-type: none"> ➤ Develop and implement <i>Multi-strategy Communication and Marketing Plan</i>, endorsed by Executive ➤ Actively identify and work to remove barriers facing people with a disability in participating in the equine program. ➤ Support other organisations and agencies in addressing barriers facing people with a disability. ➤ Explore opportunities to offer a Carriage Program to people with severe mobility issues. 	<ul style="list-style-type: none"> ➤ Dedicated webpage and social media functioning ➤ Monthly newsletter distributed to key stakeholders ➤ Presentations delivered to min. 6 community groups per year. ➤ Options to participate in TRDA available for people with severe mobility issues. 	<ul style="list-style-type: none"> ➤ Increased number of key stakeholders actively engaged in meeting the needs of people with a disability ➤ Dedicated webpage and social media functioning ➤ Monthly newsletter distributed to key stakeholders ➤ Presentations delivered to min. 6 community groups per year. ➤ Options to participate in TRDA available for people with severe mobility issues. 	<ul style="list-style-type: none"> ➤ Incremental increased number of key stakeholders actively engaged in meeting the needs of people with a disability ➤ Dedicated webpage and social media functioning ➤ Monthly newsletter distributed to key stakeholders ➤ Presentations delivered to min. 6 community groups per year. ➤ Options to participate in TRDA available for people with severe mobility issues.

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Nurture collaborative partnerships across sectors.	<ul style="list-style-type: none"> ➤ Develop and implement Targeted Stakeholder Engagement Plan. ➤ Establish Partnership Agreements with other support groups across the community. 	<ul style="list-style-type: none"> ➤ Increased number of joint activities available for people with a disability. 	<ul style="list-style-type: none"> ➤ Increased number of joint activities available for people with a disability. 	<ul style="list-style-type: none"> ➤ Increased number of joint activities available for people with a disability.
Ongoing review and improvement of: <ul style="list-style-type: none"> • Infrastructure • Facilities • Horses • Services • Policies and procedure 	<ul style="list-style-type: none"> ➤ Conduct multimedia Stakeholder Needs Assessment Survey. ➤ Ongoing implementation of Risk Management procedures. ➤ Conduct ongoing inspection and maintenance of infrastructure, grounds, horses, equipment and facilities. ➤ Undertake annual of policies and procedures to ensure currency and relevance to local needs. 	<ul style="list-style-type: none"> ➤ All RDAQ Accreditation Biannual Review requirements met or exceeded. ➤ All equipment, infrastructure and facilities meet safety requirements ➤ All grounds and facilities well maintained and presented. ➤ All horses are accessed by a qualified person as suitable for the relevant program and activities. ➤ Recommendations from Stakeholder Needs Assessment implemented within available funding. 	<ul style="list-style-type: none"> ➤ Recommendations from Stakeholder Needs Assessment implemented within funding. ➤ All equipment, infrastructure and facilities meet safety requirements ➤ All grounds and facilities well maintained and presented. ➤ All horses are accessed by a qualified person as suitable for the relevant program and activities. 	<ul style="list-style-type: none"> ➤ All RDAQ Biannual Accreditation Review requirements met or exceeded. ➤ All equipment, infrastructure and facilities meet safety requirements ➤ All grounds and facilities well maintained and presented. ➤ All horses are accessed by a qualified person as suitable for the relevant program and activities.