



HOOPS 4 HEALTH ABORIGINAL CORPORATION

Strategic Plan

2011 – 2015



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This document comprises a Strategic Plan for Hoops 4 Health Aboriginal Corporation. It reviews their strengths, weaknesses, threats and opportunities; presents a series of fundamental statements relating to Hoops 4 Health Aboriginal Corporations' vision, mission, values and objectives; and sets out Hoops 4 Health Aboriginal Corporations' proposed strategies, goals and action programs.



TABLE OF CONTENTS

- Introduction
- Foreword
- Background
- Current Situation
- SWOT Analysis
- **Strategic Plan Highlights**
 - Vision Statement
 - Mission Statement
 - Goals
 - Strategies
- **Implementation Plan**



Hooper (Official Mascot of Hoops 4 Health Aboriginal Corporation) & participants of the H4H Program



INTRODUCTION

Hoops 4 Health Aboriginal Corporation (H4H) is a registered non-for-profit Indigenous organisation promoting healthier lifestyle choices to youth in urban, regional and remote locations. Focusing on youth diversionary activities by using culturally appropriate methods we tailor our programs to suit the audience with respect to family values, environment and local knowledge. Located in Darwin our dedicated board consists of professional Indigenous role models from various locations throughout Australia, bringing a vast knowledge of personal and professional experiences of family connections, work, sport and community involvement activities. We deliver unique programs to suit each individual community using sport as a vehicle to drive and deliver our messages.

FOREWORD

A Review of Hoops 4 Health 3 Point Plan

In the Sport of Basketball the most points you can acquire in any one shot is 3. H4H acknowledge that sometimes we only have one shot to make a difference in our lives... This is H4H 3 point plan...

1. Education component

Hoops 4 Health offers an education program that can be tailored to suit audiences in each community, organisation, school, team or individual. Topics covered can include:

- Smoking
- Alcohol awareness
- The benefits of education and setting goals
- The benefits of physical activity
- Nutrition
- Self esteem and teamwork building activities
- Sexual health education

Resources include: Indigenous role models, youth workers, health professionals, accredited basketball coaches, Hoops 4 Health DVD and Hoops 4 Health Cards.

2. Hoops 4 Health Challenge

The Hoops 4 Health Challenge is an event that brings together athletes from around Australia to promote awareness of a particular health related issue. This event includes visits to local hospitals, communities, juvenile detention facilities and youth and sporting groups. It culminates with a basketball game between the Hoops 4 Health All Stars and the local basketball team of that region.

3. Community and Sustainability

Integral to the success and outcomes of H4H is the ability to have the community direct the Corporation. The Hoops 4 Health Aboriginal Corporation is directed by a group of prominent members associated with our target groups.

Participation & Facts

By participating in the H4H events, Aboriginal people, namely youth, will benefit from the following:

- Develop a sense of achievement and positive self image
- Develop leadership skills and qualities
- Develop the ability to make decisions and accept responsibility
- Develop an interest in sports participation as an adult
- Be linked to a pathway with existing mainstream basketball competitions



BACKGROUND

Hoops 4 Health Aboriginal Corporation (H4H) evolved from the identified needs and issues pertaining to the dire health of Aboriginal and Torres Strait Islander people. H4H began as a health education program that was initiated by current H4H Director, Timmy Duggan.

The H4H Program commenced in 2002 and the inaugural sessions were conducted in Tennant Creek through a grant from the Anyinginyi Congress Sport and Recreation Department.

2006 saw the implementation of the H4H Challenge concept delivered. Since then a number of prominent Indigenous identities have all supported H4H as facilitators of the Challenges including; Rohanee Cox – the only Indigenous female basketballer to represent Australia; Nathan Jawai – the first Indigenous person to play in the National Basketball Association; and Anthony Mundine - 3 time World Boxing Champion and official patron of H4H since 2006.

2007 H4H was incorporated under the Registrar for *Aboriginal and Torres Strait Islander Corporations Act 2006* – classified as a health promotion charity and obtained deductible gift recipient status.

To date H4H has relied heavily on our volunteers (including all Board members) and in-kind support as well as one off non-recurrent funding. Board meetings are conducted at Directors homes and there is no formal administrative base.

CURRENT SITUATION/ACHIEVEMENTS

Highlights of H4H Aboriginal Corporation include:

- **Over 10 000 Indigenous youths have participated in the programs since 2002.**
- **H4H was recognised in the Bulletin Magazine's "Smart 100 in the Health and Science Category"**
- **Delivery of the H4H Top End Tour of remote communities in the West Arnhem and Douglas Daly Regions in 2008 and 2009.**
- **Development of the "C the Goal" DVD produced to raise awareness about Hepatitis C in Indigenous communities.**
- **Implementation of 6 H4H Challenge Events (4 in Darwin, 2 in Alice Springs)**
- **Development of "Hooper" – the official mascot of H4H**
- **H4H Women's Team won the National Aboriginal and Torres Strait Islander Basketball Association (NATSIBA) Championships in Melbourne 2010**
- **Development of the H4H Aboriginal Strategic Plan 2011 – 2015.**

NATSIBA Challenge – Melbourne 2010



SWOT ANALYSIS

This strategic plan addresses the following key strengths, weaknesses, threats and opportunities which apply to Hoops 4 Health Aboriginal Corporation now and in the foreseeable future

Strengths:	Weaknesses:
<ul style="list-style-type: none"> • Not-For-Profit Indigenous Organisation & Committee • Comprehensive knowledge & understanding of issues facing Indigenous people through personal & professional experiences • Professionally tailored programs specific to both male & female youth needs in remote areas • Diverse Professional Board, culturally aware and sensitive to Indigenous needs • Passion, dedication & motivation of Board • A network & support of high profile Indigenous sporting identities • Tailored Programs to suit Individual Community priorities • Hooper Package - Official Mascot of H4H Organisation • Established reputations in urban & remote communities 	<ul style="list-style-type: none"> • Lack of securing recurrent funding • No Administrative Base (Office) • Program delivery not incorporated into Schools, Communities & Local Events on an ongoing basis • Not having board roles & responsibilities clearly defined for program delivery processes (delegation of tasks) • Event planning, coordination & implementation rushed due to non-recurrent funds to plan ahead, or ad hoc funding made available at short notice • Data Collection & Program Evaluation processes • Inability to meet current demands of program delivery to communities due to lack of funding and permanent employees
Threats:	Opportunities:
<ul style="list-style-type: none"> • Lack funding & monetary support • Staffing & Administrative capacity • Alternative diversionary programs & service providers • Community resources and facilities • Affordable Office space & land availability • Adherence to the Organisations 'Code of Conduct' • The size and growth on the demands of the Hoops 4 Health Program and Hooper Package • Availability of voluntary members of Hoops 4 Health board; between work & life commitments 	<ul style="list-style-type: none"> • Indigenous Health Issues; lack of youth diversionary programs available to remote communities • Over-representation of Indigenous people in juvenile justice & child protection • Presence in schools, communities & events at the local & national levels • Talent Identification, Program Pathways & H4H mentoring Program • H4H Merchandise & Media: National Indigenous Television Network, TV & Radio, Newspapers, Internet • Ability and reputation of program delivery to remote Indigenous Communities • Federal Governments 'Closing the Gap' Initiatives in Indigenous life expectancy gap



STRATEGIC PLAN HIGHLIGHTS

Vision

To deliver professionally tailored educational and mentoring programs by experienced Indigenous facilitators to both local and remote communities on an on-going basis with an emphasis on enhancing and improving the quality of life of Indigenous people. To focus on issues affecting youth using sports, namely Basketball, as a medium to increase awareness, understanding and education of holistic factors that determine the lifestyles of youth, families and communities.

Mission Statement

Defined as providing healthy lifestyle choices, opportunities and diversionary programs to Indigenous youth, families and participants of the Hoops 4 Health Programs; Using a unique and tailored approach through consultations with communities and key stakeholders to best address their needs in urban and remote areas; Provide mentoring and support mechanisms, as well as talent identification opportunities for young Indigenous people aspiring to be role models to make positive changes within themselves, and their communities.

Corporate Values

- Professionalism** – At all times behave and act in a way that upholds the respect and accountability through all aspects of the Organisation.
- Sensitivity** – Driven by, and responsive to the needs of Indigenous people and their communities.
- Innovators** – In health promotion and education. 'For you, for me... for us'
- Diversity** – Culturally aware, in partnership with, and sensitive to the needs of each other and our clients.
- Respect** – Non-judgmental; affirming the worth and value of all people.
- Excellence** – Striving to improve and committed to improving the professional service delivery of programs ensuring long term sustainability.



Major Goals

Hoops 4 Health Aboriginal Corporation will strive to achieve the following key targets to enable consistent continuation of program delivery over the next 3-4 years:

- Secure initial 12 month funding primarily for a full-time Administrator to facilitate program delivery and promotion, a full-time Hoops 4 Health Development Officer and a full-time Project Officer.**
- Seek funding for an administrative base to enable accessibility and sustainability of program.**
- Secure appropriate vehicle to broaden & enable effective program delivery.**
- Investigate potential business opportunities (Merchandise etc).**
- Establish Hoops 4 Health Youth Advisory Committee to provide input and support to program delivery.**
- Implement a female Hooper to continue to deliver programs/awareness sensitive to the needs of young Indigenous females.**
- Incorporate a Hoops 4 Health all stars tour; highlighting the plight and statistics of Indigenous people, promoting one race and the challenges Australians face ahead together.**
- Annual Hoops 4 Health Charity Ball/Concert acknowledging program achievements and support**
- To have reached 10,000 participants in the program over 2011 - 2015 period.**



Business Objectives

Hoops 4 Health Aboriginal Corporations' longer term business objectives of are summarized as:

- Establishing a dedicated administrative base and facility with a Hoops 4 Health basketball academy to provide on-going mentoring, support and motivation, as well as providing opportunities for youth
- Delivering the Hoops 4 Health program and Hooper package on an on-going basis to local, urban and remote schools as part of the school curriculum.
- Having merchandise and business opportunities ensuring long term sustainability
- Exposure nationwide having annual Hoops 4 Health challenges; and
- A longitude study to have the ability to monitor the long term benefits of the program

Key Strategies

Hoops 4 Health Aboriginal Corporation will pursue the following critical strategies:

1. Confirming demand and assessing suitability of Hoops 4 Health Program to meet identified social needs.
2. Identifying accurate start-up costs including capital and operational expenses.
3. Defining various program delivery budgets (urban/remote).
4. Acknowledging Board, Facilitators & Volunteers expertise and attributions.
5. Creating a management team that offsets any gaps in experience or expertise.
6. Addressing uniqueness of the program and identifying the strengths of competitors.
7. Establishing an effective stakeholder database system.
8. Actively promoting and seeking monetary support for the Hoops 4 Health Program & Hooper Package.
9. Maintaining high quality standards and guidelines.

Important strategies that will also be followed include:

1. Use of market research to analyze program and objectives.
2. Relationship maintenance with key stakeholders including communities and schools; being responsive to their needs; Government & Non-Government Organisations.
3. Provide clear and concise management roles and responsibilities.
4. Board, Facilitators & Volunteers recognition to contribution after each program delivered.
5. Templates for schools, communities & participants encouraging all to provide feedback.
6. In regular consultation with communities ensure program maintains adequate level cultural sensitivities.
7. Effective financial and managerial control systems.
8. Grow ahead of any competitors.
9. Where appropriate, avoid high operational costs and/or low productivity.

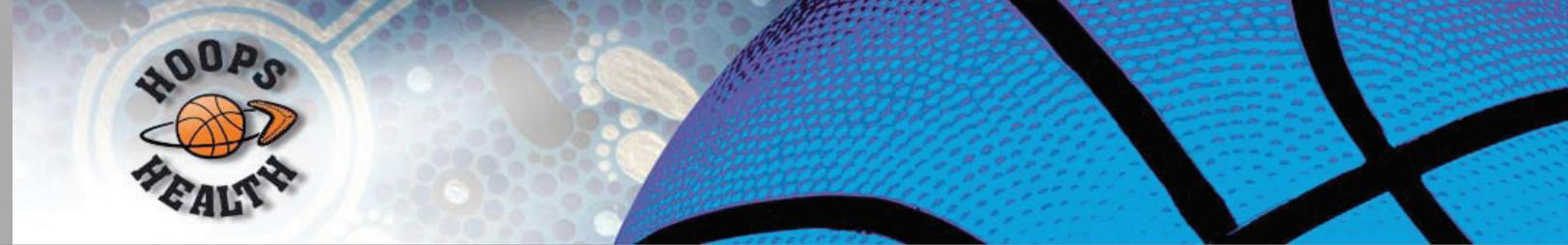


IMPLEMENTATION

CONCLUSION & RECOMMENDATIONS

Hoops 4 Health Aboriginal Corporation will implement the following strategic action programs:

- 1. Hoops 4 Health Board's official Youth Advisory Committee** – Commence to identify youth in target audience; male and female from both urban and remote areas. Team to action early 2011. Roles and responsibilities attached as Appendix to Business Plan
- 2. Funding** – Administrative Base & Staffing; apply funding submissions to major funding bodies (Federal Government - ICC/ABA/DEEWR/DoHA): **ICC** – NAIDOC & Indigenous Womens' Program funding for local activities throughout 2011; **ABA** – funding for office space, a full-time Administrator & Project Officer to work exclusively on 12 month facilitation and promotion of program delivery; **DoHA** – Community Development Officer to work with and review H4H programs, based in Darwin. Expenses and Job descriptions identified as Appendix in H4H Business Plan. *Team to prepare and action accordingly before the next funding round closures: 18 February 2011.*
- 3. Vehicle** – Seek funding in ABA submission for a suitable and appropriate vehicle to broaden program and enable efficient program delivery. Vehicle policy attached as Appendix to H4H Business plan. *To action by 18 February 2011*
- 4. Promotion** – Focus on promotion in communities, schools, juvenile detention centers, jails and hospitals; local sporting activities and cultural events throughout 2011 (NAIDOC/Arafura Games/Darwin & Rural shows/Sorry Day/Australia Day). Raise program awareness and understandings of H4H opportunities and Hooper Packages. Identify and negotiate with known identities and communities with permission to establish a TV commercial for the Indigenous & Mainstream Television Network and radio companies alike. *Start when applicable to voluntary board members, or as allocated to full-time position. Team to prepare by accessing 'Calendar of Events' on the NT Government Website and designing own Hoops 4 Health & Hooper Package calendar of events for 2011.*
- 5. Stakeholder Engagement** – Board to maintain and strengthen established relationships with key stakeholders and indentify with national, internal and external contacts (Patron/MC/Facilitators/supporters) any potential stakeholders throughout their regions to encourage and gain nationwide exposure. *Director or Chair to communicate plans to established national stakeholders when available.*
- 6. Female Hooper** – Board of Hoops 4 Health to design and implement in early 2011. Identified role and responsibility to be attached as Appendix to Business Plan.
- 7. Program Support & Maintenance** – Board to discuss and consider incorporating for future delivery of the Hoops 4 Health program a follow-up visit with communities and schools to reiterate messages and maintain relationships to project accessibility and support to participants of the Program.



Darwin 2006



Alice Springs 2009



Daly River 2008



Bagot Community, Darwin 2007