Indigenous Sport Program
Evaluation Report

August 2009
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Executive Summary

The Australian Sports Commission (ASC) has managed and administered the Indigenous Sport Program (ISP), in financial partnership with other Commonwealth agencies, State and Territory Departments of Sport and Recreation (SDSR) and the mainstream sporting industry since 1993.

Over the last 16 years, the sporting circumstances and needs of Aboriginal and Torres Strait Islander peoples have changed significantly with very little change in the way the ISP has been administered/delivered.

Policy and portfolio changes by the Australian Government, particularly relating to Indigenous affairs, have also created a relatively new environment for which the ISP had to operate in.

In acknowledging these changes and committing to improving the effectiveness of the ISP, the ASC engaged an independent consultant (Small Candle Consulting) in March 2009 to evaluate:

- the effectiveness of existing ISP partnerships with SDSR and the mainstream sporting industry
- identifying where sport for Aboriginal and Torres Strait Islander peoples best fitted broader Australian Government policy agenda
- identifying improvements to the program for more effective service delivery and improved outcomes.

It is also anticipated that this evaluation would contribute to a much broader review of Indigenous sport and recreation to be conducted by the Department of Health and Ageing (DoHA), post the outcomes of the Crawford All of Sport Review.

The ISP has existed through a fragmented and shifted past with a number of Commonwealth agencies that previously held stewardship over it including the Aboriginal and Torres Strait Islander Commission (ATSIC) and the Department
of Communications, Information Technology and the Arts (DCITA) which have 
now both been abolished. This has meant a significant impact on the stability, 
direction and ownership of the program.

At present, the ISP is administered by the ASC with additional support from 
various state and territory sport and recreation departments. The majority of 
funding for the ISP is provided to the ASC through a memorandum of 
understanding with DoHA.

DoHA also provides funding, under the much broader Indigenous Sport and 
Recreation Program (ISRP), to community groups and organisations to increase 
and encourage the active participation of Aboriginal and Torres Strait Islander 
peoples in sport and physical recreation activities.

The ISP has two main objectives. These are to:

• increase the active participation of Indigenous Australians in sport and 
physical recreation
• encourage community ownership and management of sport and physical 
recreation activities, including through skills development.

Under the ISP, a number of state government departments of sport and 
recreation, national and state based sporting stakeholders and business 
partners deliver targeted sporting opportunities to and for Aboriginal and 
Torres Strait Islander peoples in urban, rural and remote settings.

Stakeholders believe the ASC has provided an effective brokering role, under the 
ISP, which has enabled them to better coordinate sport delivery and capacity 
building opportunities for Aboriginal and Torres Strait Islander peoples. The 
broad involvement of all levels of government in the ISP is also a general 
measure of its overall effectiveness.

In addition, five Commonwealth agencies are involved in delivering sport to 
Aboriginal and Torres Strait Islander people throughout Australia. There are ten 
state and territory departments that directly implement sporting activities in 
Aboriginal and Torres Strait islander communities. Sixteen national sports 
organisations assist the state and territory departments to deliver a variety of 
sports activities and programs. There is a number of unspecified state sporting
associations also acting as partners. An area for development is achieving a more predictable and sustained input from peak state sporting bodies.

Several commercial organisations in Western Australia provide financial and human resources for the implementation of the ISP in that jurisdiction. These relationships are valuable and give the ISP significant profile and support, as well as offering an across-sector alliance.

The ISP involves a myriad of working relationships with countless sporting organisations and clubs who work with the ISP partners to promote sport and sporting activities. Most important in this regard is the presence of the Aboriginal and Torres Strait Islander communities themselves who are engaged with and benefit from the ISP.

In addition, the ISP creates valuable sporting pathways for Aboriginal and Torres Strait Islander peoples, particularly in the more sustainable mainstream sporting environment. At the base of these pathways is the experience of the community-based sport and physical activity programs that invariably lead to connections and engagement with sporting clubs and competitions. These networks have the potential to build greater opportunity for participants, athletes and teams to advance higher and to take the varied pathways that sport can offer.

The Elite Indigenous Travel and Accommodation Assistance Program (EITAAP) provides financial support to sub-elite Indigenous sportspeople to advance in their chosen sport at the national and international levels. This assistance is a practical means to support Aboriginal and Torres Strait Islander peoples in the mainstream sporting system. Feedback from recipients clearly indicates that without the support of EITAAP very few individual could afford the high costs of representing their State/Territory or Australia, particularly those from low socio-economic backgrounds.

Greater development of sporting pathways for athletes and officials under the ISP will assist in providing better quality sporting programs for Aboriginal and Torres Strait Islander peoples.
The ISP’s capacity to bring federal and state governments together to deal with sport for Aboriginal and Torres Strait Islander peoples brings a whole-of-government approach to delivering sport outcomes.

There are a number of other government departments at Commonwealth and state and territory levels that are involved in using sport to achieve broader public policy outcomes. Departments of Education, Justice and Health use sport as the means to engage with Aboriginal and Torres Strait islander communities and at the same time deliver their particular policy agendas. The value of sport as a tool for achieving broader policy outcomes is clearly recognised. Yet the net result of this is that little is done to uphold the inherent value of sport itself other than as the tool to engage with the community and to deliver broader policy initiatives.

Whilst sport is the vehicle of community engagement for many federal, state and territory government programs, the majority of the ISP’s partners and stakeholders have the advancement of sport for its own sake as their primary objective. This is an important distinction to make. Upholding the value of sport in its own right underpins the ISP. Sport is an important outcome in itself.

Stakeholders recognise and celebrate the many benefits that are brought to Aboriginal and Torres Strait Islander communities from sport’s presence in broader policy initiatives. Yet they are concerned that the inherent value of sport is reduced when other policy initiatives regularly use sport as the means to achieve other ends.

A broader awareness of the inherent value of sport and the ISP as a means to deliver sporting objectives must be reinforced for the future.

Sport has the capacity to bond people (build relationships) and to bridge people (build external relationships). Sport assists in the development of personal and interpersonal skills that contribute to better relationships, personal and interpersonal skills development, and sense of health, wellness and wellbeing.

The benefits of sport in health related matters is widely recognised and documented. Sport has the potential to reduce the presence and effect of chronic
disease. It can reduce the impact of some addictive behaviour. Sport assists in cognitive development and learning, and fosters good physical development. Research indicates that sport has the capacity to reduce the prevalence in anti-social behaviour.

For others in Aboriginal and Torres Strait Islander communities, sport is less to do with physical activity and more an avenue to gain skill and confidence through the experiences and opportunities provided by volunteering and officiating.

The ASC is considered an extremely important and unifying partner in the ISP. There is an expectation from the program's stakeholders and partners for the ASC to leverage its position as the Australian Government’s primary sports agency and to be greater advocate for the value of sport in society. A greater advocacy role will require the ASC to continue to take a more prominent role in directing and supporting the ISP.

As the ISP is primarily a sports’ initiative, the brokering position held by the ASC will need to reinforce the message of sports’ inherent importance and value amongst many other competing policy messages and imperatives.

A significant risk for the ISP is that its fundamental focus as a sport’s program can be lost amongst other national policy agendas. It is important that the ASC understand the broader capacity of the ISP to support and complement broader government policy. Maintaining the integrity of sport is an important quality that must be further articulated.

A national strategy for Aboriginal and Torres Strait Islander sport would allow for the development of a much broader focus and arrangement of sport for Aboriginal and Torres Strait Islander peoples. Such a strategy would be inclusive of all levels of government. It would engage and negotiate with those federal, state and territory government departments that at present use sport in Aboriginal and Torres Strait Islander communities to achieve their individual policy objectives (health, education, justice).
There is great operational diversity across state and territory jurisdictions in relation to the ISP whilst maintaining a coordinated national approach. Diversity across the program is necessary to achieve its outcomes. The opportunity for the program to be implemented in a more focused manner whilst retaining true flexibility across the states and territories is seen by stakeholders as an important and necessary inclusion in any future program. The development of a national strategy should not interfere with the existing diverse nature and operation of the program.

The purpose of such a strategy would be to design a model for the delivery of sport for Aboriginal and Torres Strait Islander peoples that is more unified and focused, promoting greater efficiency and effectiveness.

The ISP actively contributes to a number of broader national policy initiatives. These include:

- placing citizens at the centre of government activity
- reinforcing the Council of Australian Government (COAG) structure to create connected and efficient government
- using the whole-of-government approach for service delivery
- delivering programs with efficiency and effectiveness
- improving health outcomes for Indigenous people (Closing the gap).

The many ISP stakeholders involved in the evaluation believe the program is a useful tool to retract the significant social, economic and health disadvantage endured by so many Aboriginal and Torres Strait Islander peoples.

Major government partners involved in the ISP, namely the ASC and the state departments of sport and recreation rely on the presence and skill of the Indigenous Sport Development Officers (ISDOs) to ensure the program attains its objectives.

The work, skill and passion of the ISDOs are recognised contributors to the program’s success. The twenty-eight ISDOs are attributed to building extremely good working relationships with ISP stakeholders and partners in order to deliver the various sporting activities. This is especially significant because the
ISDOs also build the working relationships with the various Indigenous communities that benefit from the ISP.

The building of strong relationships by ISDOs with Aboriginal and Torres Strait Islander communities is an important ingredient for the program’s overall success.

In order to attract suitable applicants for ISDO positions and to retain current skilled personnel there is a need to implement a range of practical strategies and incentives geared to ensuring the ISP has the best people positioned as ISDOs.

Strategies and incentives designed to attract and retain ISDOs would include:

- increasing the numbers of officers especially in the states and territories that cover large geographic areas (Western Australia, South Australia and Northern Territory)
- providing greater frequency of and more targeted training and professional development opportunities
- developing succession plans
- providing greater support for ISDOs operating in remote areas.

If presence of trust and strongly built connections between partners, ISDOs and Aboriginal and Torres Strait Islander peoples is a significant reason for the program’s success, proper support and development of ISDOs is a critical ingredient to the ISP’s continued success.

Present day Commonwealth sport programs for Aboriginal and Torres Strait Islander peoples are fragmented and at times compete with each other. There is very little overall orchestration to enable greater cooperation and focus. This is especially true in the way the ISP is funded through its relationship with DoHA.

Stakeholders generally view the current funding model as inefficient and ineffective. The model is viewed as contributing to competition between programs and duplication of programs.

The ASC must engage DoHA to negotiate greater access to financial resources and develop a more streamlined funding arrangement. Another desired
improvement is the negotiation of longer funding timeframes to create greater certainty and stability for the state and territory departments, peak sporting bodies and ISDO’s.

The ASC is a strong advocate for and partner in the ISP. This is recognised amongst partners and stakeholders of the program. Though this is the case, outside the program, advocacy for and promotion of the ISP is believed to be lacking and requiring greater development.

To this end, a significant future strategy to offer greater promotion of the program is the establishment of an Aboriginal and Torres Strait Islander Sport Advisory Body. This body’s role would be to promote and accelerate at the highest levels matters associated with sport for Aboriginal and Torres Strait Islander peoples. Such a body would provide policy advice, support, advancement of Aboriginal and Torres Strait Islander community and elite sport, as well as national promotion of sport for Aboriginal and Torres Strait Islander peoples.

Further to this initiative is the need to foster the presence and engagement of eminent Indigenous Australians from all spheres of public life who are recognised spokespeople for sport for Aboriginal and Torres Strait Islander peoples. The individuals will take the role of influential advocates for and patrons of Indigenous sport and Aboriginal and Torres Strait Islander peoples.

The ISP provides a range of culturally appropriate sporting and physical activity opportunities for Aboriginal and Torres Strait Islander peoples. Greater emphasis also needs to be directed towards sporting and physical activity opportunities for women, girls, adults and elders, especially in those communities that are isolated and remote.

Access to the program for people with disabilities also requires greater prominence and resources.

An area of the program to be redeveloped to achieve better outcomes is that of evaluating and reporting. The development of more reliable and valid reporting mechanisms that reflect the true scope of the program’s achievements is a high
priority modification. The true effectiveness of the program is not readily captured under the current evaluation and reporting mechanisms. A broader emphasis on measuring and describing program inputs, participation levels and broader achieved outcomes is a more useful improvement to be introduced.

Overall the ISP is seen as an extremely worthwhile and well-administered program that engages a broad range of government and non-government stakeholders. The people who work in it are professional and dedicated.

The presence of the ISP and what it offers brings a broad range of positive outcomes to Aboriginal and Torres Strait Islander peoples and their communities.
Overview of the evaluation of the Indigenous Sport Program

The evaluation of the Indigenous Sport Program is an investigation and reporting process on the current status of the program from the perspective of the current partners and stakeholders. As the evaluation focused on the efficacy of delivery it did not directly engage DoHA as part of the process. It is anticipated that this evaluation would contribute to a much broader review of Indigenous sport and recreation to be conducted by the Department of Health and Ageing (DoHA), post the outcomes of the Crawford All of Sport Review.

The outcomes of the evaluation process are to:

- review and interpret where sport for Aboriginal and Torres Strait Islander peoples best fits the broader Australian Government’s policy agenda and commitment to Indigenous affairs, including directions in preventative health agenda, Closing the Gap of Indigenous disadvantage, whole-of-government programs and any other relevant policy initiatives
- make a clear statement on value of sport in its own right
- review the value of sport as a vehicle to improve broader health, social and economic wellbeing for all
- engage with partners and stakeholders to determine the current status of the ISP
- nominate ways to make the ISP more effective for Aboriginal and Torres Strait Islander peoples and a more efficient use of public resources.

The evaluation investigates the relationships between the ASC, State/Territory Departments of Sport and Recreation (SDSR) and National Sporting Organisations (NSOs) for the delivery of sport and recreation programs/initiatives for Aboriginal and Torres Strait Australians, with particular focus on the ISP.

Further, the evaluation investigates and develops a deeper understanding of the impact that quality sport programs and initiatives can play in improving the health, social and economic wellbeing of Indigenous Australians.
This evaluation tests the effectiveness of current ASC partnerships with State/Territory Departments of Sport and Recreation and National Sporting Organisations for the coordination/delivery of Indigenous sport activities. In highlighting the effectiveness of the program, limitations in the current delivery model are also identified.

Recommendations for the improvement of the ISP are proposed.

The evaluation process involved six independently facilitated forums with various partners and stakeholders from government and non-government sectors. The ASC participated in the forums only as an observer and were frequently asked to vacate the room when discussion related to existing partnerships and future directions for the ISP. This was to maintain the integrity of the process and ensure the ASC did not influence the outcomes of the discussion.

The report contains seven typical success stories from throughout Australia that explain outline the very real program initiatives and opportunities that the Indigenous Sport Program creates and continues to create for Aboriginal and Torres Strait Islander peoples.

The final component of the evaluation is this written report. This report is to be presented to the Indigenous Sport Unit of the Australian Sports Commission.
ISP Success story one

Indigenous netballers swell representative ranks

A single Bunbury Indigenous women’s netball team has become the backbone of the WA region’s representative sides, at times providing up to half the sides’ representative players.

Since the Moorditj Noongar Yorgas Netball club formed four years ago with support from the Australian Sports Commission’s (ASC’s) Indigenous Sport Program, it has attracted over 50 registered players.

The club has also had 15 women become accredited coaches and another 15 become accredited umpires, including one who is now accredited to umpire at state level.

A locally employed Indigenous netball program officer attracted older women to skills clinics that included courses for coaching and officiating as well as playing skills.

This gave the club a depth of officials and coaches as well as administrative skills to run and maintain club processes.

The ASC’s Perth-based Indigenous Sport Development Officer Clem Rodney said the club was built on a solid foundation that included:

- holding skills clinics not only in playing but in coaching and officiating
- creating an inclusive atmosphere that encouraged women to build their skills together
- providing opportunities for the women to take over the running of the club and ensuring they had the skills to do so, and
- providing a pathway for talented club members to go on to WA regional netball academies to further improve their skills.

Mr Rodney said plans were underway to develop a second Bunbury Club and the model was also being trialled in WA’s wheatbelt region.

The ASC’s Indigenous Sport Program aims to increase Indigenous Australians’ participation in structured sport at all levels, builds the capacity of Indigenous people to run sustainable sporting programs and supports talented Indigenous sportspeople to achieve their sporting goals.
Background to Indigenous Sport

In 1992, the Commonwealth Government responded to recommendations from the Royal Commission into Aboriginal Deaths in Custody. The recommendations recognised the value of sport and physical activity as a preventative strategy against the risk laden and anti-social behaviour of some Aboriginal and Torres Strait Islander youth. From the recommendations the then Aboriginal and Torres Strait Islander Commission (ATSIC) established a sport and recreation initiative that:

“promoted the social and physical wellbeing of Aboriginal and Torres Strait Islander peoples and the development of a positive self-image through increased access to and participation in recreation and sporting activities”.

This sport and recreation initiative was divided into two components, national programs and ATSIC Regional Council programs. ATSIC central office also distributed some funding for multi-regional projects.

National programs included the Young Persons Sport and Recreation Development Program (YPSRDP) and the National Sport and Recreation Program (NSRP). The YPSRDP and NSRP were developed jointly by ATSIC and the ASC in 1992 with both agencies sharing the management role until 1996.

The YPSRDP supported the employment of a national network of Aboriginal Sport and Recreation Development Officers (ASRDOs), primarily located in the State Departments of Sport and Recreation (SDSR).

The NSRP aimed to encourage and support national and international participation of Indigenous athletes with regard to integration into mainstream sport and links to mainstream athlete development.

In 1996 the ASC signed a four-year MOU with ATSIC to be the sole administrator of national programs (YPSRDP and NSRP).
In addition to the YPSRDP and the NSRP, the ASC supported a number of other Indigenous programs including an Olympic Training Centre and National Scholarships, international events and national development camps, national conferences, carnivals, a mentor scheme, a cross-cultural awareness training package, Active Australia initiatives which reduced the barriers to Indigenous sport participation, and employment and administration costs of staffing. In delivering these programs, the ASC’s key delivery agencies were SDSRs and National Sporting Organisations (NSOs).

In 2002, following an Ernst and Young review, the ASC modified its approach under the ISP to focus more specifically on mainstream sport participation and development opportunities. This gave rise to the terms Indigenous Sport Development Officers (ISDOs) and Elite Indigenous Travel and Accommodation Assistance Program (EITAAP).

Prior to its abolition in 2004, ATSIC renamed the national programs and ATSIC Regional Council programs, Sporting Opportunities for Indigenous People (SOIP).

The Department of Communications, Information Technology & the Arts (DCITA) took on responsibility of the SOIP in April 2004 following the demise of ATSIC. In 2005, DCITA amended the title of the SOIP to Indigenous Sport & Recreation Program (ISRP) to provide scope for recreation-based activities. In 2007, following a change of Federal Government, DCITA was abolished. The responsibility for the ISRP now rests with the Sport Branch of DoHA.

The ISRP currently supports an annual grant process, a flexible funding pool for Regional Partnership Agreements (RPAs) and Shared Responsibility Agreements (SRAs) and a one-year MOU with the ASC to fund the ISDO and EITAAP components of the ISP.

The 2009-10 MOU with DoHA supports EITAAP and the employment of 28 ISDOs within 7 SDSR (QLD is currently not part of the formal ISDO Network).
funding is provided to SDSR under signed agreement with the ASC and specify the expected outcomes to be achieved in delivering the ISP.

ISDOs are responsible for consulting with Aboriginal and Torres Strait Islander peoples to better understand their sporting needs, negotiating with State Sporting Organisations (SSOs) the availability of sport participation and development programs and coordinating the delivery of programs, in partnership with SSOs. The result is the right sport is delivered in the right community at the right time.

As part of their contribution, SDSR provide significant resources on top of the financial support provided under agreement with the ASC for the ISP.

ISDOs also provide a recreational component via the delivery of Yulunga: Traditional Indigenous Games (TIG) to the broader community.

The Elite Indigenous Travel and Accommodation Assistance Program (EITAAP) provides financial support to sub-elite Indigenous sportspeople to advance in their chosen sport at the national and international levels. This assistance is a practical means to support Aboriginal and Torres Strait Islander peoples in the mainstream sporting system. Feedback from recipients clearly indicates that without the support of EITAAP very few individual could afford the high costs of representing their State/Territory or Australia, particularly those from low socio-economic backgrounds.

The ASC’s current contribution to the ISP is directed to engage peak sporting organisations to deliver mainstream sport participation and development programs in cooperation with ISDO/SDSR. The ASC’s contribution also assists the ISDOs with program development and delivery.

Several commercial organisations (BHP Billiton and Newcrest Gold Mining) in Western Australia provide financial and human resources for the implementation of the ISP in that jurisdiction. These relationships are valuable and give the ISP significant profile and support, as well as offering an across-sector alliance.
Other federal government agencies administer sport programs for Aboriginal and Torres Strait Islander peoples. Some of these programs use sport as a tool to attain other policy outcomes (health, law and order, education). This means that funding for sport for Aboriginal and Torres Strait Islander Australians is somewhat dispersed across a number of agencies.

The net effect of this broad network of stakeholders is that the ISP has evolved into an effective tool of support for and engagement with Aboriginal and Torres Strait Islander peoples. This is despite the fragmented and shifted past the ISP and ASC have operated under.
Aboriginal swim hopes afloat in Tasmania

Aboriginal children in Tasmania are taking to swimming pools in unprecedented numbers thanks to an Australian Sports Commission-funded Indigenous sport initiative.

Since 2005 more than 300 Aboriginal children across Tasmania have participated in swimming activities aimed at introducing them to the most basic of swimming skills including submerging their heads and water safety.

The six-week course for children aged between 5 and 14 has been so successful that repeat participants will soon be assessed for introduction to more advanced work in stroke development and correct breathing techniques.

The long-term aim of the program is to introduce graduates to mainstream swimming clubs.

The swimming courses are one of the many activities run under the Australian Sports Commission’s nation-wide Indigenous Sport Program that sets out to encourage Indigenous people to be more active and to provide opportunities for Indigenous people to gain skills in organising and managing community-based sport.

Garry Maynard, an Australian Government funded Indigenous Sport Development Officer based in Hobart, coordinates the Tasmanian swimming program and says the program’s success is due to a number of factors that include:

- overcoming cultural barriers and ‘shyness’ by coaching children in groups instead of individually
- using fully accredited and experienced swim teachers
- using emails to get widespread awareness of the program across schools and Tasmanian Aboriginal community-based organisations, and
- working in partnership with Swimming Tasmania and Sport and Recreation Tasmania to ensure industry support.
The inherent value of sport

Sport is a very important component of the Australian way of life. Many Australians enjoy sporting pursuits in the form of organised or non-organised physical activity. Sport has the capacity to connect Australians with each other. At the elite level sport has the capacity to stir national sentiment.

Sport is a powerful tool, capable of bringing communities together at many levels. For this reason, sport is supported financially and politically by all levels of government. ¹

According to the Australian Bureau of Statistics, 29% or 4.7 million Australians aged fifteen years and over regularly participate in sports and physical recreation. The number participating in non-organised activities is around 8.6 million or 54% of the population. This is almost double that for participation in organised activities 4.4 million or 28%. ²

The position of elite sport and sportspeople has a significant standing in Australian society. The place of elite sport and its personalities is irrefutable. Both attract significant focus from the media, corporate sponsorship and public attention.

The *Shaping up* report identifies a number of benefits that elite sport delivers for the broader Australian community. These include national recognition and identity, national pride and opportunities to pursue personal and social excellence. Other contributions to the broader community include personal motivation, economic development and health research. ³

Whilst sport at the elite level does add a significant number of positive outcomes to society, it is a mistake to align the inherent value to society of sport too generously to the realm of elite sport and sportspeople.

¹ *Shaping up*, 1999, p 53
² ABS, Participation in Sports and Physical Recreation, Australia, 2005-06
³ *Shaping up*, Op Cit, p 53
Elite level sport is often used as a tool to: articulate national identity; assign positive characters as role models for the younger Australians to emulate; provide entertainment value; and, allow individuals the opportunity to earn a living. Notwithstanding these contributions, elite sport does not contribute by itself to the importance of sport to the nation’s wellbeing. The presence and output of community based sporting activities and programs also adds a great deal to the welfare of the nation.

Seippel believes that the sporting sector is one of the largest sectors that make up most civil societies, yet as an entity, sport receives “scant attention” compared to other sectors. 4 The sporting sector offers opportunities of involvement and participation for individuals and groups in many varied ways: - coaching, fundraising, watching, mentoring, adjudicating, refereeing and most commonly, participating in sports activities.

For these reasons, sport and physical activity participation at the community level brings far-reaching benefits for the nation in addition to those offered by the more highly promoted and recognised elite sporting sector.

The *Shaping up* report describes the benefits of sport to the community. The beneficial outcomes include health (fitness and wellbeing), personal development (attitude, sports person, teamwork, striving, crime reduction), community socialisation (cohesion and addressing inequity) and employment. 5

**The community and the individual**

Two important processes that make sport so beneficial to society are the bonding processes (internal relationship building within sporting organisations) and the bridging processes (external relationship building between organisations). 6

Bonding builds relationships between people. Relationship building is comparable to building a smaller community within a wider communal or social

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4 *Sports in civil society*, 2008, p 61
5 *Idid, p 54
6 Seippel, *Op Cit*, p71
setting. Such a process tends to build unity, cohesion, a sense of togetherness and belonging between people.

Bridging on the other hand allows volunteers to connect with others and to create new social networks and contacts outside those existing bonded relationships.

The bonding and bridging processes that occur in sporting activities and organisations is the basis of the understanding that sport contributes considerably to cohesiveness between people, within communities and between communities.

At a local level, involvement in sport builds families as well as communities. Active parents provide positive role models for children for engaging in sport and for maintaining lifelong activity. As importantly, the parents who are involved in their children’s sport through coaching, umpiring and general volunteering send a powerful message about the importance they place on sharing and valuing the efforts and interests of their children. Sport has a range of benefits at both the community and individual level. At community level, sport brings people together, breaks down barriers and unites those who have nothing else in common. Sport has a unique ability to transcend race, religion, gender and creed. It is a tool of social cohesion.

Social cohesion arises from all types of sporting and physical activity: competitive or non-competitive, organised or non-organised. Children for example, are more likely to participate in sport when the social environment and subsequent interpersonal relationships are familiar and supportive. Such environments tend to have positive effects on participants, parents and officials and sports’ helpers alike.

Positive effects of healthy sporting environments may include:

- building trust
- building character

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7 Australian Sport: emerging challenges, new directions, p 1
• understanding fairness, success and failure, risk taking and management, control, teamwork and leadership
• developing skill for self-regulation
• promotion of health and wellbeing
• building an understanding of community
• positive social and psychological effects such as increased self esteem, better life skills, development of communication skills
• fun, fitness and relationship building
• protection against some of the major chronic diseases that impact on health, wellbeing and mortality rates. 8

The impact of sport and physical recreation on a community is exemplified by the most obvious and long lasting benefit that sport and physical activity has on individuals. This is the promotion and sustainment of physical health benefits and a sense of general wellbeing. The impact of sport and physical activity on individual and communal health is pronounced.

*Regular physical activity, active play and sports can be a practical means to achieving numerous health gains, either directly or indirectly through its positive impact on other major risks, in particular high blood pressure, high cholesterol, obesity, tobacco use and stress. Physical activity reduces the risk of cardiovascular disease, some cancers and type-two diabetes. These benefits are mediated through a number of mechanisms: in general, it improves glucose metabolism, reduces body fat and lowers blood pressure. Physical activity may reduce the risk of colon cancer by effects of prostaglandins, reduced intestinal transit time, and higher antioxidant levels. Physical activity is also associated with lower risk of breast cancer, which may be the result of effects on hormonal metabolism.* 9

As people become older the importance of regular sport and physical activity becomes even more pronounced.

Sport and physical activity are significant ingredients for the overall development of healthy children and adolescents. Regular physical activity has

8 *Sport: access for all cultures*, pp 3-4; *Shaping up*, Op Cit p 55
9 Health and Development through physical activity and sport, World Health Organisation, 2003
an immediate positive impact on long-term health outcomes in children and youth. These include explicit positive effects on reducing obesity, increasing skeletal health and several aspects of psychological health. Physical activity also appears to be a protective agent against addictive behaviours of:

- cigarette smoking,
- alcohol use
- illegal drug use. 10

Research supports the claim that regular and high quality physical activity supports the achievement of greater academic attainment in children and adolescents. Children tend to do better at reading and mathematics when they are more active. 11 Physically active children tend to be more alert, are more focused, show greater ability to regulate unhelpful behavioural responses and impulses, and show better patterns of school attendance. Children and young adolescents who participate in regular and diverse ranges of physical activity are rewarded with a strong increase in physical self-esteem (made up of positive perceptions of physical appearance and physical competence). Both are necessary contributors to the development of a healthy individual. 12

Gross motor development is the development of the large muscles of the body. Confidence and competence in gross motor skills has significant implications for the development of personal physical ability and confidence, as well as, providing a number of pre-requisite skills for the development of appropriate social and learning skills.

It is estimated that 60% of the children who display a lack of confidence and competence in gross motor development also have problems in areas such as:

- speech
- short attention span
- poor listening
- poor self concept
- unacceptable behaviour

10 Trost, 2003, pp 1-4
11 Bowker, 2006; Cobb, 2001; Everybody wins, 2002
12 Bowker, OpCit, p 227
learning problems.\textsuperscript{13}

The value and importance of sport and physical activities on the physical, social, cognitive and psychological development of individuals is extremely high.

**Reduction of anti-social behaviour and reoffending**

Sport and physical activity offer many more benefits other than the obvious impacts on physical wellbeing and development. Positive outcomes that sport and physical activity brings include:

- connecting the social, cultural, environmental and economic spheres in the community
- improving the quality of life of community populations and gaining mutual benefit among community members
- creating opportunities and encouraging community members to participate in community activities, from employment to social events to civic duties
- empowering communities, helping them take advantage of opportunities and take shared responsibility for their wellbeing
- recognising the diversity of interests within a community and how that may affect capacity building; and
- engaging people from the community, government and private sectors to work together to address community issues, solve problems in their community and achieve common goals.\textsuperscript{14}

A reduction in anti-social behaviour is another positive side effect of engaging in regular sport and physical activity. The positive effects of regular physical activity are widespread and are attributed to a reduction in the escalation of anti-social behaviour, even criminal behaviour. There is also evidence to suggest

\textsuperscript{13} Flinders University, Motor development information sheet

\textsuperscript{14} Sport and recreation and community building, 2008, p. 3
that sport and regular physical activity has the capacity to reduce the incidence
of crime and the levels of repeat offending. 15

Cameron and MacDougall from the Australian Institute of Criminology believe it
is possible to use sport to assist existing criminal offenders to make better, less
criminal, more pro-social choices. Offenders habitually make poor choices that
have a negative impact on the community. The result of such behaviour is always
negative on the offender. Providing opportunities for structured sport and
physical activity can provide offending individuals with the opportunity, skills
and a supportive environment to make better choices that tend to be more
socially accepted and reflect less criminal intent. 16

Sport brings the opportunity to develop healthy inter-personal relationships that
can reduce criminal behaviour from the onset. The combination of the structure
and discipline that sport offers and a cohesive sporting organisational influence
can reduce likelihood that an individual will offend in the first place. A number of
government agencies concerned with justice, law and order use physical activity
and sport as prevention tools

Sport alone cannot be the vehicle to bring stability and direction to society. Sport
does possess a value in its own right and should not be seen as a universal
remedy for the many problems of society. There can be a tendency to use sport
as the tool to overcome community problems. What is known is that there is
compelling evidence to suggest that when regular sport and physical activity are
aligned with other social policy initiatives there is the potential to divert
attention away from anti-social, even criminal behaviour. 17

Sport and physical activity provides positive stimulation, decreases boredom and
gives opportunity to channel potentially negative energy towards positive
outcomes for an individual and the community. 18

15 Cameron and MacDougall, 2000; Everybody wins, 2002
16 Cameron and MacDougall, OpCit
17 Morris et al. p 71; Hazelhurst, 1990, p. 8
18 Hazelhurst, OpCit, p. 8-10
One reason for this is that sport and physical activity has contains an integrated counselling component. During optimum conditions sport can have a therapeutic influence. Sport and physical activity has the potential to bring about positive outcomes for those who regularly take part as a participant or as an official, or volunteer.

These outcomes include:

- personal and social skill development
- boosting of self esteem and creating a sense of personal and physical competence
- increasing confidence
- providing the platform for social interaction and communication skill development
- the development of values, social support and engagement with positive role models that may lead to the prevention violence to people and property. 19

Overseas research 20 has also shown that sport can contribute positively to reducing the impact and presence of four fundamental conditions related to crime. The conditions are drug misuse, alcohol misuse, social exclusion and the mental health wellbeing of offenders.

**Volunteerism**

Another contribution that sport, its clubs and associations bring to society is that of volunteerism.

The Australian Bureau of Statistics defines sport volunteers as people who freely choose to give their time to organisations or groups in the community for no monetary reward. 21

Both sport and society benefit the presence of volunteers. Sport relies on volunteers to provide many support services for their members as well as enabling long-term success and sustainability of sport clubs, sport organisations

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19 Mason and Wilson, 2008, p 20
20 Getting the ball rolling, pp 18-19
21 Volunteers in sport, 2006, p 5
and organised sport events. In the absence of the spirit of volunteers many sport organisations and clubs would not function.

There are clear benefits for the volunteer as well. Volunteers gain a sense of wellbeing that comes from participating in activities where time and expertise are freely given. These benefits include lower levels of depression, greater mental health resilience, increased confidence and self-esteem, and a greater sense of inclusion. 22

People are drawn to volunteering in sporting organisations because it is a positive means to influence people to give of their time and expertise in creative and meaningful ways in order to benefit others. Volunteers are influenced to participate as a volunteer by the social networks that come about as a result of sport. The opportunity to participate encourages volunteers to take part in club or association activities.

Sport-related volunteerism has the capacity to develop and reinforce social networks. People learn to rely on and enjoy these networks. The networks bind people to each other and the common purpose found in the sport activity. When networks operate harmoniously, cohesion and a sense of inclusion are outcomes. A large concentration of volunteerism within communities has a positive effect on broader society. 23

The Australian Bureau of Statistics states that sport and physical recreation organisations attracted the largest number of volunteers in Australia with 1.7 million people or 11% of the population. 24

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22 Get the ball rolling, 2008, p 5

23 Seippel, p 71; Everybody wins, 2002, p 10

24 Participation in Sports and Physical Recreation, 2005-06
ISP success story three

Indigenous softballers generate family following

What started as a whisper in ACT Softball has become a shout – after the 2007/2008 season ended in April, Indigenous teams had made up eight per cent of individual registrations in the local competitions.

It’s a long way from 2001 when three Indigenous women, including former Australian representative Joanne Robson (Lesiputty) decided to establish a single Indigenous softball team to compete in Canberra’s mainstream softball competition.

Ms Robson nicknamed the team WhISPers in acknowledgement of the support from the Australian Sports Commission’s (ASC) Indigenous Sport Program, but says even with her own elite and administrative background, starting out proved difficult.

‘It was tough because the sport was not on the ‘up’ at the time,’ Ms Robson recalls. ‘It wasn’t and still isn’t a stadium sport ... the sort of sport like football that is normally linked with Indigenous communities no matter what state or territory you go to.’

The recruitment drive attracted just five juniors in the first season, so they joined a non-Indigenous team but enough women had been attracted to form a team in the first year and they went on to win the premiership in their division.

Word soon spread and in the following season enough junior teams formed to participate in the Woden Valley Softball Association’s Tee ball (modified softball) primary and high school competitions. Another women’s team also started.

Now, Mrs Robson said some children have become representative players through their grades and it is common to see the junior players beat her to the field decked out in their gear and pulling bats and balls out of kits before the kits leave the car.

‘A lot of these children hadn’t even engaged in team sports, let alone play softball before and now they drive me batty when they’re not playing,’ she said. ‘They watch their older brothers and sisters playing and start hitting balls around in the trees asking when is it their time to play. This is most distracting when I am trying to coach, but is fantastic to see them busting
with excitement and enthusiasm.’

She said going to softball had become a family pursuit with children wanting to showcase their skills for ‘aunties and uncles’, grandparents and great-grandparents who come to watch.

Parents too, have become more involved but Ms Robson could see that there were still greater opportunities for their involvement beyond ‘cutting up oranges and helping children set out helmets and lining up equipment’.

‘These parents were turning up on a regular basis over several years and slowly came around to seeing that if they came every week to help out, why not get some accreditation to do other things like scoring, managing and coaching.

‘Many of the parents now have sports accreditation they wouldn’t have thought they’d ever have.’

The idea of giving Indigenous people opportunities to play, organise and manage community-based sport is at the core of the ASC’ Indigenous Sport Program.

Ms Robson said the key to success was involving families and providing a nurturing environment.

‘This has to be sustained by the community. In the long-term they have to manage and drive it themselves and not rely on funding all the time.

‘I think they’re well and truly on the way. They’re not isolated, they’re part of a mainstream competition and they now even have non-Indigenous players in other clubs looking to join WhISPers teams.’
The Indigenous Sport Program and the broader government policy agenda

Following the ascendency and subsequent election of the Rudd Government in 2007 the new government proposed a broad and comprehensive public policy agenda.

The scope of the policy agenda has a significant emphasis on the social, economic, health and cultural advancement of Aboriginal and Torres Strait Islander people.

The government has expressed its expectation of:

- innovative and inclusive government where citizens are placed at the centre
- reform of the COAG process with the desire to reduce duplication and improve service delivery across jurisdictions
- social inclusion and closing the gap of life expectancy for Indigenous peoples
- a contemporary view of service delivery.

The Indigenous Sport Program adheres to and complements the government’s broad policy agenda. The program delivers sporting and sport associated outcomes following the policy direction set by the government. The ISP generally has a positive impact on the lives and communities of the nation’s most disadvantaged people. It provides a range of practical and culturally sensitive sporting and physical activities that have the capacity to improve the quality of life of individuals and communities. In doing so, the ISP is a powerful policy tool capable of reducing disadvantage amongst Aboriginal and Torres Strait Islander peoples.

The ISP transcends normal Commonwealth and state boundaries. The program draws together a range of government and non-government enterprises to collectively deliver the program’s objectives. The ISP is an example of a government program that contains some of the fundamental components of a whole-of-government approach to policy implementation.

25 Prime Minister’s address to Senior Executive Service, Parliament House, 2008
The Indigenous Sport Program builds social capacity in the form of skill development, communal confidence and sporting structures in Aboriginal and Torres Strait Islander communities. This capacity building is aimed at developing communal responsibility for making the program sustainable. The ISP seeks to achieve social objectives as well as sporting objectives.

Sport is a useful vehicle for broader social outcomes. Sport-based programs have the capacity to have a positive impact on individual and communal development. Sport and physical activities that are planned and well implemented can foster greater degrees of inclusiveness, pride and community resilience. Sport can also contribute to considerable advancement to combating some of the afflictions that challenge Aboriginal Torres Strait Islander people. An aim of the program is to work with Aboriginal Torres Strait Islander people to attain greater degrees of individual and communal wellbeing.

Among the advancements that sport offers is the possibility of increased physical and mental health outcomes, including increased life expectancy.

The Indigenous Sport Program is an active ingredient in assisting the government’s broader policy agenda of reducing Aboriginal Torres Strait Islander disadvantage.

**Innovative and inclusive government – placing citizens at the centre**

The 2020 summit was a clear indication of the government’s desire and awareness of its responsibility to engage citizens in the purposes of government. Engaging citizens through direct interaction with government and its agencies has the potential to build consultative and collaborative relationships. Such an engagement is necessary to place citizens at the centre of government activity. A government that does not listen has no avenue to respond in to the particular needs of its citizens. More effective and efficient courses of government action are built on designing, tailoring and delivering programs with a particular purpose in view. That purpose is understanding and meeting citizens’ needs and wants.
Without consultation and engagement the needs and wants of citizens remain hidden and unserved.

Public Service Commissioner, Ms Lynelle Briggs outlines six principles to define high quality government citizen-centred service delivery. They are

- a commitment to excellence in service delivery
- a detailed understanding of citizen needs and expectations, which should inform service design and delivery
- easy access to services
- collaboration and partnerships between agencies, across governments and with the private and community sectors to improve the quality of services for citizens
- common standards across agencies with respect to business processes and supporting infrastructure, and
- the public service should be held accountable for achieving outcomes for citizens.  

These principles provide a useful and fundamental framework to guide government service provision and to evaluate the effectiveness of government programs in delivering services to the public. The principles are applicable when determining the relative impact of the ISP on its own stakeholders.

The Indigenous Sport Program reflects the fundamental framework outlined by the Public Service Commissioner. The ISP negotiates mutually beneficial outcomes with a broad spectrum of stakeholders, so that it may attain its objectives. Many of the stakeholders live in urban, rural and remote Aboriginal Torres Strait Islander communities. The ISP’s effectiveness depends on engaging its Aboriginal Torres Strait Islander stakeholders to create mutually beneficial business relationships.

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26 Presentation at The John Curtin Institute of Public Policy, Curtin University of Technology, May 2009
Two important components of such relationships are the trust and subsequent rapport established between government agencies and Aboriginal Torres Strait Islander communities. The Australian Sports Commission has acted as an influential broker between the government, Aboriginal Torres Strait Islander communities and the range of other stakeholders who contribute to the program. Stakeholders include Aboriginal Torres Strait Islander corporations, national, state and territory sporting bodies and aligned peak bodies, not-for-profit organisations, private enterprises (mining and industry), commercial, sporting clubs, local and state governments, and various Commonwealth government agencies.

Government and other interested stakeholders actively engage with Aboriginal Torres Strait Islander people at the community level. The program delivers effective and efficient sport outcomes across jurisdictional government boundaries, linking public and private enterprise spheres to the most disadvantaged Australians in urban, rural and remote environs.

The ISP is a government program that places citizens at the centre of government action.

In a recent update on Indigenous disadvantage, the Chairman of the Productivity Commission, Mr Gary Banks provides some clear input into the importance of delivering programs to Aboriginal Torres Strait Islander people following the principles of putting citizens at the centre. Mr Banks highlights the need for co-operative approaches between Indigenous people and government, involving non-profit and private sectors and involving the Aboriginal Torres Strait Islander community in program design and decision-making. 27

The ISP implements of a range of programs to increase active participation of Indigenous Australians in sport and physical recreation activities. Determining and responding to community need by engagement, consultation and negotiation is part of the ISP’s mandate. In doing so citizens are placed firmly at the centre of

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27 Are we overcoming Indigenous disadvantage? July 2009, p 14
delivering sport related opportunities to Aboriginal and Torres Strait Islander Australians.

The necessity of placing citizens at the centre of government endeavour is amplified in the stated ambitions from the Options for the future of Indigenous Australia from the 2020 Summit:

*There should be a new form of engagement of Aboriginal and Torres Strait peoples in public policy and planning that affects them.*  

**Connections across government – COAG**

The Council of Australian Governments (COAG) is the forum for Commonwealth, state and territory governments to initiate, develop and monitor public policy initiatives that matter. COAG is a powerful force to improve outcomes across the spectrum for Aboriginal and Torres Strait Islander Australians. This is brought out in the work of the COAG working group on Indigenous reform, chaired by Ms Jenny Macklin, Minister for Families, Communities and Indigenous Affairs. The working group holds as part of its focus: closing the gap in life expectancy between Indigenous and non-Indigenous Australians; the removal of overlap and duplication in service delivery of government programs, the focus on the needs of children and families; and, the improvement of service delivery in remote areas.  

COAG’s Indigenous reform agenda is aimed at halting the successive failures of governments to address the inherent disadvantage that exists for Aboriginal and Torres Strait Islander peoples. Historical, structural and systemic problems have entrenched Aboriginal and Torres Strait Islander peoples in extreme disadvantage. On nearly every human and social indicator, many Aboriginal and Torres Strait Islander people suffer low socio-economic, health and wellbeing, employment and education outcomes. The five hundred thousand Aboriginal and Torres Strait Islander people generally experience a growing gap in living standards and life expectancy. Preventable disease and attrition are frequent

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28 Options for the future, p 224
29 The New COAG Reform Agenda, Queensland Department of the Premier and Cabinet, 2008
occurrences as are alcohol and substance abuse, domestic, social and cultural dislocation, and community violence.

Recent national attention on reforming Aboriginal and Torres Strait Islander affairs and placing greater resources on reducing the life expectancy gap between Indigenous and non-Indigenous Australians, has failed to address the systemic disadvantage of the poorest Australians.

*It is now seven years since governments made a commitment to work together in new ways to tackle the root causes of disadvantage. In an important break with the past, in 2002 they agreed to commission a ‘regular report’ to monitor national outcomes in a systematic way — and thereby hold themselves accountable. My expectation when presenting the first OID report in 2003, was that many of the disparities evident at that time would have begun to narrow by now. Six years and three reports later, that has been clearly achieved for only about 20 per cent of the indicators. In 10 per cent them things have actually gotten worse.*

Such is the disparity between Aboriginal and Torres Strait Islander Australians and the rest of the Australian population that, *...this constitutes a threat to the survival of Aboriginal and Torres Strait peoples, their languages and cultures, and does not provide Aboriginal and Torres Strait Islander peoples with the ability to live safe, healthy lives in full human dignity.*

The level of disadvantage for Aboriginal and Torres Strait Islander peoples living in isolated communities is much greater than other Aboriginal and Torres Strait Islander people. These people endure greater disparity when compared with Aboriginal Torres Strait Islander people living in urban or rural locales. Yet when compared with non-Aboriginal Torres Strait Islander people, the quality of life outcomes, especially health outcomes for Aboriginal and Torres Strait Islander peoples are below par.

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30 Are we overcoming Indigenous disadvantage? July 2007, p 2
31 Aboriginal and Torres Strait Islander Social Justice Commissioner and Steering Committee for Indigenous Health Equity, 2008, p 10
It is clear that Aboriginal Torres Strait Islander people need different types and levels of government support than do non-Indigenous Australians. 32

A COAG communiqué dated November 29 2008 outlines Commonwealth, state and territory awareness to provide substantial levels of financial support to overcome disadvantage. One such initiative is a health prevention policy costed at $1.3 billion. The policy has the intention of targeting a broad range of programs and initiatives to close the gap for Aboriginal and Torres Strait Islander peoples.

In particular, the policy targets:

• services for children to increase physical activity and improved nutrition
• incentives to workplaces and local communities to provide increased physical activity
• the development of infrastructure, partnerships with industry to increase preventative health outcomes. 33

The council also contributed an additional $1.6 billion over four years to expand health care and to provide targeted prevention programs to reduce the impact of chronic disease. 34

The intent of the COAG agenda is to reduce the prevalence of disadvantage by attacking first line health risks by a strong preventative strategy. The ISP with its focus on sport and physical activity supports the COAG agenda of realising the value of sport as an effective tool of strong public policy programs.

This position is validated by the statement, Prevention is cheaper than treatment. 35

32 Beyond closing the gap: valuing diversity in Indigenous Australia, 2009, pp 1-2
33 COAG communiqué, November 2008, p 17
34 Ibid, P 32
35 Options for the future of Indigenous Australia, 2008, p 237
One other primary outcome for COAG is the development of a more collaborative environment for Commonwealth-state relationships to exist. Such a collaborative environment creates greater potential for public programs and policies to be more effective. Historically speaking, nationally orientated initiatives have been hindered by state/territory demarcation lines. This has led to an absence of collaboration when delivering government programs. The overall impact has tended to be a reduction in efficient and effective services to citizens, and the presence of competition, duplication and inefficiencies between governments.

Coordination of activities that intersect historical and legislatively defined boundaries is a necessity for the efficient and effective delivery of government services and programs. The coordination of government activity reflects a desire to work with a whole-of-government approach. The ISP goes a long way to take steps to overcome the disadvantage experienced by Aboriginal and Torres Strait Islander peoples using the whole-of-government framework.
A whole-of-government approach

The Indigenous Sport Program design and practice operates within the auspices of a coordinated, whole-of-government approach. A coordinated relationship exists between:

Commonwealth Government

- The Australian Sports Commission
- The Department of Health and Ageing

Commonwealth Government with state and territory governments

- Department of Sport and Recreation WA
- NSW Sport and Recreation
- Office of Recreation and Sport SA
- Sport and Recreation VIC
- Sport and Recreation ACT
- Sport and Recreation Tasmania
- NT Departments of Local Government, Housing and Sport
- Department of Justice (SA)
- Department of Health (VIC)

Commonwealth, state and territory governments, national and state sporting organisations

- Various state sporting organisations
- Athletics Australia
- Australian Football League (AFL)
- Australian Rugby Union (ARU)
- Australian Rugby League (ARL)
- Basketball Australia
- Cricket Australia
- Football Federation of Australia
- Hockey Australia
- Netball Australia
- Softball Australia
• Swimming Australia
• Surfing Australia
• Tennis Australia
• Golf Australia
• Touch Australia
• Surf-life Saving Australia

State and territory governments with other organisations

• BHP Billiton WA
• Newcrest Gold Mining WA
• Nyoongar Sports WA
• Garnduwa Amboorny Wirnan WA
• Shire of Ngaanyatjarraku WA
• Gascoyne Aboriginal Sport Association WA
• Geraldton Sporting Aboriginal Corporation WA
• Aboriginal Corporation for Sport and Recreation Activity (ACT)
• Police-Citizens and Youth Clubs (QLD)
Health and wellbeing of Aboriginal and Torres Strait Islander Peoples

The daily impact of real social and economic disadvantage displays itself most clearly in poor wellbeing of Aboriginal and Torres Strait Islander Australians. With a population of just over five hundred thousand, the Aboriginal and Torres Strait Islander population is burdened with a much greater degree of social economic and educational disadvantage than non-Indigenous Australians. Disadvantage leads to poor general health, higher rates of morbidity and a lower life expectancy.\(^{36}\) The general prevalence of disadvantage is associated with poorer health outcomes for a significant number of Aboriginal and Torres Strait Islander Peoples and an accompanying increased frequency of severe health risk factors.

The Australian Institute of Health and Welfare articulates a seventeen-year gap exists in the life expectancy of an Aboriginal and Torres Strait Islander person compared with that of a non-Indigenous person. Closing the gap is life expectancy is now a national focus for government at all levels as illustrated in the COAG agenda. Strong evidence suggests that the low socio economic position of many Aboriginal and Torres Strait Islander People is a major contributor to poorer health outcomes and increased exposure to health risk attributes.\(^{37}\)

Chronic illness and the effects of such conditions contribute to approximately 70% of the life expectancy gap for an Aboriginal and Torres Strait Islander person.\(^{38}\) Chronic illnesses are those afflictions that are long term in their advancement, impact on a patient's wellbeing through the impairment or disablement, are non-communicable and are incurable diseases. Chronic illnesses are a prominent impasse to strong public health in Australia,

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\(^{36}\) A healthier future for all Australians, pp 197-200

\(^{37}\) AIHW, The health and welfare of Aboriginal and Torres Strait Islander Peoples, 2008, p 137

\(^{38}\) Closing the gap, 2008, p 200
contributing a high proportion of death, disability and illness amongst all Australians, especially Aboriginal and Torres Strait Islander peoples. 39

Cardiovascular disease (23%), diabetes (12%) and mental disorders (12%) are the main sources of disease burden for Aboriginal and Torres Strait Islander peoples. The health burden endured by the Indigenous population is partly attributable to eleven modifiable risk factors. The risk factors account for 37% of the burden of disease and for about 50% of the health gap impacting on Aboriginal and Torres Strait Islander Peoples. 40

In other words, a significant portion of the gap in health and wellbeing for Aboriginal and Torres Strait Islander peoples can be attributed to preventable causes. It can be argued of a clearer potential to increase life-expectancy as well as improve a myriad of other health factors (mental health, rates of diabetes and cardiovascular disease) by engaging in programs and processes that reduce the impact of the eleven modifiable risk factors.

Research determines up to a 58% reduction in the onset of type-two diabetes through the incorporation of changes to lifestyle in the form of regular exercise and improvement in diet. 41

It is clear that may indicators of extreme disadvantage can be reduced through preventative measures. One such preventative measure is the inclusion of increased physical activity (sport) into lifestyles.

The modifiable (preventable) risk factors that so adversely impact on Indigenous wellness and wellbeing in order of significance and impact are:

1. tobacco consumption
2. obesity
3. physical inactivity
4. high blood cholesterol

40 A healthier future for all Australians, p 200
41 The New England Journal of Medicine, vol. 346, no. 6, pp. 393-40
5. alcohol  
6. high blood pressure  
7. low fruit and vegetable intake  
8. illicit drugs  
9. intimate partner violence  
10. child sexual abuse  
11. unsafe sex practices.  

For the purposes of this evaluation, the third stated risk factor to Indigenous wellness and wellbeing, attributed to physical inactivity holds particular significance. A concerted effort to increase the prevalence of physical activity (organised sport and games, recreational activity) along with a reduction in other factors (tobacco and alcohol consumption) and an increase in fruit and vegetable intake, would arguably reduce the negative impact of these modifiable factors on Aboriginal and Torres Strait Islander health and wellbeing. The lower levels of physical activity amongst Aboriginal and Torres Strait Islander peoples greatly increases the risks of poorer health, increases the risk of chronic diseases, compounding the escalation of mortality and reducing life expectancy.

A lack of regular physical activity affords a greater risk of:

- cardiovascular disease  
- stroke  
- colon and breast cancers  
- type-two diabetes  
- osteoporosis.

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42 The Burden of Disease and Injury in Aboriginal and Torres Strait Islander Peoples, School of Population Health, University of Queensland, 2007
The presence of regular physical activity:

- improves mental health
- strengthens the musculoskeletal system
- reduces obesity
- reduces the prevalence of elevated blood pressure
- reduces high blood cholesterol. 43

The impact of poor health and wellbeing on Aboriginal and Torres Strait Islander peoples is extreme. It is especially so when one considers that the age demographic of Aboriginal and Torres Strait Islander Peoples is one of a relatively young population. There are more people in the younger age groups in the Indigenous population than there are older people. At the last census (2006), half the Aboriginal and Torres Strait Islander population was younger than twenty-one years of age. 44

The wellness of a general community of people is fundamentally linked to the interaction of a number of interdependent and inter-related variables. Health and the subsequent wellbeing that good health brings (physical, psychological, social, communal, emotional wellbeing) is made up of a range of ‘ingredients’ or determinants. Determinants have a significant influence on overall health and wellbeing. They are a mixture of biological make-up, lifestyle behaviours and environmental influences. Acting together these variables have the capacity to either elevate or reduce the level of individual and community health, and wellbeing. Factors such as regular and frequent physical activity aligned with the intake of nutritious food, protects and accentuates overall health and wellbeing.

Regular and frequent physical activity is a critical determinant to overall personal and communal wellbeing and good health

43 AIHW, The health and welfare of Aboriginal and Torres Strait Islander Peoples, p 146
44 ABS, Population characteristics of Aboriginal and Torres Strait Islander Australians, 2006
Some of the various factors that determine overall health and wellbeing are outlined below. 45

**General background factors to health**

General background factors are those factors that impact on all people in society to some degree. These factors include cultural boundaries, resources, wealth, social-cohesion, landscape climate and human-made environment, and influence the basic levels of security, safety, hygiene, nourishment, technology, information, freedom and morale of social groupings.

These factors are vital determinants of a population’s health and wellbeing.

**Environmental factors to health**

The wellbeing and general health outlook of an individual and a community is affected by the physical environment. Environmental factors that impact on wellness include the climate, the land, plant and animal life, and human-made factors such as pollution. An example of environmental factors to health is illustrated in the environmental conditions that exist in remote communities across Australia. Extremes in climate (temperatures of 50 degrees) and thousands of kilometres of red dust pose a threat to the general health status of Aboriginal communities. The physical environment also has broader impacts on access to sports’ activities and facilities.

**Socio-economic characteristics of health**

Socioeconomic characteristics are extremely prevalent in determining access to sporting and recreational opportunities. Socioeconomic standing is influenced by public policy, society’s structures and historical events. In practical terms socioeconomic characteristics impact on employment, education, income, the stability of and support from family, neighbourhood and community and access to social services. Variations in these can lead to disparity in access to and

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46 2004, p 6
equitable distribution of resources. This is especially so with access to and
distribution of sporting opportunities. With inadequate human, social and
financial resources, opportunities and choices for Aboriginal and Torres Strait
Islander peoples are limited.

The report *Aboriginal and Torres Strait Islander People’s – Aspects of Sport and
Recreation* published by the Australian Bureau of Statistics, indicates that there
are three predominant socioeconomic inputs that relate to non-participation in
sport/physical recreation activity by Aboriginal and Torres Strait Islander
People. The factors are:

1. employment status
2. access to motor vehicles
3. difficulty getting to venues associated with sport/physical recreation
   activities.
Health behaviours

Good health behaviours are a wide range of communal and individual behaviours that impact on physical, emotional and psychological wellbeing. Diet as an example is reliant on the general availability and range of nutritious food, on cultural, family and individual preferences. Socioeconomic standing has a considerable impact on choices and subsequently, health status. Behaviour related to health and wellbeing is negatively impacted by the presence of social isolation and dislocation (highly prevalent in many Aboriginal and Torres Strait Islander communities) and the presence of high levels of mental illness, which is often intertwined with the presence of cardio-vascular disease.

The combination of lack of physical activity and poor diet affects body weight, blood pressure and cholesterol levels. These two determinants work with other the nine other determinants of health and wellbeing to reduce life expectancy.

The impact of health behaviours affects the overall level of wellbeing and health. Other factors include the level and frequency of participation in sport or regular physical activity. The overall participation rate of Aboriginal and Torres Strait Islander people in regular sport and physical activity is less than half that of the non-Indigenous population. As Aboriginal and Torres Strait Islander people get older they are less likely to participate in regular physical activity and the gap for the level and frequency of physical activity compared to the non-Indigenous population widens.
Indicative participation rates for sport and physical activity are:

- for those between the ages of eighteen to twenty-four years there is a difference of fourteen percentage points between Aboriginal and Torres Strait Islander People and the non-Indigenous population
- for those between the ages of forty-five to fifty-four years there is a difference of twenty-eight percentage points between Aboriginal and Torres Strait Islander People and the non-Indigenous population
- for those over the age of forty-five years there is a difference of over fifty percentage points between Aboriginal and Torres Strait Islander People and the non-Indigenous population. 47

There is a clear case to involve Aboriginal and Torres Strait Islander people in programs that offer greater levels of participation in and frequency of sport and physical activity.

47 Aboriginal and Torres Strait Islander People's – Aspects of Sport and Recreation, ABS, 2004, p 4
ISP success story four

**Victorian Indigenous surfing titles**

The tenth Victorian Indigenous Surfing Titles held in February 2009 attracted a record 217 competitors from across the State and drew around 500 spectators.

What began ten years ago has grown into a key event on the Victorian Indigenous Community calendar created by Sport & Recreation Victoria and Surfing Victoria the event created its own history. Such was the interest from the local community the Geelong region the Wathaurong community took over the running of the event and expanded its operation to create the surf titles and establish a competition base for rising Indigenous talent.

Today busloads of competitors in all age groups come from country Victoria to attend the event, including competitors from towns that are up to seven hours from the coast.

The Wathaurong community hopes that with continued interest in the Indigenous Surfing Titles they may one day become a national event. Meanwhile, the community continues to work for a presence in the sports mainstream.

The Wathaurong community now has representatives on Surfing Victoria’s Indigenous Surfing Sub Committee and the open men’s winner of the Indigenous Surf Title gains a wildcard entry into the Rip Curl pre trials with an opportunity to gain entry into the Rip Curl Pro the world’s longest running and iconic surfing event.

The community also features in presentations at the Rip Curl Pro the world’s most iconic and longest running professional surfing event and one that is conducted each Easter in Wathaurong country, with community members delivering welcome to country at both the main event press conference and civic reception and traditional dancers greeting the winners on stage.

With the community ownership Geelong's Wathaurong community have been instrumental in building the event, in partnership with Sport and Recreation Victoria, Surfing Victoria and the Australian Sports Commission. With the event having significant sponsorship and support from the Victorian Government Water Safety Initiative ‘Play it Safe by the Water’, Surfing Victoria’s VicHealth partnership, the CMFEU, the Victorian Department of Justice and the Surfing
The event began simply as a “come and try” day as part of an ongoing Indigenous sport program which sets out to encourage Indigenous people to be more active and to gain skills in organizing and managing community based sport.

Chair of the Woorangalook committee and Wathaurong community member Craig Edwards said the community saw many possibilities for the event based on its growth and would likes to see local competitors on a national stage in the future.

Mr. Edwards also said it was important for the event to continue to deliver its community message of youth participation and promotion of healthy lifestyles.

Sport and Recreation Victoria’s coordinator of the Australian Sports Commission’s Indigenous Sport Program Rob Hyatt said the Wathaurong community was to be congratulated on developing a well managed and successful event.

“The Koori community has developed excellent partnerships and relationships which the relevant sporting bodies and laid the foundations for yet another event that puts a piece of Victoria on the map.”

Mr. Hyatt said the community's wish to expand the tournament was not an attempt to isolate Indigenous surfers.

“This actually complements all the work the community is doing in creating pathways into mainstream competitions,” Mr. Hyatt said.

“Surfing Victoria committed to an Indigenous Surfing Committee as part of their organization eight years ago and this commitment has been instrumental in strengthening the sport in Victoria and the Wathaurong community.

“We now have the Indigenous Surf Title winner gaining a wildcard entry into the Rip Curl Pro pre trials with the opportunity to gain entry into the main event.

“In 2008The chief lifeguard and the site manager at the Rip Curl Pro were both Aboriginal and the 2009 event saw other members of the community join the core event staff.”

“And who can forget the image of Kelly Slater at the 2008 Rip Curl Pro being painted in
traditional Wathaurong style and being greeted on stage by local traditional dancers.”

Mr. Hyatt said Indigenous people had a strong synergy with surfing.

“The cultural connection to the land and the sea is really strong and surfing has its own laid back culture that is friendly and open and welcomes new participants,” he said.
The evaluation process

Stakeholder engagement

The engagement with various stakeholders who implement the Indigenous Sport Program is a central objective of this evaluation process. The evaluation process took the form of six face-to-face forums. The stakeholders involved in the evaluation process are important because they are strategically and practically involved in the development and delivery of the ISP throughout Australia.

The forums were designed to be the vehicle by which the Australian Sports Commission could hold a series of comprehensive exchanges concerning the efficacy, direction and future of the ISP.

The main tool of the evaluation process was a dialogue and facilitation processes that occurred within each of the forums. The facilitation processes were used to gather data for the subsequent evaluation of the ISP. The gathering of the data is then used to evaluate the current status of the ISP and to articulate a way forward for the future.

The emphasis of the facilitation forums was to evaluate the effectiveness of current Australian Sports Commission partnerships with State/Territory Departments of Sport and Recreation (SDSR) and National Sporting Organisations (NSOs) for the coordination and delivery of the Indigenous Sport Program.

The facilitation and evaluation process involved the following stakeholders:

- ISP managers, ISDOs and ASDOs from state departments of sport and recreation
- NSW Sport and Recreation, Office for Sport and Recreation (South Australia), Office for Sport and Recreation (Queensland), Sport and Recreation Tasmania, Office for Sport and Recreation (Victoria), Department of Sport and Recreation (Western Australia), Sport and Recreation (ACT), Sport and Recreation (Northern Territory)
- Garnduwa Amboorny Wirnan, Kimberley region
• Sport and Recreation Western Australia has a partnership with Newcrest Gold Mining. The sports development officer from Newcrest attended the Western Australian forum.
• Nyoongar Sports Association
• Police Citizens Youth Clubs Queensland
• National Sporting Organisations
  o Athletics Australia
  o Australian Football League (AFL)
  o Australian Rugby Union (ARU)
  o Australian Rugby League (ARL)
  o Basketball Australia
  o Cricket Australia
  o Football Federation of Australia
  o Hockey Australia
  o Netball Australia
  o Softball Australia
  o Swimming Australia
  o Surfing Australia
  o Tennis Australia
  o Golf Australia
  o Touch Australia
  o Surf-life Saving Australia
Forums

Six forums were convened throughout Australia between March and June 2009.

- National ISP Manager’s Planning Forum, 17/18 March 2009, convened at the Australian Institute of Sport, Canberra
- NSW ISP Planning Forum, 31 March 2009, convened at the Olympic Park, Homebush
- National Sports Organisation Planning Forum, 23 April 2009, convened at the Melbourne Cricket Ground
- WA ISP Planning Forum, May 13 2009, convened at the Mantra on Hay Hotel, Perth
- SA/VIC/TAS ISP Planning Forum, 2009, convened at the Spring St Conference Centre, Melbourne
- Queensland Planning Forum, 2009, convened in Brisbane
ISP success story five

Queensland Rugby League

An Indigenous rugby league competition held on an island off the Queensland coast is being hailed as a major tool in curbing community unrest and improving health.

The Palm Island rugby league competition has had a chequered history. Despite the sport being considered “supreme” by Islanders, dwindling participation rates meant the local competition folded in 1997.

Over the next 10 years Palm Island was much in the news for the wrong reasons including stories of drug and alcohol problems, high unemployment and violence.

In 2007 Rugby League Palm Island life member Bill Blackley voiced hopes for resurrecting the competition. The Australian Sports Commission with its Indigenous Sport Program (ISP) was one of many government bodies that stepped in to help. The program not only encourages and supports Indigenous people to be more active in sport, but to help them gain the skills to organise, maintain and manage community-based sport.

The competition is being used as a tool for improving the health of the Island’s young men with clubs requiring health screening and any necessary treatment of each player before he can take to the ground.

Organised training sessions and competition days are also giving players and spectators a direction and focus.

Such is the popularity of the competition that a women’s team is soon expected to be formed.

After more than a decade an organised rugby league competition has finally returned to Palm Island.

It’s no secret that the 3000 Aboriginal people who live on the Island 65km off Townsville’s coast are sports mad, and that rugby league is considered by many to be “supreme”.

Although their local competition had ended in 1997, Islanders were thrilled when their beloved Barracudas were first accepted into the Townsville and District Rugby League competition in
The team remained until 2003 when a combination of financial difficulties and organisational breakdowns saw them forfeit enough matches to warrant suspension from that competition.

That small news item was overshadowed by a history of bad news coming from the island—a history that included alcohol and drug problems, high unemployment, violence and the 2004 riots.

But none of that mattered on April 26 when the first match began at 9.30am on the Palm Island Oval known as “the Farm”.

Palm Island Sport and Recreation officer Cameron Harris said the excitement of resurrecting the competition had spread across the Island.

“The boys were really keen to get out on the field,” he said. “A big crowd turned up to watch.”

Mr Harris estimated the crowd at 400-500 people but other observers speculated that there were up to 1000 spectators, representing more than a third of the Island’s population.

Mr Cameron said the reintroduction of the competition had been the result of seven long months of planning and community consultation.

He said without the competition, players and spectators would probably be “partying around the place”.

“Now they have somewhere to go, somewhere to be at the weekend.”

Four of the competition’s five teams ran onto the ground during the during the first round. The fifth had a bye and took responsibility for operational processes such as managing the gates and arranging catering.

These new arrangements are expected to be key to the competition’s survival.

From the start the competition has been the brainchild of Islanders. Rugby League Palm Island life member Bill Blackley was the first to voice the hope of resurrecting a competition.

A number of government bodies then became involved in getting the competition off the ground. Among them was the Australian Sports Commission which provided funding and...
equipment through its Indigenous Sport Program. The program works nationwide to increase opportunities for Indigenous people to learn skills needed to organise, deliver and manage community-based sport.

The State Government also helped Islanders establish a sport and recreation committee and go through the incorporation process. Then there was community consultation for more than three months to make sure that the mistakes of the past competition weren’t repeated.

Prior to the debut match Palm Island Sport and Recreation committee member Magdalena Blackley said the competition would not only help Islanders enjoy each other’s company, but provide a better, healthier future for the children.

The sport is also being used as a tool for improving the health of the Island’s young men with the clubs implementing health screening and required treatment as a necessity before a player can take to the ground.

Such is the popularity of the sport among all Islanders that a women’s team is expected to soon be formed.
Facilitation methodology

The methodology supporting the facilitation process evaluates the effectiveness of current Australian Sports Commission partnerships with State/Territory Departments of Sport and Recreation (SDSR) and National Sporting Organisations (NSOs) for the coordination and delivery of the Indigenous Sport Program. It also engages stakeholders and allows them to articulate their experiences and views on the current context where the ISP functions.

The facilitation methodology fostered reflection, discussion and analysis amongst forum participants in relation to the status of the ISP in the various states and territories of the Commonwealth. Government stakeholders were represented from Commonwealth, state and territory government jurisdictions. The stakeholders also represented urban, rural and isolated geographic locales. Facilitations involved Aboriginal and Torres Strait Islander and non-indigenous representation from government and non-government organisations.

The tools employed during the facilitation processes guided the participants to analyse the ISP’s implementation and to interpret the program’s efficacy in relation to its goals. The major sources of stakeholder input originated from the individual and collective experiences of developing and implementing the ISP. The facilitations sought to gauge the relative areas of success and limitation of the program. More importantly the facilitation process enabled parties involved in the Indigenous Sport Program to propose future directions in order to continue the promotion of sport for Aboriginal and Torres Strait Islander peoples across the nation.

Some forum formats were different than others. It is desirable to have a consistently replicable process to ensure consistency in results. During the facilitations some groups of stakeholders had particular needs and as a result the facilitation processes were modified in order to reflect the diverse nature and needs of the groups of stakeholders.

At the first forum, state and territory managers provided an overview of the ISP
within each jurisdiction. The stimulus for the address was a series of questions sent to participants before the forum. (See Appendix One) The responses from individual stakeholders to the questions formed the basis for the presentations made to the broader forum group. A written compilation of each jurisdiction’s response to the posed questions is listed in Appendix Two.

Appendix Three lists the responses from the pre-facilitation questions for the National Sports’ Associations.

Each forum required the participants to outline the status of the Indigenous Sport Program in relation to its two primary objectives. The objectives are:

1. To increase active participation of Indigenous Australians in sport and physical recreation
2. To encourage community ownership and management of sport and physical activities, including skill development.

The latter forums involved state and territory ISDOs/ASDOs. One forum involved the national sporting organisations. Similar stimulus questions were used in all the forums in order to create general forum statements and evaluation themes. The whole process sought to expose important issues concerning the ISP drawing from the experience of program’s chief stakeholders.

The themes became the basis for all discussion, facilitation and problem-solving in the consultation process.
The themes the forums were:

- the currency of the program’s aims and objectives
- planning processes at state level to support the ISP
- the relationship and achievements working with the mainstream sporting industry
- interactions and engagement with relevant federal government agencies and their parallel programs
- the level of interaction and engagement with state agencies
- various ASC initiatives
  - active after school program
  - women in sports leadership grants
  - disability sport
  - club development
  - junior sport
  - sports ethics
  - coaching and officiating
  - national talent identification and development
- ISP reporting requirements, leading to the capture of relevant data
- support (financial/resource) afforded by the SDSR
- financial resourcing to achieve ISP objectives
- support from other Australian Government agencies
- authenticity of programs and focus of SDSR, NSO, mainstream sporting bodies to the achievement of indigenous sport objectives

The facilitation process for each of the forums was conducted in three phases, employing a different analysis and problem-solving tool at each phase.

The tools employed were:

1. SWOT analysis
2. Force Field Analysis
3. The Way forward for the future
SWOT analysis

A SWOT analysis is a strategic planning tool that enables participants to identify and address the factors of success or failure in the implementation of a program. SWOT enabled forum participants to identify and classify relevant aspects of the ISP that impact on its overall success or failure. The SWOT analysis requires participants to focus on internal and external variables that impact on the program.

The SWOT process involves four distinct types of issue identification: strengths, weaknesses, opportunities, and threats.

Strengths in the SWOT analysis are the attributes or characteristics of the ISP that are considered to be important to its execution and ultimate success. The strengths can be what the program offers or the existing components and attributes that offer it success.

Weaknesses in the SWOT analysis are related to the internal factors that prevent or dilute the achievement of a successful result from the program.

Opportunities are the external elements that have proven or will prove to be helpful in allowing the ISP to achieve its objectives. The opportunities are the ways and means the program can regenerate itself and expand its levels of influence and effectiveness.

Threats are external factors that could endanger or are endangering the success of the Indigenous Sport Program. Threats can stem from within or without the ISP and may involve the decline of the program’s efficacy, or even include the dismantling of the program.

Forum participants were required to work in groups to list, analyse and validate the relative strengths, weaknesses, opportunities, and threats of the ISP using their own experience as the backdrop for discussion.

Participants were then required to complete a further interpretation of the ISP using a force field analysis. This activity sought to explore the observations and experiences of each of the participants in relation to the ISP, their own
jurisdiction, the involvement of major stakeholders and the impact on the communities, the program supports.

**Force Field Analysis**

A force field analysis is a tool that enables participants to identify and then quantify the forces that promote success for the ISP and the forces that inhibit the ISP. A force field analysis assists participants to understand the forces that are driving the program's success and the forces that are inhibiting the program's success. The force field analysis reflected the ISP’s two objectives: to increase active participation of Indigenous Australians in sport and physical recreation; and, encourage community ownership and management of sport and physical activities, including skill development.

Participants were required to list the forces that drive the success of the program. The participants discussed and brainstormed options. The participants then categorised the listed forces according to whether the forces were drivers or inhibitors.

A particular value of the force field analysis is that it allows participants to evaluate the relative influence exerted by each of the brainstormed forces. The forces (drivers or inhibitors) exerting influence on the ISP are not equal. The participants were required to estimate the relative strength of each driving and inhibiting forces. A simple numerical scale (1-5) was employed. The relative interpretations of the scale are:

1.  - high impact
2.  – significant impact
3.  – moderate impact
4.  – noticeable impact
5.  – negligible impact

The results of the force field analysis were displayed, presented and interpreted to the wider gathering of forum participants. The tool provided a useful starting point to assess the current state of the program by viewing the relative forces that impact on the ISP within individual jurisdictions and across jurisdictions.
Facilitating a specific and broad focus enabled the participants to assume a broader perspective than their own local experience. Participants were able to view the current status ISP from a number of different perspectives.

The forum members explored the main themes of each analysis and dialogued concerning the areas of similarity and possible conclusions of the data.

**Propose the way forward**

The final part of the evaluation process was the use of a problem-solving tool that sought options for the future direction of the ISP. The *Propose a way forward* activity is based on Edward DeBono’s, *Red Hat Thinking*.

Forum participants were requested to state their thoughts about the successes of the ISP and to propose the way forward for the future. This tool taps into the intuitive instincts of the participants relating to the future efficacy and direction of the program. As the forum participants were particularly experienced in implementing the program and have in part made it a success, they naturally enough are an excellent source of information regarding the program’s future efficiency and effectiveness.

*Red Hat Thinking* is a suitable method to harvest ideas from individuals who have such an in depth understanding of the Indigenous Sport Program, how it works and what can be done to make it better.

The central focus of this strategy is to draw on the collective wisdom of the stakeholders in order to propose a way for the program’s future. Such a process relies on exploiting the stakeholders’ explicit knowledge and experience of the Indigenous Sport Program: - its goals, strengths, weaknesses, opportunities and threats, and articulating these as future needs and directions.
ISP success story six

South Australian Indigenous Sports Fest

An opportunity to organise a major Indigenous sports event has given a group of disadvantaged Aboriginal teens a new direction in life.

The group of eight students from the South Australian Aboriginal Sports Training Academy organised and ran the 2007 Indigenous Sports Fest in Adelaide with the help of support from the Australian Sports Commission’s Indigenous Sport Program and the SA Office for Recreation and Sport.

The students decided to run the event as a forum for other young Indigenous people to learn about sport and recreation industry careers.

They negotiated with key speakers, booked the venue, arranged the program and spoke at the event.

Topics included the dangers of drugs and alcohol, nutrition in sport, career pathways in coaching and officiating among others.

The ASC’s South Australian Indigenous Sport Development Officer Jeremy Johncock said the student organising committee expected interest from 75 students, but such was the forum’s popularity, they catered for 250 from Adelaide and buses of teens who came in from remote regional areas.

He said the forum’s success was largely due to the organising committee’s discovery of how rewarding it was to be involved with, and to do something positive for their peers.

Since the event many of the students have gained the confidence to go on to further education.

The event was funded under the ASC’s Indigenous Sport Program which not only encourages and supports Indigenous people to be more active in sport, but to increase opportunities for Indigenous people to organise, maintain and manage community-based sport.

When a group of disadvantaged Aboriginal teenagers from the South Australian Aboriginal
Sports Training Academy were given the chance to organise and run a major Indigenous sports event late last year, few knew it would profoundly change their lives.

Since then the majority have gone on to further education and one, Wade Thompson, is beginning to make his mark not only playing for the North Adelaide Roosters, but as a youth crewman on the APEC Tall Ships Program, a spokesman and burgeoning football coach.

For Para West-based Academy teacher Sue Elderfield, the transition has been amazing. “You have to understand that the majority of these kids who come in to do their SACE (South Australian Certificate of Education) come from significantly disadvantaged backgrounds. They’ve been minimally engaged in education or not involved at all.

“Putting the Indigenous Sports Fest together was a positive step for them,” Ms Elderfield said. “They changed their demeanour. It helped them to see that they’re not the stereotypical teenage youth ... that they have opportunities and options.

“In Wade’s case, confidence has just exploded into his life. He, and the others, can now put things into perspective. They understand that ‘if I behave this way, then this good thing can happen’, ‘if I do this then this can happen’. It’s a concrete message.’

Eight year 12 students from the Academy organised and ran the Indigenous Sports Fest last year with the help of support from the SA Office for Recreation and Sport, and the Australian Sports Commission. The Commission’s Indigenous Sport Program works nationwide to, among other things, increase opportunities for Indigenous people to learn skills needed to organise, deliver and manage community-based sport.

The Commission’s Adelaide-based Indigenous Sports Development Officer, Jeremy Johncock, said Academy students chose to develop a forum for other young people to find out what information and careers are available in the sport and recreation industry.

“The student steering committee then had to do everything from arrange the topics, negotiate for and book the venue, hire keynote speakers such as Opals basketball coach Jan Stirling and MC the whole thing,” he said.

“They were working on about 75 students coming but ended up having to accommodate around
250 with busloads coming in from Ceduna, Port Pirie, Port Augusta, Whyalla and APY Lands.

“They [the steering committee] were a bit shy on the day when things got off to a slow start, but gradually warmed up when they saw how well things were going.”

He said one thing that had a great impact on the day was a video message from Indigenous basketballer and Opals representative Rohanee Cox.

“Rohanee talked about the sacrifices she’s made, playing for the Opals, then being injured then becoming a single mum and now coming back to represent Australia,” Mr Johncock said.

“Everyone watching that message was absolutely silent. They were stunned, you could see in their faces that they could relate to her story.”

Mr Johncock said the Sports Fest included sporting activities such as wheelchair rugby, lawn bowls and traditional Indigenous games. He said the topics for the day’s formal discussion workshops ranged from the dangers of drugs and alcohol, the need for nutrition in sport and the possibility of career pathways in coaching and officiating.

“It is a danger that some of these kids may go into playing sport and when they realise they can’t get to the highest levels, they disappear from the sport altogether,” Mr Johncock said. “It’s important that they realise they can get to the highest levels of sport in other ways.

Mr Johncock said it was likely another Indigenous Sports Fest would be held in Adelaide later this year.
Results of the evaluation process

The Indigenous Sport Program's two main objectives are:

1. to increase active participation of Indigenous Australians in sport and physical recreation
2. to encourage community ownership and management of sport and physical activities, including skills development

The evaluation of the ISP is designed to allow all stakeholders a clearer perspective of the program's capacity to achieve its objectives.

Below is the interpretation of the SWOT analysis facilitations from the six national and state forums.

The interpretation of the SWOT analysis facilitation is organised and translated under six themes:

- staff
- sport
- connection with community
- networks and partnerships
- benefits to individuals
- program implementation.
Interpreting the SWOT analysis

Strengths of the Indigenous Sport Program

Strengths: staff

Indigenous Sport Development Officers (ISDO’s) coordinate, administer and deliver the program to many Indigenous communities across Australia. Responses from the program evaluation illustrate that there is a strong belief amongst stakeholders that much of the program’s success arises from the expertise, good will and presence of the ISP staff. Other positive characteristics related to the work of ISDOs identified by stakeholders include:

- the level of collegiality and support provided by ISDO’s to each other to enable the program to be effective
- the technical skill and capability of the staff (planning, coaching, officiating)
- the modelling role played by staff
- adding value to the program with the addition of supplementary programs – camps, leadership programs
- the stability created by long-term staff implementing the ISP
- the indigenous identity of the ISDO’s and the resulting trust between ISDO’s and the various Aboriginal and Torres Strait Islander communities.

Strengths: sport

The Australian Sports Commission’s presence in the ISP as the government’s central sport’s agency gives the program considerable status in the sporting community and amongst the Aboriginal and Torres Strait Islander community. The ASC creates the link between the ISP, partner stakeholders who help to implement the sports’ program, peak sports organisations and other sports commission programs, including the Institute of Sports elite programs. The ASC is seen as the central connection in the process of delivering sport activities and opportunities to Aboriginal and Torres Strait Islander Australians.
Evaluation participants identified the ISP as a strong program because it is promoted and validated through the advocacy of the sports commission. The presence of the Commission ensures that the value of sport in its own right is protected and that the ISP receives a much higher high profile because of the ASC’s support. The Australian Sports Commission builds networks between sporting organisations and Indigenous communities. In doing so the ASC connects the various levels of sport (community sport and recreation, and elite sport) with the target audience of the program.

The ASC’s position as an administrator, advocate and supporter of the ISP ensures sport for Aboriginal and Torres Strait Islander peoples is given greater prominence across the sporting sector. This prominence brings sport for Aboriginal and Torres Strait Islander peoples as core business for all sporting organisations.

The evaluation process highlighted the fact that the ISP gives sport more inherent value and prominence in the broader Australian community as well as in Aboriginal and Torres Strait Islander communities.

**Strengths: connection with community**

Community is central to Indigenous identity and the overall wellbeing of Aboriginal and Torres Strait Islander individuals. A significant part of the ISP’s focus is on developing, building and sustaining links with and within Aboriginal and Torres Strait Islander communities. The program is seen as a valuable entity and successful means to achieve strong connections with Aboriginal and Torres Strait Islander communities.

The ISP is perceived to be a strong and valued presence in the communities that benefit from the program. Forum participants acknowledge the sporting activities, benefits and values promoted through the program bring many lasting benefits to Aboriginal and Torres Strait Islander peoples. As the ISP has a national focus, stakeholders believe the provision of sport and physical activities does contribute positively to the communities who benefit from the program no
matters where those communities are geographically positioned: urban, rural and isolated locales.

The program is recognised as making a practical difference to the wellbeing of communities and individuals. It provides support and infrastructure, particularly in rural and isolated communities where services are sparse. The ISP’s planned approach at the local level links Aboriginal and Torres Strait Islander community development to a much broader community development. The presence of the indigenous sport officers encourages the community to engage with broader social, cultural and sporting, frameworks and networks. An identified benefit nominated during the evaluation is the building of trust and rapport between Aboriginal and Torres Strait Islander communities and other government and non-government organisations. Trust initially occurs within the immediate relationship between the indigenous sport officer and the community. The relationship invariably widens to include liaisons with a range of other stakeholders and interested parties (sport’s organisations, government agencies, non-government organisations).

The presence of the Indigenous ambassadors representing the program is recognised as another tool that promotes wellbeing and vitality in Aboriginal and Torres Strait Islander communities. Ambassadors are seen to build Aboriginal and Torres Strait Islander pride and passion for Aboriginal and Torres Strait Islander culture and sport.

The ISP is viewed as a practical means to link Indigenous community with the non-indigenous community through inclusion of both cultures in the sports’ program.

**Strengths: networks and partnerships**

The ISP builds relationships between numerous stakeholders across many varied sectors. The program covers all Australian government jurisdictions and links organisations from all spheres of enterprise (government and non-government). This brings value and purpose.
The ISP links agencies from the federal government level, integrating these organisations with state and territory, sport and recreation departments. Further linking and enrichment occurs with direct support from peak sporting bodies (national and sporting organisations) that are enlisted to provide technical expertise and support in the delivery of their particular sporting activities.

The connection with and integration of the ISP’s objectives with components of the whole-of-government approach and the engagement of a diverse range of stakeholders, makes the program particularly unique and effective. This is especially prevalent in rural and isolated areas where the provision of sport to Aboriginal and Torres Strait Islander communities builds links and partnerships between the ISP network and local levels of government (shire councils).

At the centre of this network is the Australian Sports Commission a significant broker for many of the business and cultural relationships that are part of the ISP. These relationships are a basis for the many positive sporting, social and health outcomes that stem from the program.

Relationships between other stakeholders such as those positioned at the state and local level are seen to be equally visible and important. Other influential program partners include agencies associated with law enforcement, the judiciary and courts, schools, health and welfare agencies, and a variety of service providers.

Of particular note in the area of strengths of the ISP arising networks and partnerships stems from the liaison between the Aboriginal and Torres Strait Islander and non-indigenous communities. At the grass-roots level of the program are sports officers who bring to the ISP their own strong Aboriginal and Torres Strait Islander identity to Aboriginal and Torres Strait Islander participants and to those participants of the program’s activities who may not have Aboriginal and Torres Strait Islander heritage. In many regions and towns children go to school and socialise in a diverse and integrated setting. The cohesion created between Aboriginal and Torres Strait Islander and non-
indigenous participants of the ISP is identified as being a particularly valued outcome.

A much-valued partnership between the ISP and, BHP Billiton and New Crest Gold in Western Australia adds a further network dimension to the ISP. The program has the ability to initiate, build and sustain worthwhile networks across all sectors in order for it to achieve its objectives.

**Strengths: benefits to individuals**

The evaluation process identified numerous benefits for the individuals who participate in the ISP’s activities. The benefits are both practical and preventative. The positive impact of regular sport and physical activity on an individual’s physiology, emotional state and psychological wellbeing is clear. Individual participants in the ISP’s activities are given confidence and the potential for greater personal strength and well-being.

The ISP engages a large number of individuals who under the normal circumstances of their lives may not participate in sports activities.

The program brings individuals into direct contact with other facets of sport and physical activity. These facets include the contributing roles of officiating, administration and coaching. The contributing roles that sport brings to a community enable people to undertake volunteer activities. The ISP brings people to such activities where as an individual they may not have previously had the confidence or opportunity to participate in such roles. Participants from the evaluation process believe the ISP has connects people with sporting groups and their local community. Other strengths of the ISP include the way the program assists diverse groups in Aboriginal and Torres Strait Islander communities. Two groups that are positively influenced by participation in sports activities whether as an actual participant or as a volunteer are young men and boys, and women.
**Strengths: program implementation**

The ISP is implemented at a variety of jurisdictional levels, involving a myriad of stakeholders. The expertise across the sporting sector brought to the program by so many parties is identified as a significant strength of the ISP.

At the centre of the ISP is the influential presence of the Australian Sports Commission. The ASC has an overarching coordinating and unifying role in the program. Stakeholders were able to identify and appreciate the significant place that the ASC has in bringing so many diverse parties together and for keeping them aligned on achieving the program’s objectives.

The ISP is focused in its two major objectives. Effective planning and broad communication ensures that stakeholders are committed to bringing positive outcomes Aboriginal and Torres Strait Islander peoples. The effective implementation of the program using planning and communication enables a better program that increases the chance for active participation of people in the communities. It also encourages community ownership and management of the program overall, and the sport and physical activities in particular.

The program is acknowledged as achieving its objectives and as being linked to broader federal government policy initiatives such as promoting preventative health, closing the gap, whole-of-government programs, and the effective and efficient utilisation of resources. It is a practical ‘grass roots’ program implemented to improve the lives of Australia’s most disadvantaged communities and peoples.

There is widespread recognition that part of the ISP’s strength lies in the diverse ways it is implemented in each of the states and territories. A mainstream government program has found a way to be effective and to evolve so as to be relevant for the people who implement it and for the people who benefit from it.

In doing so it is able to deliver a range of programs and activities in unique and purposeful ways.
There are many different models of how the ISP is delivered across the states and territories. Various stakeholders are engaged to contribute their expertise to the program and take some ownership in the program through that contribution. Most stakeholders are engaged and very committed to the outcomes and processes of the ISP. Engagement is enhanced by the encouragement and the flexibility to be creative, to adept and make practical decisions at the grass roots level to benefit the communities the ISP supports. The program allows room for flexibility and customisation. The seven success stories included this report are but a few examples of a much larger range of practical interpretations of the program.

The result of such cohesion is strong interest and a high up-take from communities accompanying the high engagement and ownership from stakeholders. A strength of the program is its focus, relevance and effectiveness.

The program's locally developed internal reporting mechanisms are identified as useful tools that support its successful implementation. In particular state and territory plans and associated evaluation and assessment processes are seen as valuable and reliable.

There is strong recognition that linking the ISP's planning and evaluation processes aids its implementation. State and territory planning and evaluation processes are seen as reliable and valid, well developed, policy aligned, providing excellent value for money, adaptable and integrated throughout the program.

The final aspect related to the ISP's effective implementation is concerned with the program's identity. The ISP has a strong identity and is recognised as being effective. Its relationship with the sport and Aboriginal and Torres Strait Islander Australia draw interest and attention. The program brings together many of the nation's well-recognised peak sporting bodies. The presence and high standing of the ASC working with state and territory departments and peak sporting bodies adds greater value.
Weaknesses of the Indigenous Sport Program

Weaknesses: staff

A number of vulnerabilities of the ISP are related to staffing and personnel matters. In some jurisdictions, the development, retention and promotion of staff is problematic. The level of remuneration of ISDOs is considered to be inadequate. A significant gap exists between the skill and expertise of the sports officers and the financial incentives provided for the work they do.

A lack of training and professional development is viewed as a limit to the opportunity of the officers to advance in their organisations and to undertake their responsibilities in a more efficient and contemporary manner.

The evaluation highlighted the fact that some employing authorities have little awareness related to negotiating career paths for sports’ officers. Many ISDOs commented on the lack of managerial and administrative support, resources and opportunities in work environments. These include the absence of role statements for ISDOs and regular performance reviews of their work.

The occupational welfare of ISDOs is also a concern. The ISP places its focus on delivering the program to Aboriginal and Torres Strait Islander communities, many of which are located in isolated geographical environs. The impact on ISDOs of delivering sport programs in these isolated communities is significant. The ISDOs often work in challenging outback environments. Road journeys involving driving long distances for a number of consecutive days is considered part of the job in several states and the Northern Territory. Occupational health and safety risks of such work are very real. Working in such isolated environments promotes a sense of seclusion amongst the ISDOs.

Compounding the impact of geographic isolation, ISDOs stated that some managers and other staff located in the urban locations lack understanding and offer little support regarding the challenges of the working conditions associated with delivering the ISP.
Weaknesses: sport

Using sport as a means to promote other values and outcomes in Aboriginal and Torres Strait Islander communities (preventative physical and mental health, inclusion, justice) creates less emphasis on the value of sport on its own terms. Sport and physical activity as promoted by the ISP is hidden amongst the myriad other social policy priorities that sport is required to support. Forum participants sense the pervasive influence of elite sport and its profile amongst the wider community competes with the presence and results community based sporting programs.

In the broader policy agenda sport is believed to be less of a priority than other policy initiatives such as the environment, housing, the economy, police or health.

Even with the advocacy for sport provided by the Australian Sports Commission, community sport programs such as the ISP rarely ensnares media headlines. The struggle to be recognised and validated outside the program is believed to be a significant weakness. Much of the validation for the work done and outcomes achieved comes from within the program.

The ISP like many other grass root programs receives little recognition and support compared with elite sports and sports events.

Opportunities have been lost to place sport for Aboriginal and Torres Strait Islander peoples on the national policy agenda. Stakeholders believe community sport including Aboriginal and Torres Strait Islander sport, is not seem as a core activity amongst the many priorities that government must meet.

Participants expressed a strong concern for the ability of the ISP to continue to meet the demands placed on it. The goodwill and passion of the stakeholders toward the program is not supported by an equivalent allocation of resources.

A lack of resources dilutes the goodwill, hard work and dedication by ISP staff.

The lack of a champion for the ISP reduces the program’s presence. A champion or advocate who will take the cause of sport for Aboriginal and Torres Strait
Islander peoples forward. There is at present no authoritative advocate, lobbyist or spokesperson to assume the face of the program. The champion could be an individual or group of individuals who hold significant cultural, political, social, commercial, political or intellectual influence. The champion’s role would be to articulate the program’s cause and contributions to the wider sporting and national community.

**Weaknesses: connection with community**

The broad range of cultural, social, environmental, geographic and historical issues that must be understood and responded to by the program’s stakeholders creates a range of challenges and problems that need to be overcome.

The number of Aboriginal and Torres Strait Islander communities who benefit from the program’s activities is substantial. The ISP is implemented across an expansive geographic landscape, meeting diverse local needs, all requiring attention and support. Even with the hard work, cooperation, skill and good-will offered by program stakeholders, the difficulties faced are real and often obstruct the attainment of the program’s objectives.

The capacity of the states and territories to meet the ever broadening needs of local Aboriginal and Torres Strait Islander peoples with the existing resource base is questionable. Indigenous sports’ officers are significant contributors to the success of the ISP, yet their output is challenged by the level of need in communities.

Community matters such as family-based and cultural politics are further obstacles for sports officers and the sporting organisations to overcome. Accessing and gaining the trust of important community leaders who are the gateway to the community’s support for the program is time-consuming. The need to build trust with influential members of Aboriginal and Torres Strait Islander communities is the first step to enabling the program to be successful. This is a critical aspect of ISDO work because developing meaningful and trusting relationships is the precursor to the program’s capacity to achieve its goals and objectives.
The level of internal politics amongst and between community members, and across particular families often creates barriers that the ISDOs must firstly recognise and understand, and secondly, overcome in order to be effective in delivering the sport program. These barriers often arise in the form of conflict between various parties with which the ISDO is required to work.

The presence and the subsequent impact of disadvantage on many Aboriginal and Torres Strait Islander peoples is another layer of challenge for the ISP. With the Aboriginal and Torres Strait Islander population affected by many facets of disadvantage, the capacity of the program to adequately deliver on its objectives with the current levels of financial resources is made all the more difficult.

The lack of Aboriginal and Torres Strait Islander representation at strategic levels of the sport's decision-making processes has a negative impact on the ISP. Input from Aboriginal and Torres Strait Islander communities at the national decision making level would add authenticity, focus and direction in the program’s implementation. Participants want the Australian Sports Commission and the Department of Health and Ageing to allow greater opportunity for Aboriginal and Torres Strait Islander input in relation to strategic planning and decision-making. Representation of this kind will bring validity and authority to the ISP because of the inclusion of Aboriginal and Torres Strait Islander input and consultation from the onset of decision-making.

Several stakeholders believe that implementing a program singularly designated as a sports program Aboriginal and Torres Strait Islander peoples will add to the isolation that many Aboriginal and Torres Strait Islander people feel from other Australians. They believe that improving outcomes in relation to disadvantage is best achieved by working with the non-Indigenous population as well as Aboriginal and Torres Strait Islander communities. The ‘indigenousness’ of the program is seen to sometimes isolate Aboriginal and Torres Strait Islander people even further.

The number rural and isolated communities supported by the program brings the sports officers into contact with people who may live a more traditional lifestyle compared with other Aboriginal and Torres Strait Islander people living
in less isolated communities. With this particular lifestyle comes adherence to
more customary practices that make organised sport less applicable. This is
especially so for adult and elder groups. A perceived weakness of the program is
the lack of flexibility when delivering recreational and physical activities
associated with more traditional Aboriginal and Torres Strait Islander lifestyles.

Greater need is for physical activities to reflect and support the customs and
practices of a more traditional lifestyle. This can involve organising activities that
meet the practical, day-to-day social and cultural needs of hunting, gathering and
participating in cultural activities and ceremonies.

**Weaknesses: networks and partnerships**

Generally speaking the range of organisations involved in the ISP contributes to
the successful attainment of its objectives. Yet the involvement of such a broad
range of government and non-government stakeholders contributes to the fact
that some of the peak sporting bodies have not engaged at all or are not fully
engaged with the broader ISP. This is especially true in relation to state sporting
bodies that in the main are not linked to the ISP. This makes program less
effective.

There is also fragmentation between government agencies that have
responsibility for the administration of the ISP. At the federal level some
agencies are seen as having little desire to participate in or recognise the
program. The desire of some parties whose presence in the program would add
some degree of value is seen as intermittent at best. Ideas, information and
resources are lost by this absence. On a practical level, a number of ISDOs and
state managers find it difficult, if not impossible, engaging federal government
contacts whose work in concerned with Aboriginal and Torres Strait Islander
matters. This makes the program less effective.

Managers and sports officers experience varying degrees of engagement with
and at times, dislocation from other state government agencies (justice,
education, health). These agencies possess a vested interest in the outcomes
delivered by the program.
Weakness in the program’s internal networks translates into a reduction in the ISP’s effectiveness. Poor network structures impact on the sharing of information and the provision of support to the program by its stakeholders. The overall effect is poor communication and weaker relationships.

Segregated and scattered levels of stakeholder engagement will reduce the provision of sport opportunities for Aboriginal and Torres Strait Islander peoples. The result is a lessening of the sporting, health, communal, social-justice and justice outcomes that the ISP is meant to deliver.

**Weaknesses: benefits to individuals**

A weakness of the ISP in its current form is its lack of reach into the non-indigenous population. It also has difficulty shaping itself to the range of ages and needs amongst the many Aboriginal and Torres Strait Islander communities that benefit from the program.

The creation of designated pathways for individuals and teams to represent at higher levels is limited. Individual athletes and teams who have the potential to perform at higher levels are incapable of doing so due to the impacts of disadvantage so synonymous with Aboriginal and Torres Strait Islander Australia. The ISP has little capacity to support these people in this matter to any degree due to restricted levels of funds.

**Weaknesses: program implementation**

The implementation of the ISP holds the greatest concentration of perceived weakness. Difficulties experienced in implementation of the program pose the greatest potential for negative impact on the successful achievement program objectives.

The presence of the Department of Health and Ageing’s Indigenous Sport and Recreation offers particular difficulties. The ISRP’s direct funding of Aboriginal and Torres Strait Islander bodies is a parallel funding process. This is seen as a duplication of resources. Precious financial resources are scattered across two programs. A more efficient and effective outcome would be to focus resources
and effort through the existing structure of the ISP. Already scarce resources are allocated in competitive and duplicating structures. A better model is to pool resources and effort in order to create a sense of complementarity between stakeholders and a central point of focus for the funding of Aboriginal and Torres Strait Islander sport.

An outcome of the divergent funding model is that the identity the Indigenous Sport Program has also been adversely affected. The presence and activity of the much larger funding partner in the form of DoHA has had a detriment affect on the integrity of sport and sporting programs in general.

It is a universal position amongst stakeholders that funding sport for Aboriginal and Torres Strait Islander people must come from a more unified source. This will ensure greater effectiveness in delivering program objectives and greater efficiency in implementation.

The current funding cycles do not promote effectiveness or efficiency for the program or its intended outcomes. There is a fundamental necessity for more realistic timeframes to be established by creating longer funding cycles. This will assist planning, development and program implementation, leading to the enhancement of greater sustainability. This is especially important for attracting and retaining sports officers.

The future support of a number of state and territory governments is uncertain and could affect the viability of the ISP. To some degree the advocacy of the Australian Sports Commission’s adds greater chance that state and territory authorities may continue current levels of support. The ongoing support of governments at all levels is paramount to the programs’ sustainability.

The inefficiencies created by the current funding model with DoHA is increased by the fact that Health and Ageing’s input into the program does not readily reflect or support the current relationships and business arrangements between program stakeholders. The disconnection with the program’s major funding partner demands greater emphasis for the continued, and if possible, increased support from state and territory governments.
Tasmanian state policy requires applicants for Aboriginal programs and services to provide evidence of eligibility in order to access those services. The defined interpretation in that state of Aboriginal lineage creates significant barriers for the implementation of the ISP. The policy of having to provide evidence in order to support a claim of being an Aboriginal, restricts the numbers of participants who are permitted engage in the ISP's activities.

A structural weakness with the ISP is the lack of flexibility in funding so that ISDOs can initiate special projects that have the capacity to meet specific needs in particular jurisdictions and regions. The lack of access to relatively small discretionary grants is viewed as a limitation in the current funding model.

Relatively poor connections with other peak sporting entities such as state sporting bodies has a negative impact on the program's overall effectiveness. The potential presence and activity of state sporting bodies would add a great deal of capacity to the ISP. Stakeholders see the lack of support from state sport bodies as partially related to lack of promotion of the program and a lack of response from the state bodies themselves. There is a strong understanding from the program’s stakeholders of the program and what it does deliver to Aboriginal and Torres Strait Islander people. Yet outside stakeholders there is limited understanding of the program and what it delivers. Stakeholders believe greater promotion will alleviate this lacking.

The current memorandum of understanding between the ASC and DoHA requires the ISP to report on two objectives, namely to:

1. increase active participation of Indigenous Australians in sport and physical recreation
2. encourage community ownership and management of sport and physical activities, including skills development.

Stakeholders expressed the belief that the current reporting and accountability model focuses to heavily on money allocated and spent and not enough on measuring the attainment of the ISP’s objectives. Evaluation of the program's efficacy is based on funding outcomes and a basic head count of those
participating in sport and physical activities. This is seen as a limitation on the program. Stakeholders believe that DOHA’s control of funding controls the parameters for evaluation and assessment. The evaluation and assessment regime distracts stakeholders from ascertaining whether the ISP delivers on its objectives. There is absolutely no opportunity for stakeholders to report on the real achievements of the ISP in relation to the objectives. The many outcomes achieved by the ISP that are outside the scope of the objectives are totally missed as well as a result of the existing narrow reporting model.

The current reporting does not reflect the focus of the program, or the needs it addresses in Aboriginal and Torres Strait Islander communities.

A more comprehensive evaluation framework involving a broader range of key performance areas needs to be developed. This could include measuring inputs, participation levels and overall outcomes delivered by the program.
Opportunities for the Indigenous Sport Program

Opportunities: staff

Improvement of the ISP can be partially linked to enriching employment opportunities for ISDOs. Providing sports development officers with suitable career support and development is a critical development to the long-term viability of the ISP.

Stakeholders believe not enough is done to retain the skilled sports officers who implement the program in Aboriginal and Torres Strait Islander communities. Career development in the form of traineeships, mentoring and coaching, professional development and RTO/University learning are seen integral to attracting suitable candidates to vacant positions, and retaining skilled, culturally aware and passionate staff.

Opportunities: sport

The ISP offers the continued development and implementation of a cohesive nation-wide sport network. It is a comprehensive network of sport focused professionals with link to peak bodies and government agencies in the delivery of quality sports outcomes to Aboriginal and Torres Strait Islander communities. Governments at all levels interact with each other and work cooperatively to deliver their individual outcomes. Sports associations also contribute individually and in a number of projects, cooperatively with other stakeholders, including other national sporting bodies.

Another positive outcome from the ISP is the introduction of new sports and physical activities into communities and regions that historically may not have had an association with that sport.

The ISP provides the opportunity to develop a sustainable model for delivery of sport programs for Aboriginal and Torres Strait Islander peoples and non-Indigenous people. The components of a whole-of-government approach that are present in the ISP’s networks and service delivery models and the cross sector
approach that has created best-practice models for servicing urban, rural and isolated Aboriginal and Torres Strait Islander communities are the basis for increasing the program’s future potency. The basis on which the program currently operates is built on the excellent relationships orchestrated by the ASC and stakeholders. Further advancement of the program will be built on the fundamental building blocks of strong relationships, planning and a shared purpose and focus.

The potential for sport to be an effective tool to lessen the impact of the disadvantage on Aboriginal and Torres Strait Islander communities can be furthered through the creation of an Indigenous Sport Advisory Body. The Indigenous Sport Advisory Body would be sponsored and supported by the Australian Sports Commission and the ISP will be linked to the advisory body. The purpose of the advisory body will be to offer guidance and direction in the realm of sport for Aboriginal and Torres Strait Islander peoples, in the spheres of:

- sporting policy
- support and advocacy
- advancement of Aboriginal and Torres Strait Islander community sport
- advancement of Aboriginal and Torres Strait Islander elite sport
- research into advancement and benefits of Aboriginal and Torres Strait Islander sport
- promotion of Aboriginal and Torres Strait Islander sport.

**Opportunities: connection with community**

The potential for the ISP to continue to deliver positive outcomes to Aboriginal and Torres Strait Islander peoples is the most significant consideration when reviewing the program for the future. The benefits for the future that the ISP offers to Aboriginal and Torres Strait Islander peoples include:

- community engagement and involvement with sport and physical activities
- continued awareness of various programs and support available to communities from a range of government service providers and agencies
• the development of community based skill (coaching, officiating) and infrastructure
• the inclusion of positive role models, particularly in young Aboriginal and Torres Strait Islander people’s lives
• links to community events and celebrations such as NAIDOC week
• the understanding and the opportunity to employ positive and practical strategies to reduce the gap and to reduce the impact of disadvantage
• continued social inclusion through bonding and bridging between Aboriginal and Torres Strait Islander communities and non-Indigenous Australia

a greater voice for Aboriginal and Torres Strait Islander peoples into consultation about programs that impact directly on the community.

**Opportunities: networks and partnerships**

The continued focus of the ISP to build and maintain more reliable and mutually beneficial partnerships is a building block for the future. As well as consolidating the current range of alliances necessary to deliver the program, there is scope to venture towards new relationships across all sectors. Increased investment from the non-government sector is desirable and should be investigated further.

The Australian Sports Commission is well positioned to act in a more proactive manner in its role as the government’s primary sports’ agency to leverage with national and state sporting bodies to continue to work cooperatively with the ISP for the benefit of Aboriginal and Torres Strait Islander peoples, the sports’ bodies and the IPS generally.

There may be further opportunity to continue to develop the ISP by integrating the outcomes of the program with other government programs such as employment programs and traineeships administered by DEEWR to provide employment and opportunities for Aboriginal and Torres Strait Islander people who wish to become ISDOs. Accessing funding opportunities such as traineeships through DEEWR in order to employ ISDOs will add further vitality and reach to the program.
Opportunities: benefits to individuals

Future improvements and continued refinement of the program opens the possibility for individuals in Aboriginal and Torres Strait Islander communities to gain greater access to the ISP. As the program continues into the future there is the likelihood that greater inclusion of peak bodies will provide greater choice and opportunity for individuals to more fully reach use sport as a tool for personal change and advancement.

Greater choice and opportunity has the potential to lead to more sporting pathways from sport and physical activities and programs, to clubs and associations, to touring and representative duties.

Opportunities: program implementation

Continued development to the implementation process of the ISP will bring substantial benefits in the form of efficiencies and a more targeted focus. TheASC as the government’s sports agency has the potential to become a more significant broker as sport for Aboriginal and Torres Strait Islander peoples gains greater national focus. The closing of the gap policy and the central position that the ISP has in relation to that policy agenda is an area of great possibility for the program and the ASC.

The ASC’s profile in the wider community can ensure greater awareness and promotion of sport for Indigenous peoples amongst interested stakeholders and the broader Australian society.

The potential of the ISP to link more closely with parallel funding streams such as those provided by the ISRP will be advantageous to the cause of sport and in particular, sport for Aboriginal and Torres Strait Islander peoples. Additional capability can be added to program outcomes in the form of greater emphasis on physical activity and recreation for Aboriginal and Torres Strait Islander peoples within their cultural and geographic setting. A more focused effort around funding arrangements and service delivery will promote the greater chance of objectives being met and potentially expanded.
A more unified and negotiated agreement between the ASC and DoHA and related to targeted allocation of funds for sport for Aboriginal and Torres Strait Islander peoples is a necessary improvement.

Providing the process with which to access funds for low levels of discretionary project development and implementation would be a useful addition. Whilst the focus is to be on long-term planning in order to make sustainable and real difference within Indigenous communities, there is some need to allow for the implementation of discretionary, at times one off projects to meet a local need.

The outcomes achieved by the ISP offers the opportunity for greater research into better solutions for Aboriginal and Torres Strait Islander peoples. The program lends itself to better policy development for Aboriginal and Torres Strait Islander peoples because of its focus on culturally specific and appropriate outcomes across many disciplines, nationwide.

The vast distances the ISP covers as well as the broad range of age groups that are influenced by the program require the use of current day technology support. Some jurisdictions already employ the tools of social networking sites such as facebook to reach specific target audiences, especially the young. The development of an ISP website for information sharing and program promotion will be a useful inclusion, as will be an extensive ISP database capturing various programs, key personnel and relevant background information.

**Threats to the Indigenous Sport Program**

**Threats: staff**

The program is threatened by the loss of staff and with that the loss of their expertise and strong ties to the community. A contributing factor to the loss of staff is a perceived absence of a career path involving the professional development of ISDO's.

The geographical coverage of the ISP is enormous. The relatively small number of ISDO's available to implement the program is an obvious threat to its sustainability and effectiveness as the difficulties associated with delivering such
a program sometimes in extremely isolated and remote areas impact on personnel.

**Threats: sport**

A potential threat identified by participants is sport losing its autonomy and identity to other policy areas. The broader government policy agenda has its emphasis in other areas of policy. Sport can easily be missed in the flurry of policy initiatives and if sport is recognised and acknowledges, the threat is that it will be in relation to these other, more pervasive areas.

As many community base sports are reliant on the presence of volunteers, the lack of volunteers in some areas of the ISP poses a real risk. Associated with this threat is the lack of recognition of the value of volunteers to sport and the part they lay in building community cohesion and resilience.

The Crawford report and the impact any subsequent restructure of sport could be seen as a real threat to the ISP. The findings of the Crawford report could bring negative outcomes for staff and Aboriginal and Torres Strait Islander communities that depend and benefit from the ISP.

**Threats: connection with community**

The relative complexity and sensitivity required when dealing with a wide range of Aboriginal and Torres Strait Islander communities poses its own complexities and risks. The needs and at times demands of communities far outweigh the capacity of the ISP to deliver suitable outcomes. Internally, communities can be adversely affected by communal politics, internal friction and competing demands and priorities.

Some communities are fundamentally divided by community or government policy related to matters such as lineage and participation.

These matters adversely affect the capacity of the ISP and its staff to engage and influence the community in relation to full participation in and co-responsibility for the program's implementation.
In many regions, especially in rural and remote environs, movement into and away from communities is problematic to adequately resourcing sport activities. The transient lifestyle of many Aboriginal and Torres Strait Island peoples impacts on the program meeting and reduces its capacity to deliver on its objectives. The reduction or in other circumstances, swelling of particular populations increases the number of problems that ISDOs must overcome to implement the program in particular communities.

Other threats to the ISP related to connection with community are:

- the obligations on family members and the wider community surrounding occasions of death and funerals
- the lack of transport opportunities for many Indigenous people which restricts access to a wide range of sport and physical activities
- the level of skill, confidence and at times, desire, to fully accept responsibility for the ongoing wellbeing and sustainability of the ISP.

**Threats: networks and partnerships**

The program's reliance on a broad range of mutually beneficial relationships amongst stakeholders holds a potential threat in the likelihood of a significant shift in support, attitude or focus from any of the program’s partners. A significant shift away from the program's focus by any partner could create a significant weakness in other areas of the program. The viability of the ISP is based on the strong and productive alliances between stakeholders. Maintaining strong and open communication, engagement and the achievement of collective objectives is fundamental to the program’s efficacy.

The lack of engagement with a number of state sporting bodies is considered a risk to the ISP’s integrated approach now and in the future.

**Threats: program implementation**

Forum participants observe the obvious gap between what the ISP can deliver within the current resource allocations and the expectations of stakeholders, particularly the Aboriginal and Torres Strait Islander communities. There is an underlying expectation that the program will deliver practical and wide-ranging
solutions to many problems facing Aboriginal and Torres Strait Island peoples. There is a belief amongst stakeholders that the ISP is spreading itself too thinly, limiting its capacity and effectiveness. A concern is that the program is being employed as the solution to the disadvantage being experienced by many groups of Aboriginal and Torres Strait Islander peoples. Associated with this treat is the possibility that in addressing other policy agendas the ISP is losing its sporting identity. Other stakeholders outside the sporting industry are seen as assuming greater control over the essence and direction of the program.

Many of the nominated threats to the implementation of the ISP arise from the current funding model where the ASC is positioned as the minor funding partner. The current funding framework for delivering sport and physical activities for Aboriginal and Torres Strait Islander peoples is limited because of the reduced capacity to influence the focus and direction of the program at the intergovernmental level. The current funding model is perceived as the significant impasse to the viability of the ISP. Duplication of programs and focus occurs as a direct result of the dual presence and competing focus of the ASC and DoHA.

Competition for or total loss of resources (financial and human) between state and federal governments where existing programs are modified to meet other priorities is a considerable threat for the ISP.

Competition with other sport related programs such as the ISRP and the Active After School Program fragments resources and reduces the capacity of the ISP to fully meet its charter.

Other complications and potential barriers arise from the competing demands within state government agencies where ISP personnel operate. Internal restructures and realignment of state sport and recreation agencies creates confusion and lack of focus for the implementation of the program. Redefined boundaries and new alliances with other government agencies mean that over time new relationships with and understanding between stakeholders must continually be forged.
Much of the energy within the ISP network is focused on implementing the program itself. Greater emphasis must take place on promoting the presence and successes of the ISP in government, sporting and wider social spheres. There are many success stories left by the ISP’s presence. Lack of articulation of these stories is a risk to the program’s sustainability and viability.

Other nominated threats include:

- the potential impact of the Crawford review on Aboriginal and Torres Strait Island sport programs
- the impact of nominating Indigenous children for ‘special treatment’ in a diverse and mixed cultural setting
- the poor state of sporting facilities and infrastructure, especially in rural and remote areas
- the sheer expansiveness of the program, in particular the number of stakeholders involved and the geographical coverage required to support communities.

The findings of the force field analysis

Interpretation of the force field tool

The interpretation of the force field analysis is organised and translated under the same six themes as the SWOT analysis:

- staff
- sport
- connection with community
- networks and partnerships
- benefits to individuals
- program implementation.

The interpretation of the force field analysis held during the facilitation process is categorised: into drivers that promote the success of the ISP; and, drivers that inhibit success of the ISP.
Drivers that Promote the ISP

Drivers that promote staff effectiveness
- the skill of the staff, especially the ISDO’s
- the commitment of the staff who are involved with the ISP to the program
- the cohesiveness of the program delivery teams, the closeness between team members in the various state ISP teams
- the connection that individual ISDO’s have with the various Indigenous communities
- the permanency and consistency of the program staff

Drivers that promote sport in the ISP
- the opportunity to provide structured sport activities
- the reliance on positive sports role models
- Indigenous sport has become a core activity
- sport created pathways for athletes and teams
- accreditation opportunities for coaches and officials
- the presence of volunteers

Drivers that promote for connection with community
- community need and interest in the ISP
- ownership of the program by the various communities
- energy and passion of community members and leadership
- developed rapport with the community
- community based training programs

Drivers that promote networks and partnerships
- the ISP is a whole-of-government approach
- the work and presence of the Australian Sports Commission
- partnerships – ASC, SSRD’s, NSO’s, SSO’s
- effective partnership development from the beginning
- grants from the states to supplement the program
- commitment from various state and territory governments
- loyalty from state sporting associations
- commitment and skill of the various partners
• contacts within the Aboriginal and Torres Strait Islander communities
• the presence of private enterprise

Drivers that promote benefits to individuals
• the opportunity to focus programs on women’s needs

Drivers that promote program implementation
• the supportive presence of the Australian Sports Commission and state sport and recreation departments
• Indigenous issues now have greater prominence in mainstream society
• grant funds provided by state and territory governments
• flexibility of the delivery model
• local planning and action plans
• links made to other programs such as women and disability
• program recognition, affirmation and success
• good news stories
• the need there is for the program – its makes a difference
• sponsorship
• good program management and managers

Drivers that inhibit the ISP

Drivers that inhibit staff effectiveness
• loss of staff and with them loss of corporate knowledge
• frustration and disappointment
• changing roles with little knowledge
• recruitment of people who have the skills and the passion
• limits to staff skill base
• numbers of staff and the time they have to implement the program
• lack of cultural awareness and sensitivity of some managers
• extent of remuneration versus expectation
• staff feeling isolated
Drivers that inhibit sport in the ISP

- sport as a priority lost amongst other government priorities
- the impact of exclusive aboriginal teams
- lack of adequate numbers of volunteers

Drivers that inhibit connection with community

- community internal politics
- the varying degrees of commitment from participants
- cultural activities that take precedence at varying times
- internal restrictions on who can participate in activities
- time it takes to be accepted by community
- constant changes within community
- lack of interest to take on and sustain sporting activities
- understanding each community’s values
- fluctuating participation rates
- the remoteness of some communities
- internal lack of leadership
- limited access to all parts of the community
- history
- lack of confidence of community members
- movement of members in and out of the community
- blocking by some strong families

Drivers that inhibit networks and partnerships

- the capacity of some partners to deliver what is required
- reliance on other organisations
- limits of skill base from some partners
- confusion on who delivers what part of the program
- obstructive state policy
- lack of interest from SSO’s to participate fully in the ISP
- agenda’s of other government departments
- the influence of DoHA
- lack of credibility and knowledge of the program outside the ISP
- the capacity of providers
Drivers that inhibit benefits to individuals
- emphasis on male oriented sport

Drivers that inhibit program implementation
- lack of certainty and stability of the program due to funding timeframes
- isolation and distance that ISDO’s need to overcome to deliver their activities
- too many agendas weaken the sport focus
- being restructured into other government departments
- funding – levels of funding are inadequate and the funding model does not help the program
- fragmented and inflexible funding arrangements
- working with a limiting MOU with Health and Ageing
- climate and weather issues
- the coordination required to work with so many partners
- a relatively low profile and the lack of identity outside the program
- time to get the job done well
- competition and duplication from other sources of funding – ISRP
- lack of real evidence that comes from the reporting model
- short term planning and funding
- the tripartite funding model
- Tasmanian government policy on Aboriginality
- dwindling numbers of participants
- maintaining and adhering to sponsorship agreements
- conflicting government policy
- mainstream acceptance of the program
The way for the future

The way forward for the future is organised and translated under the same six themes as the SWOT analysis and the force field analysis:

- staff
- sport
- connection with community
- networks and partnerships
- benefits to individuals
- program implementation.

The interpretation is categorised into general statements proposed by participants in the facilitation forums as to the way forward for the program.

**The way forward: staff**

- value the staff who are passionate and work at the grass roots level
- recognise quality and knowledge of staff
- flexibility in deployment of ISDO’s – some areas have greater need so we need more people on the ground
- greater support for ISDO’s working in remote areas

**The way forward: sport**

- keep sport the main focus and the centre
- Australian Sports Commission should take more of a leadership role in Indigenous Sports Program similar to active after school
- the Commission is the peak government agency for sport
- The ISP is a sport program. ASC should negotiate greater ownership of it.

**The way forward: connection with community**

- continue to meet community needs
- strive for more recognition and validation by community
- tap into community leadership in order to be more successful in communities
- ask community, then build the program
- ISP can act as a bridge to help community to access broader social programs
Aboriginal and Torres Strait Islander input at strategic level (ASC)

The way forward: networks and partnerships

- a real partnership agreement between the ASC and DoHA
- negotiate a better deal for the ISP from the program and create a longer MOU
- advocacy for clients and stakeholders from the ASC to problem-solve, change what needs to be fixed and promote the ISP
- involve state sporting bodies in the program
- ensure DOHA liaises with other stakeholders involved in sport for Indigenous peoples
- keep working with the partners (NSO’s) and stakeholders who currently make it all work
- ASC and DoHA need to talk and work together
- Our current structure works. It involves so many stakeholders from Commonwealth to small clubs.
- ASC should keep the broker role
- tripartite model for delivery of sport programs not really efficient or effective: focus the program
- unify sources of funding and use current partners to implement the program – whole-of-government approach involving communities
- create Indigenous advocates for the program
- a partnership-agreement – state and Commonwealth – Regional ICC level to focus on active participation (QLD)

The way forward: Individuals and groups

- benefits to individuals
- increase participation for women and disabled Indigenous people
- keep trying to include and focus on the individual amongst within the community

The way forward: program implementation

- longer-term and ongoing agreements with DoHA
- flexibility of ITAP – widening its parameters
- support to travel within own states to attend championships, training for national and international teams and events
• SDSR's need to provide regular advice, communication, update and information to the Director Generals
• pathways and development to clubs, organisations, representation and elite sport
• greater scope for reporting because our work is often outside the scope. Widen the scope
• maintain the diversity found in the program throughout the states and territories more showcasing of our success
• more resources from the Commission to enable adaptation at the local level
• expand the program’s outcomes to reflect what we do
• development → succession → transference
• build in cultural awareness with sport
• developing culturally sensitive programs
• show and celebrate our successes and good work
• all need to continue to build and broker relationships
Northern Territory Bush Sports Carnival

What started in 2002 as a school sports carnival for Indigenous children in remote schools north of Alice Springs has become a three-day major sports carnival attracting up to 650 children, volunteers and teachers.

The Bush Sports Carnival is now an annual event at Ti Tree 190km north of Alice Springs where 12 remote schools are located within 300km of the township.

The carnival got its start with help from NT Sport and Recreation and the Australian Sports Commission’s Indigenous Sport Program which operates nationwide to increase opportunities for Indigenous people to become active and to learn skills needed to organise, deliver and manage community-based sport.

But people of the local community have now become so involved in the program that they virtually run the carnival alone.

The school and community organise all the information, manage catering, organise campsites on the school oval (and requisite firewood), develop the program and activities.

Carnival activities were developed in consultation with local communities who then have sport development officers visit their respective communities to teach technique and rules.

The carnival now includes an opening ceremony, basketball, netball, Australian Rules Football, soccer, softball and teeball competitions, traditional activities such as spear throwing and novelty activities including sack races and tug-o-war.

Sports role models also attend the event by invitation and positive health messages are prominently displayed during the carnival.

At a disco and awards ceremony on the final night the emphasis is placed on participating, not winning.

A similar event is now being held at the Areyonga community west of Alice Springs and the
model has potential to be rolled out across the Northern Territory.

When around 650 students, teachers and volunteers descend on Ti Tree School for the annual Ti Tree Bush Sports Carnival this August, it will mark something of a milestone.

It will be the fifth year of the event which was resurrected after a five-year absence in 2002. It will also be a year that the School takes over even more of the event’s management and the model is now being looked at for roll-out across the whole of the Territory.

Ti Tree School Principal Zania Liddle who was instrumental in re-establishing the three-day carnival, says it is now the most important date on the district’s calendar.

“It’s an opportunity to showcase positive activities in the bush,” she said.

Ti Tree, around 193km north of Alice Springs, was considered an ideal place for the carnival with 12 remote bush schools within 300kms.

The carnival was initially re-established with help from NT Sport and Recreation and the Australian Sports Commission’s Indigenous Sport Program (ISP) which operates nationwide to increase opportunities for Indigenous people become active and to learn skills needed to organise, deliver and manage community-based sport.

The Commission’s NT-based Indigenous Sport Development Officer at the time, David Kerrin, said the carnival had now reached a level of sophistication that ISP staff had largely bowed out of coordinating the event.

“We have a minimal role now,” he said. “In the lead up to the event, ISP staff travel to communities with or without sport development officers to deliver programs and skills.

“But the event itself has become self-sustainable with the Ti Tree School organising all the information, managing catering, organising camp sites on the school oval, developing the program and activities to run the event. The ISP staff simply do the draw and coordinate some of the activities.”

Sports were initially chosen through consultation with the schools involved in 2002 and
professional development sessions then held with teachers, teachers aides and volunteers.

Carnival activities include an opening ceremony, basketball competition, athletics, Australian Rules Football, soccer, netball, softball, tee ball, traditional activities such as spear throwing and novelty activities including tug-o-war, sack races and three-legged races.

A disco and awards ceremony is held on the final night but Mr Kerrin said the emphasis is placed on participating, not winning.

“Over the years the program has changed to get different messages across,” he said. “They've had role models like Paralympic basketballer Tim Maloney attend, held blue light discos with the help of the police and had health messages through things like the vege man mascot as well as sport development officers coming through.”

Mr Kerrin the potential to expand the program across the Territory relied heavily on identifying a hub community that could run events.

"It has to be a community that has the infrastructure to cater for the event like camping areas, catering, school ovals or a community oval, resources and personnel.”

Mr Kerrin said a similar event was already being run at the Areyonga community west of Alice Springs every two years.
Report Recommendations

Recommendation one

The Australian Sports Commission as the Australian Government’s primary sports agency, take a greater leadership role in the promotion of sport for Aboriginal and Torres Strait Islander peoples and continue its brokering function with stakeholders on behalf of the Indigenous Sport Program.

Recommendation two

The Australian Sports Commission reinforce the Indigenous Sport Program’s primary focus as a sports program, whilst promoting the capacity to support the government’s broader policy agenda for Aboriginal and Torres Strait Islander peoples, especially the Closing the gap initiative.

Recommendation three

The Australian Sports Commission initiate a national strategy for sport for Aboriginal and Torres Strait Islander peoples, designed to create a more unified, efficient and effective model for the delivery of sporting programs and activities, whilst allowing for the individual needs and contexts of the states and territories.

Recommendation four

The Australian Sports Commission engage the Department of Health and Ageing to negotiate: greater access to financial resources; more streamlined funding arrangements; longer funding timeframes; and, a national model of service delivery for sport for Aboriginal and Torres Strait Islander peoples.

Recommendation five

The Australian Sports Commission establish an Aboriginal and Torres Strait Islander Sport Advisory Body to provide policy advice, support and advocacy, advancement of Aboriginal and Torres Strait Islander, community and elite sport, research into advancement and benefits of Aboriginal and Torres Strait
Islander sport and the national promotion of Aboriginal and Torres Strait Islander sport.

**Recommendation six**

The Australian Sports Commission recognise and promote the presence, value and importance of the relationships it has with its current government, sport and commercial partners, and develop a long term strategic model to engage future partners to support the Indigenous Sport Program.

**Recommendation seven**

The Australian Sports Commission seek the patronage of eminent Aboriginal and Torres Strait Islander Australians representing all spheres of public life to become influential advocates for and patrons of Indigenous sport, in order to advance the purposes of sport for Aboriginal and Torres Strait Islander peoples.

**Recommendation eight**

The Australian Sports Commission actively celebrate and promote the activities and achievements of the Indigenous Sport Program amongst Aboriginal and Torres Strait Islander communities and the broader Australian community.

**Recommendation nine**

The Australian Sports Commission acknowledge the value that Indigenous Sport Development Officers bring to the Indigenous Sport Program and negotiate with stakeholders to: provide greater incentives to attract and retain personnel; increase the numbers of officers available to work in communities; provide greater training and professional development opportunities; provide support for officers operating in remote areas; and, give greater recognition for success.
Recommendation ten

The Australian Sports Commission actively support the Indigenous Sport Program’s capacity to provide greater awareness of and opportunity for sporting opportunities for Aboriginal and Torres Strait Islander women and girls.

Recommendation eleven

The Australian Sports Commission actively support the Indigenous Sport Program’s capacity to provide greater awareness of and opportunity for culturally appropriate physical activities and recreational opportunities for Aboriginal and Torres Strait Islander adults and elders.

Recommendation twelve

The Australian Sports Commission actively support the Indigenous Sport Program’s capacity to provide greater awareness of and opportunity for culturally appropriate physical activities and recreational opportunities for Aboriginal and Torres Strait Islander peoples who experience disability or impediment.

Recommendation thirteen

The Australian Sports Commission initiate clearer pathways from sport and physical activity programs to sporting clubs, competitions and representative opportunities, with the need to expand the level of support provided to athletes and teams by the Elite Indigenous Travel and Accommodation Assistance Program.

Recommendation fourteen

The Australian Sports Commission engage stakeholders in order to develop more reliable and valid reporting mechanisms that reflect the true scope of the program’s achievements; and, implement more effective evaluation and reporting tools to measure and describe program inputs, participation levels and broader achieved outcomes.
**Recommendation fifteen**

The Australian Sports Commission investigate and design frameworks that provide state and territory stakeholders access to financial resources so as to plan and implement special purpose projects and activities to meet regional need.
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Appendices
Appendix one

Facilitation forum participants were requested to do some preliminary planning before their attendance at each forum and to provide a written response to the following prompting questions about the ISP’s implementation in each jurisdiction.

State/Territory Departments of Sport and Recreation Preparation Material

Please see below a series of questions that you are required to consider and respond to in preparation for the ISP Planning Forum.

The purpose of the questionnaire and areas of focus is to prompt discussion related to the current approach under which the ISP operates and as to whether a new methodology is required for future agreements.

ISP Situation Analysis

Are the current aims/objectives of the ISP still relevant?

- increase the active participation of Indigenous Australians in sport and physical recreation
- encourage community ownership and management of sport and physical recreation activities, including through skills development

What planning processes are already used by SDSR to support and enhance the ISP?

- is this linked to broader SDSR Operational / Business Plans?
- does your SDSR conduct regular sport infrastructure/facilities audits and is this cross-referenced for planning purposes?
- is this multi-year planning or annual?

What has been the success rate of working with the mainstream sporting industry in targeting the delivery of participation and development programs to Indigenous communities?

- if the success rate is high, why is this the case?
if the success rate is low, why is this the case and how can it be improved?

*Has the interaction and engagement with relevant Australian Government departments i.e. ASC and DoHA been satisfactory?*

- if so, why is it so?
- if not, why not and how could it be improved?

*Has the interaction and engagement with DoHA funded Indigenous Sport and Recreation Program organisations been satisfactory?*

- if so, why is it so?
- if not, why not and how could it be improved?

*What is the interaction/engagement with other State Agencies?*

- Active After School Program

*What is the engagement status with other resource areas of the ASC?*

- Active After School Program
- Women in Sport Leadership Grants
- Disability Sport (Sport Ability, Sports Connect etc.)
- Club Development
- Junior Sport
- Sport Ethics
- Coaching and Officiating
- National Talent Identification and Development

*Have the prescribed ISP reporting requirements (and associated templates/format) enabled SDSR to capture accurate participation and development data?*

- if so, why is it so?
- if not, why not and how could it be improved?
**SDSR Commitment**

*What is the financial/resource contribution to the ISP by SDSR?*

- in both Indigenous specific and mainstream

*Please list all ‘mainstream’ SDSR grant programs/resources for:*

- SSOs
- Recreation
- Before/after school
- Women
- People with disabilities
- Clubs/Competitions
- Juniors
- Ethics/Member Protection/Child Protection
- Coaching and Officiating
- Talent identification and/or development
- Other programs that support sport participation and/or development

**Reflective Questions**

*Is funding SDSR for employment outcomes the best method to achieving current or future ISP’s aims/objectives?*

- would targeted program funding be more effective?

*Is the current level of financial investment by the Australian Government to SDSR adequate to achieve ISP results?*

*What other support, apart from financial, is required from the Australian Government to enhance ISP outcomes at the State/Territory level?*

*Are SDSR (as a whole) committed to sport service delivery for Indigenous Australians under the ISP?*

*or is the ISP another ‘add-on’ and not seen as core business*
Appendix two

Australian Capital Territory
Department of Territory and Municipal Services

ACT – Situation Analysis

Sport and Recreation Services

   • Encourage and increase active participation and skill development of Indigenous people in sport and recreation
   • Encourage community ownership and management of sport
   • Addressing community and organisational needs for sport and recreation programs
   • Deliver flexible, effective sport and recreation programs that are focused state based on whole-of-government outcomes.

Notes:
The Indigenous Sport Development Officer provides coordinated sport programs and services for Indigenous people and communities within the Queanbeyan Indigenous Coordination Centre (ICC) region that cover:

   • Identifying the needs of the communities and the people
   • A view to increase participation through the form of physical activity, coaching, officiating courses and volunteerism
   • Established programs that allow for ownership (whISPers and Shadows)
   • Whole of Government – State based

2. Planning processes used by Sport and Recreation Services.
   • ISP is an integral part of the SRS industry strategic plan “Still more than a Game”
   • ISP forms part of the Sport and Recreation Development Unit that includes ASC program areas such as Junior Sport, Coaching and Officiating, Disability to enhance and support ISP outcomes
• ISP is an identified program area in the broader ACT Government Aboriginal and Torres Strait Islander Framework 2006-2013 and the TAMS Aboriginal and Torres Strait Islander Service Plan 2006-2009

3. Success Rate

Mainstream Successes

• High success rate with larger organisations that have the resource capacity to implement ISP activities (targeted and/or mainstream.

• Services delivered include
  o Come and try days
  o Schools programs
  o Cross cultural awareness training
  o Coaching and officiating courses
  o Sports Medicine

Mainstream Challenges

• ACT experiences difficulty in engaging with some organisations.
  o High turnover and/or the loss of Development Officers.
  o Conflicting National and State agendas
  o Existing inclusive practices

• Services Delivered
  o Cultural awareness
  o Targeted program delivery
  o Promote success stories

High success rate with larger profile State Sporting Organisations that have the resource capacity to implement ISP activities – targeted and mainstream. This is done through the following:

• Come and Try sports day to celebrate significant Indigenous community events (NAIDOC and Reconciliation)

• Schools programs

• Organised competition

• Cross Cultural Awareness

• Coaching and Officiating courses

• Sports Medicine training
Challenges


Australian Sports Commission

- ACT has a strong partnership/relationship
- Understanding of ACT specific issues
- Communicate regularly
- Provide the freedom to deliver state specific initiatives
- DoHA
- Information provided through National ISP
- No direct link

5. Interaction and engagement with DoHA funded ISRP organisations.

- Sound relationship and partnership with Aboriginal Corporation for Sporting and Recreational Activities - The peak Indigenous sporting body in the ACT
- Continued support for sport and recreational activities and events for community members, schools and established clubs.

6. Interaction and engagement with other State Agencies.

- Territory and Municipal Services
- Department of Disability, Housing and Community Services
- Department of Education and Training
- ACT Health
- ACTSPORT (ACT Sports Federation)

7. Engagement of ASC programs.

Through partnerships with SRS officers, the ISP is actively involved in the following areas:

- Disability Sport
- Coaching and Officiating
- Club Development and Ethics
- Women in Sport
- Junior Sport

8. Indigenous Sport Program Reporting requirements.
Yes it does, however:

- not all figures are reflective of some community activities (i.e. NAIDOC and community events)
- templates are in place to justify the purpose of the ISP
- not in alignment with other Australian Sports Commission reporting requirements.

9. Financial/resource contribution to the ISP.

- Project Officer, ISP – permanent position therefore additional contribution made to salary, superannuation etc.
- Administrative costs (workstation, accommodation, office resources etc.)
- Corporate costs (payroll, HR etc)
- Training/development
- Fleet costs
- Targeted Grant Program (Indigenous)
  - $10,000 per annum
- Annual Sport and Rec Grant Program
  - Ad hoc funding provided to eligible sport and rec community organisations for Indigenous outcomes
- Operational Assistance
  - Additional funding provided to support Indigenous programs and services (Supplements ASC funding of $10k)

10. Mainstream Grant Programs/Resources

- Annual
  - Sport and Recreational Grant program provides funding assistance (to eligible organisations) to support identified program areas.
- Some additional funding available (to eligible organisations) through targeted funding programs (women, disability, ISP)

11. Funding SDSR for employment outcomes

- Salary subsidy is the preferred method of funding. Greater scope to access and allocate operational funding to ISP.
• Program subsidy – SRS does not have scope within current operational budget to fund salary component. Loss of salary subsidy would force SRS to seek additional operational funds from territory (formal budget process).

12. Current level of financial investment adequate to achieve ISP results

• NO
  o Increased financial assistance required to cover salary component and associated staffing costs of the ISP.
  o Greater financial assistance would allow SRS to develop and/or deliver further community programs and services to achieve ISP outcomes.

13. What other support

• Improved communication between relevant federal agencies (DoHa, ASC).
• Additional SDSR networking opportunities (current issues, models of best practice, new initiatives)

14. Are SDSR (as a whole) committed to sport service delivery for Indigenous Australians under the ISP?

• Integrated into Australian Sports Commission program areas.
• Financial supported through staff and programs.
NT Sport & Recreation

- Sports Development
  - Industry Development
  - Indigenous Sport Unit
- Five Centres

Nature of NT is that Indigenous sport is integral to all facets of our work and that of our clients

Proposition

For NT the question is:

*How does ISP support and enhance our programs and services?*

Indigenous Sport Unit

- Active Remote Communities - $2.3M
- Federal Infrastructure Program - $1M
- ASC program - $532,000

Clients

- 8 Shires, 3 Community Councils, Peak Sporting Bodies (56)
- 60 Communities

ISP Aims objectives

- Relevant – yes – mutual desire

Issue

- Current agreement is focussed on the ‘how’ with no flexibility
- Simple KPI

Planning

- Indigenous sport is core business for NT
- Annual with ongoing review

Mainstream

- AFL – notable success

Issues
• Cost
• Access and transport for both sports and participants
• Structure
• One off

Federal Department Engagement
• Satisfactory – No

Issue
• Turf wars
• Great interest in using sport as a vehicle to deliver ‘messages’ but little willingness to actually resource sport structures

DoHA Funded
• Satisfactory – No

Issue
• No sharing / informing who is funded e.g.
  o Shires $160,000 (av) each = $1.28M for 8 positions. NT S&R currently receive $523,000 for 7 positions
• FACSIA – targeted programs $ value but put $7.6M to programs and infrastructure – not through sport structures

Other Agencies
• Improving

Issue
• Time and resources

ASC Programs
• Good integration in NT as they are incorporated into the core of our activities
• Always room for improvement

Prescribed ISP Reporting
• NT uses data that we normally collect for the report

Issue
• The report requirements assume that everything Indigenous is ISP
• Agreement is very specific but the report very broad
• Need better KPIs – negotiated with the State / Territory

**SDSR Commitment**

• An alternative view is that ISP funding is a financial / resource contribution to NT programs and services

**Issue**

• What is the relevance of listing 'mainstream' grant programs / resources in reviewing ISP

**Northern Territory**

• Indigenous sport is core business

• Flexibility in the DoHA / ASC agreement
  - combination of employment outcomes and programs SPECIFIC to each community

• Investment to the current sport structure needs to double – NT S&R and sports

• NT relationship with ISP needs to be recognised as a partnership
Our vision

The people of NSW lead active and rewarding lives in strong, harmonious communities, through participation in the arts, sports and responsible and creative recreation activities.

Positions

One Senior Project Officer
One Aboriginal Project Officer
Eight ASDO positions
Five Trainee positions

Tamworth
Central Coast
Hunter
Kempsey
TBC

One Activity Officer

Regional Allocation of program funding

Central Region
- Sydney Region Office
- Wollongong

Western Region
- Dubbo
- Orange
- Tamworth

Northern Region
- Lennox Head
- Newcastle/ Central Coast

Southern Region
• Wagga

**NSW Sport and Recreation ISP**

Providing funding to nine SSO’s over a three year agreement to support the delivery of programs to indigenous communities in NSW.

• AFL
• Athletics
• Basketball
• Cricket
• Netball
• Rugby Union
• Football
• Softball
• Surfing

**NSW Swimming Program**

This project is an extension of the North Coast program and is aimed at the identification and development of talented Indigenous swimmers across NSW. Selected athletes will have access to quality coaching and athlete education (nutrition, goal setting, strength and conditioning etc) with the aim of becoming members of a local swim club and being selected into Swimming NSW District Squads.

**NSW Sport and Recreation initiatives for Indigenous communities 2007-09**

**Aboriginal Youth Leadership Program – Far West Academy of Sport**

• To develop leadership and communication skills of emerging talented Aboriginal athletes and cultural awareness training for people who support these emerging athletes.$15,000

**Duke of Edinburgh Award Riverina**

• To expand the highly successful program for Indigenous young people in Dubbo and western NSW to the Riverina. The program will provide recognised training opportunities for Indigenous young people and contribute to increased self esteem. $160,000
Aboriginal Scholarships/Traineeships Northern Region

- To assist students to attend University and improve school retention rates for Aboriginal students. $100,000

Sport Tours Western NSW

- To work with Aboriginal communities to increase sport Participation opportunities in Western NSW. $60,000

**NSW Sport and Recreation initiatives for Indigenous communities 2007-09**

Multi Sport Development Southern Region

- To work with identified, talented Aboriginal young people and provide them with Personal development, sport, education and sport science skill development opportunities and pathways. $23,750

Traditional Indigenous Games (TIG) Program

- To establish a sustainable, structured program of Traditional Indigenous Games throughout NSW, which will provide remote communities with opportunities for social interaction and community focus while recognising traditional culture of the area. $40,000

Aboriginal Scholarships/Traineeships Central Region

- To assist students to attend University and improve school retention rates for Aboriginal students. $100,000

**NSW Sport and Recreation initiatives for Indigenous communities 2007-09**

Dubbo Youth Foundation

- To support provision of sport and recreation programs and subsided sport registration fees for youth at risk in Dubbo $111,000

Enngonia Oval Facility upgrade $80,000

Regional Projects 2008-09

- Indigenous Surf Lifesaving $13,000
- Playing Games - Newcastle / Mid North Coast $14,750
- Active Communities Project – Far South Coast $15,000
- Transport – Far West NSW $100,000
What planning processes are already used by SDSR to support and enhance the ISP?

Regional Planning

- All regional staff complete Work Action Plans
- State level
- SSO’s develop 3 years on the delivery of services
- DASR corporate plan 2007-2011. This plan aligns with the NSW State Plan and strongly features Priority:
  More people using parks, sporting and recreational facilities, and participating in the arts and cultural activity.

We are the lead agency for this Priority. We also have a significant contribution to make to other State Plan priorities as a partner agency, especially those related to reducing levels of anti social behaviour and improved health through reduced obesity and risk drinking.

What has been the success rate of working with the mainstream sporting industry in targeting the delivery of participation and development programs to Indigenous communities?

- NSW Sport and Recreation Provide funding to nine SSO’s
- Building a relationship with the SSO’s
- SSO’S and ASDO planning days
- Newsletter with ASDO and SSO’s content

Note: Due to machinery of government changes in Queensland sport and recreation now sits in the Department of Communities
Our Minister

- The Honourable Phil Reeves, MP
- As our new Minister, Minister Spence has nominated four key priorities for the future of the Sport Portfolio.
  - Encouraging the **community to get more actively involved**
  - Promoting coordinated social sporting competitions.
  - Support **Queensland's elite sportspeople**.
  - Attract major **Australian and international sporting fixtures** and events to Queensland.

Active Aboriginal and Torres Strait Islander Queenslanders

Sport and Recreation provides:

- health and social benefits
- helps combat obesity which affects all Australian communities.

**Aboriginal and Torres Strait Islander Queenslanders – “Active Murri and Ailan People”**

Sport and active recreation plays an important role in Indigenous communities. It provides lots of health and social benefits and also helps combat the growing issue of obesity which affects all Australian communities.

To make it easier for Indigenous communities to get active, we have put together some brochures to help provide some simple tips on getting active and healthy eating.

DLGSR believes that sport and recreational activities can also offer a significant alternative to substance abuse and other behavioural problems, help defeat the boredom and truancy and can provide skills development opportunities.
Sport and active recreational activities can also offer a significant alternative to substance abuse and other behavioural problems, help defeat the boredom and truancy underlying many dysfunctional aspects of Indigenous communities and can provide skills development opportunities.

**Department Local Government, Sport and Recreation (DLGSR)**

DLGSR also recognise that many Indigenous people have aspirations to participate in sport and recreation activities, but they currently may not have the same level of access to opportunities and services as non-Indigenous people.

It is also recognised that many Indigenous people have aspirations to participate in sport and recreation activities, but they currently may not have the same level of access to opportunities and services as non-Indigenous people.

**Department Local Government, Sport and Recreation Queensland (SRQ)**

Much still needs to be done

- Many of the services provided by the Department to date have not been sufficiently flexible to meet the diverse needs of Indigenous communities.
- SRQ has developed the *Active Aboriginal and Torres Strait Island People Strategy* which offers an opportunity to reach as many Indigenous people as possible throughout urban, rural and remote Queensland in their daily lives in a more responsive way, with better targeted solutions.

Much still needs to be done however, and many of the services provided by the Department to date have not been sufficiently flexible to meet the diverse needs of Indigenous communities.

The Active Murri and Ailan People Strategy offers an opportunity to reach as many Indigenous people as possible throughout urban, rural and remote Queensland in their daily lives in a more responsive way, with better targeted solutions.
The Department has identified a number of priorities that will underpin its efforts in the future, building on current services which reflect Better Understanding, Better Solutions and Better Outcomes for Indigenous Communities through sport and active recreation.

**Priority One**

Better Understanding

- Improving the Department’s understanding of Indigenous community and cultural issues
- Ensuring decision making is based on a negotiated process involving communities
- Improving information and knowledge sharing
- Increasing understanding of the importance of sport and active recreation to Indigenous communities and people; and
- Ensuring the right people and skills within the Department

**Priority Two**

Better Solutions

- Supporting engagement, consultation and negotiation processes
- Working in partnership with communities; Commonwealth, State and Local governments and the corporate sector
- Developing appropriate resources for Indigenous communities,
- Improving education and support

Supporting engagement, consultation and negotiation processes with Indigenous communities and people through such mechanisms as Negotiation Tables, sport and recreation networks, community renewal and community planning
Working in partnership with communities; Commonwealth, State and Local governments and the corporate sector

Developing appropriate resources for Indigenous communities, including appropriate options for supporting community-based sport and rec officers and funding programs that consider the needs of communities; and

Improving education and support for indigenous and non-indigenous providers of policy, programs and services, including community-based sport and recreation officers.

**Better Outcomes**

- Developing evidence to support the review and improvement of services
- Gathering information that supports decision making on sport and recreation as a tool to achieving outcomes for indigenous communities and people; and
- Improving communication of successful initiatives

Developing evidence to support the review and improvement of services

Gathering information that supports decision making on sport and rec as a tool to achieving outcomes for indigenous communities and people; and

Improving communication of successful initiatives

**Indigenous Advisors throughout Queensland**

Three South East Queensland

One South West Queensland

One Central Queensland

Two Northern

Four Far North Queensland
2. Are the current aims/ objectives relevant?
   - Yes, consistent with ORS and ICC
   - Interested in exploring the definition of “physical recreation”.

3. What planning processes are used by SDSR to support and enhance ISP
   - SA’s Strategic Plan (10 year plan)
   - Physical Activity Strategy (4 year plan)
   - SA ORS Strategic Plan (3 year plan)
   - Industry Development and Participation Operational Plan (annual plan)
   - ISDO’s individual work plans (annual plan)
   - ORS does not have the resources to conduct regular facilities audits

4. Success of working with mainstream sporting industry
   - Historically success rate has been low – limited buy in and confusion between the NSO / SSO and SDSR
   - Significant improvements in 2008/09 due to more stringent template completion processes.
   - Often the success of the relationship is based on the people working within the SSO
   - SSO’s and NSO’s need to consider flexibility when delivering programs (particularly capacity building programs) for Aboriginal people.
   - SSO are disappointed if numbers are low, travel and time issues.

5. Interaction between Australian Government departments
   - Can’t comment on the relationship between ASC and DoHA
   - Significant issues with the interaction between government Departments. NSRDC issue
   - Good relationships with DoHA at a State level mainly through ISDO’s and ICC’s and SRA’s and RPA’s.

6. Engagement with ISRP funded orgs
   - In 2008/09 this was satisfactory, although by accident rather than design
   - This could be enhanced by
     a) consultation in the decision making process
     b) being clear that there is no duplication between ISDO’s and IRSP orgs.
c) negotiating in advance what role the ISDO may play in implementation of the ISRP project

d) KPI’s in the ISRP funded organisation agreement which relate to the relationship with the ISDO

e) early notification of the successful organisations.

7. Interaction with AASC

- ISDO Port Augusta – Travelled to Coober Pedy and Oodnadatta with Regional Coordinator.
- ISDO Far West Coast, a very close working relationship with ISP and AASCP, visits to Yalata and Koonibba.
- ISDO Adelaide – Visited schools involved in FFSA program.

Engagement with other resource areas of ASC

- Nil engagement with Canberra based staff. This occurs through state based officers delivering ASC outcomes under Service Agreements
- SPO distributes Women’s Leadership Grant information to networks
- Strong link with Disability Area. ISP and Disability staff have co-facilitated Indigenous Sport Ability sessions and training
- Essentials to Coaching Children delivery managed through Coach and Volunteer Education Centre. All other coaching and officiating programs are delivered via SSO’s.
- Other resource areas – limited involvement

Reporting data

- Largely the data captures the work of the ISDO’s
- It doesn’t allow the opportunity to show photo’s and write about non-tangible good news stories. i.e. media articles in the paper etc.
- Referrals are extremely difficult to collect
- Difficulty with the process of administering the stakeholder surveys
- Question quantity v quality (or impact)
What is the financial / resource contribution to the ISP by SDSR?

- ISP specific resources
- 0.5 ASO5 FTE ($42,500)
- Program funding of $179,000

Mainstream

- Impossible to quantify
- Industry Development and Participation Branch has a 2008/09 budget of $3.23 million

Mainstream Grants programs

- Statewide Enhancement Program (StEP) – $6.673 million
- Active Club Program - $2.35 million
- Community Recreation and Sport Facilities Program (CRSFP) - $1.49 million
- Inclusive Recreation, Inclusive Sport (IRIS) - $500,000
- Move It! - $500,000

Perception from community that there are no Indigenous specific grants programs

Sport and Recreation Clubs

- Move It
- Active Club
- CRSFP
- IRIS

SSO's

- StEP
- Move It
- CRSFP
- IRIS

Local Government

- Move It
- CSRFP
• IRIS
Schools

• CSRFP
• IRIS
• Individuals
Athletes

• SASI High Performance Scholarships
• SASI Talent Scholarships
• Country Athletes Award Scheme

Coaches

• Wendy Ey Scholarship

**Is funding for employment outcomes the best method for achieving objectives?**

• ISDO’s – no SDSR should employ officers and ASC should be project funding.
• Manager – yes, it ensures ongoing investment by the SDSR. It does however create employment security issues.

Is current level of funding adequate?

• No. Geographical issues means servicing communities regularly is impossible
• Suspect in the overall Federal / State “bucket” there is sufficient funding, although not coordinated and therefore used effectively

What other support is required from Federal Government?

• Coordination, communication and consultation – NSRDC paper
• Longer term contracts
Is the ORS committed to ISP?

- Yes, ORS is committed by ISDO’s feel a lack of commitment in the following areas:
  - Budget Cuts
  - Equal pay for ISDO’s
  - Longevity of the ISP
  - Ongoing employment of ISDO’s by ORS
Tasmanian Presentation for ASC workshop

Are the current aims & objectives of the ISP still relevant?

From my perspective, the first part of the question (*increasing active participation*) remains relevant, however insofar as the second part is concerned (*encouraging community ownership*) in Tasmania, this is not an immediate objective, due largely to a limited focus by Tasmanian Aboriginal community based organisations on specific sport & recreation programs.

What planning processes are already used by SDSR to support & enhance the ISP?

The ISP sits under the umbrella of the Southern Sport and Recreation Tasmania’s services team and is therefore encompassed within its operational plan. Because of the nature of the ISP and its target group, the program tends to work autonomously. The program does however work closely with the Aboriginal Outdoor Recreation Program.

What has been the success rate of working with the mainstream sporting industry in targeting the delivery of participation & development programs to Indigenous communities?

Since I’ve been in the position, I have developed an excellent working relationship with all SSO’s.

This has allowed participants access to fully qualified coaches as well as access to first class facilities.

Has the interaction & engagement with relevant Australian government departments been satisfactory?

To date there has no specific need for any direct contact with DoHA. With regard to the ASC all necessary contact that I have had has been handled and dealt with professionally and expeditiously.

Has the interaction and engagement with DoHA funded ISRP organisations been satisfactory?

In Tasmania, to the best of my knowledge there are currently only three community based Aboriginal organisations who receive ISRP funding. I have limited contact with these organisations.
What is the interaction/engagement with other State agencies?
In Tasmania, there is very little, if any interaction or engagement with other State government agencies.

What is the engagement status with other resource areas of the ASC?
There has been limited contact with any of the other resource areas of the ASC.

What is the financial/resource contribution to the ISP by SDSR?
Sport and Recreation Tasmania made the ISP position permanent in 2008.
They provide $23 500:00 in addition to the $10000 provided by the ASC.

Please list all 'mainstream' SDSR grant programs/resources for:
There are a number of 'mainstream' Sport and Recreation Tasmania programs and rather than me take up valuable time, I have instead brought with me paper copies of what is available.

Just to sum up, in Tasmania the ISP continues to have its challenges, however despite these constraints, I believe I have greatly enhanced the program from the position it was in when I inherited the position back in 2004.
Victoria Indigenous Sport Program Situation Analysis

1. Are the current aims/objectives of the ISP still relevant?
   • Increase the active participation of Indigenous Australians in sport and physical recreation
   • encourage community ownership and management of sport and physical recreation activities, including through skills development
   • Ensure active participation between communities and the sport and recreation industry
   • Promote sport and recreation benefits/impact across communities and the Government sector in response to health/employment/education/justice/social issues – seek stronger connection to other Indigenous policies/programs

2. What planning processes are already used by SDSR to support and enhance the ISP?
   • is this linked to broader SDSR Operational / Business Plans?
   • does your SDSR conduct regular sport infrastructure/facilities audits and is this cross-referenced for planning purposes?
   • is this multi-year planning or annual?
   • Sport and Recreation Victoria (SRV) has the Indigenous Sport and Recreation Program (ISRP) in which the ISP is delivered as core business – as the ISRP a program of SRV, it is therefore a component of SRV operational/business plans.
   • Sport infrastructure is more planned broadly in Victoria, not necessarily specific to Indigenous communities. The ISRP works closely with SRV staff and Local Government to ensure access to local facilities in the broader community. Specific work has been done with Lake Tyers and Rumbalara to support the development and maintenance of their own facilities.
   • Annual planning.

3. What has been the success rate of working with the mainstream sporting industry in targeting the delivery of participation and development programs to Indigenous communities?
   • if the success rate is high, why is this the case?
   • if the success rate is low, why is this the case and how can it be improved?
Generally the success has been medium to high – this is based on a strong working relationship between SRV’s Indigenous officers and the sports, the development of relationships between community and the sports, and an increase in understanding of community. The most successful communities are those where someone wants to do it.

Where success is low is where communities are not sure of or interested in the sports, there is no-one to run it, the sport (SSA) is unclear of the program objectives (in particular at a National level), or there is a lack of resources both to community and also to sport providers.

ASC/ISP should have more resources support what they require the States and the sports to do on the ground.

4. Has the interaction and engagement with relevant Australian Government departments i.e. ASC and DoHA been satisfactory?
   • if so, why is it so?
   • if not, why not and how could it be improved?
   • ASC – yes – contract management, resource support and support with sports industry engagement.
   • DoHA – no but working on it – have made contact but there have been changes and we are currently setting up a meeting for the near future. We have been out of the loop on ISRP grant information and communities are a little confused with the grants due to changes as well as confusion on DoHA’s role compared to SRV’s.
   • Further work required for potential engagement with other Government departments that have Indigenous policy and program responsibilities.

5. Has the interaction and engagement with DoHA funded Indigenous Sport and Recreation Program organisations been satisfactory?
   • Only with those that we already have a working relationship with. There is no clear link between the ISP and DoHA (ISRP) funding program and the organisations do not think they need us as DoHA have provided project funding – we try and encourage them to work with the sports industry and use our knowledge and contacts to help with their projects.
   • A clause in agreements that have the successful organisations needing to contact SRV would be a good start.
6. **What is the interaction/engagement with other State Agencies?**
   - Active After School Program
   - We are currently developing a relationship with the Active After Schools Program through some preliminary discussions.
   - In regards to other State agencies we have promoted our program, had discussions with and developed initiatives with Aboriginal Affairs, Education, Justice, Health and Koori Business Network. Most of our work has been advisory to support programs where community have accessed funding and then put it towards sport and recreation outcomes.

7. **What is the engagement status with other resource areas of the ASC?**
   - Active After School Program – connecting with relevant officers from the ASC – near future meeting being arranged
   - Women in Sport Leadership Grants – information provided through community networks
   - Disability Sport (Sport Ability, Sports Connect etc.) – working with Sport Education Victoria with Sport Ability to provide to community and train community organisations, development of Inclusive Training Package
   - Club Development – referrals
   - Junior Sport – referrals
   - Sport Ethics – referrals
   - Coaching and Officiating – on the ground work, support, promotion and SSA partnering
   - National Talent Identification and Development - on the ground work, support, promotion and SSA partnering

8. **Have the prescribed ISP reporting requirements (and associated templates/format) enabled SDSR to capture accurate participation and development data?**
   - The excel data sheets are difficult as they are purely numbers driven and therefore do not capture or reflect the time and effort that Indigenous officers, community or sports put into program development and delivery. The do not fully capture success or non-success.
   - Participation data is accurate up to a point, but is dependant on the cooperation of participants and the organisations delivering the program.
• The quality analysis has been a good addition as it allows for some of this though it is a little inflexible as the format and questions encourage predictable answers.

**SDSR Commitment**

9. **What is the financial/resource contribution to the ISP by SDSR?**
   • in both Indigenous specific and mainstream
   • Salaries – 2 officers (full time) and manager (half time): $190,000
   • Program support funding: $50,000
   • Grants: $20,000
   • Program operational: $20,000
   • **Total: $280,000**
   • SSASG Future Directions funding: approximately $2,400,000 accessible to sports to provide programs for under represented groups and club development over two years where Indigenous programs have been developed.

**Reflective Questions**

10. **Is funding SDSR for employment outcomes the best method to achieving current or future ISP’s aims/objectives?**
   • Both is needed – funding to SDSR employs the officers who are required to move between State Government, the sports industry and the community. The officers must also be innovative to work with communities across a range of needs where targeted funding may narrow what can be done. Additional funding would then be an effective strategy for those officers to target programs with their understanding of the communities they work with.
   • SDSR employed officers can concentrate on specific roles which does not always happen in community. People may be funded at a community organisation under a particular project but may not concentrate wholly on that project. State officers can leverage from Government to work with the sports industry, and there is more knowledge and experience available to develop and deliver programs.
11. **Is the current level of financial investment by the Australian Government to SDSR adequate to achieve ISP results?**

- The level of funding would be adequate if the ASC/ISP had access to all the Indigenous sports funding available – the grants programs would better link with what is currently happening across all States and Territories and link community better to the industry skills and knowledge, ISDOs would be linked with ISRP programs in communities as well. Successful sports development needs the NSOs and SSAs (and other mainstream providers) and therefore needs the ASC and ISP.

12. **What other support, apart from financial, is required from the Australian Government to enhance ISP outcomes at the State/Territory level?**

- Program recognition that puts out in the community a positive message of what is happening through the work of the ISP, ISDOs and State and Territories.

- People are unclear of the link between SRV’s ISRP, the ASC/ISP and DoHA.
Western Australia Indigenous Sport Program

1. Relevance of Aims and Objectives of ISP
   • Contributes to the health and wellbeing of Aboriginal people
   • Provides opportunity to increase community capacity
   • Provide assistance to access facilities, equipment and competition structures

2. DSR Planning processes
   • Linked to DSR's strategic and operational plan
   • Regional based planning linked to operational plans
   • Provides linkages to partnerships at the local, state and national levels
   • Have completed the Sport & Culture Services/Infrastructure plan
   • Moving to multi-year plans

3. Success of SSA program delivery
   • Varied and dependant on capacity of individual sports
   • Cricket –
     1. Indigenous participation in strategic plan,
     2. Indigenous membership on game development committee,
     3. Indigenous advisory committee fully constituted under WACA.
   • Athletics –
     1. Limited staff (3) to service the state,
     2. Resources limited (financial, equipment), facilities old

4. Interaction and engagement with relevant Australian Government departments
   • Interaction with ASC is positive and productive
   • Interaction with DOHA state office has been satisfactory.
   • Regional interaction with DOHA/ICC is very positive.

5. Interaction and engagement with DOHA funded ISRP organisations
   • Garnduwa –
     1. Funded directly through DSR/ISP,
     2. Received funds directly from DOHA,
     3. Co-located in DSR, Kimberley regional offices,
     4. Provide data collection for ISPAT via VPN access.
   • Nyoongar Sports Association –
     1. Delivery of joint programs through ASC/SSA funding,
     2. Provision of project funding
6. Interaction and engagement with DOHA funded ISRP organisations
- Geraldton Sporting Aboriginal Corporation – Gascoyne Aboriginal Sports Association -
  1. Regional based organisations,
  2. ISDOs have pivotal role in both organisations
  3. Co-located in DSR's Mid-West and Gascoyne regional offices.
- YMCA – Kalgoorlie –
  1. Duplication of program delivery,
  2. Collaboration difficult through no contact with staff.

7. Interaction and engagement with other state agencies
- AASC –
  1. Strong interaction in regional and remote areas,
  2. Limited interaction in metro/urban areas.

8. Engagement with other resource areas of the ASC
- Strong engagement with all areas, except NTID.

9. Capturing accurate participation and development data
- Online recording system in place
  1. 1 x region activity report – all sports
  2. 1 x all region activity report - basketball

10. State financial and resource contributions
- Community Sport and Recreation Facilities Fund
- Special ‘initiatives’ funding
- Trails programs
- Support for programs outside ISP scope

11. DSR grant programs/ resources

12. Funding SDSR for employment outcomes
- No – little direction/influence

Is the current level of financial investment by the Australian Government to SDSR adequate to achieve ISP results?

More funds will provide opportunity to increase community capacity
13. What other support, apart from financial, is required from the Australian Government to enhance ISP outcomes at the State/Territory level?

Give ISDOs flexibility and autonomy

- ISP funds directed to SSAs
- All of government approach
- DSR works with what it has

Other issues

- Long term strategy
- Deployment of ISDOs
- Tripartite arrangement for ISP
- Framework for service delivery
- Better baseline participation data
- Opportunities to partner with others
- ISDO role
- Employment of local community people
- Competing ‘private’ / NFP interests
Queensland Indigenous Sport Forum
Indigenous Community Sport and Recreation Officers’ Program
Department of Communities – Sport and Recreation Services Contracts

DLGSRQ

- C.A.P.E Community Activities Program through Education
  - Infrastructure Component
  - Operation Component
- Indigenous Community Sport and Recreation Officers Program (ICSROP)
  - Operation Component

Indigenous Community Sport and Recreation Officers Program

Outcome Area: Deliverables
- Outcome Area one: To Improve the health and Wellbeing of Queensland Indigenous Communities
- Outcome Area two: Increase participation and opportunities in Sport and Recreation for Indigenous Queenslanders
- Outcome Area three: Build and Strengthen Community Capacity to Plan and Deliver Sport and Recreation Opportunities

“Strength for Life” Service Delivery Streams

Strength for Self
- What activities and or Programs do I need to do to give me strength for Life

Strength for Families
- What activities and or Programs do families need to do for resilience in times of crisis

Strength for Community
- What does the Community need to do for Leadership in times of Crisis – Capacity Development

Connections
ISP + ICSROP = Strength for Life
Foundation Outcomes

ISP

- Encourage wide community involvement and active participation in group sport and physical recreation activities
- Are designed to build the skills of community members to participate in, organise and promote physical recreation activities over the long term
- Promote healthy living, drug free participation and respect for players, officials and spectators

SRS

- To improve the health and wellbeing of Queensland Indigenous Communities
- Increase participation and opportunities in Sport and Recreation for Indigenous Queenslanders
- Build and Strengthen Community Capacity to Plan and deliver Sport and Recreation Opportunities

Connection

- Active participation in Sport and Physical Recreation is supported because they contribute to improving the health and well-being of Indigenous Australians
- And have the potential, either directly or indirectly to contribute to broader social benefits such as social cohesion and diversionary activities
- In areas of social concern such as substance abuse and school attendance

Common Ground

‘Health’ is defined by National Aboriginal Health Strategy Working Party Report (1989) as including not just the physical wellbeing of the individual but the social and emotional and cultural wellbeing of the whole community

- Strength for Self
- Strength for Family
- Strength for Community
Process Map
Evidence Map

• Place Based Planning – Cultural Inclusive

Space to Create Pathways

• Multiple Entry pathways – Sporting Pathways/Dual articulation

Strategic and Innovative Alliances

• Private, Educational and Philanthropic Sectors

Responsive Service Delivery

• Mobility Project – Trend Analysis

• Localised, Regional, state – linkages into ISP National Approach

Status

• Rollover of staff from previous contract/MOU’s
• Recruitment Process and sourcing of Strategic Partners
• Formalising Service Delivery Models for each location

Future Thinking
Strength for Life

• Funding Models
  o ISP – National Approach
  o Joint funding – Cross Borders Opportunities

• Policy
  o Newly identified Evidence
  o Opportunity to influence

• Post
  o Transition Model
  o Exit Strategy
National Sporting Associations pre-facilitation questionnaire

National Sporting Association facilitation forum participants were requested to undertake preliminary planning before their attendance at the NSO forum and to provide a written response on their sport’s activities.

National Indigenous Sport Development Program (NISDP) - Questionnaire

Situation Analysis for NSOs

Has the approach to sport service delivery for Indigenous Australians under NISDP been successful?

How do you rate the relationship between your organisation (and that of SSOs) and State/Territory Departments of Sport and Recreation (SDSR) in coordinating/delivering NISDP?

Rating between 1-5 (1 = poor and 5 = excellent)

Has the process for joint sign-off of Indigenous Sport Action Plans between SSOs and SDSR been successful? If not, why?

Has the transition of Indigenous Australians into existing competition structures been successful?

- If so, why has it been successful
- If no, why has it not been successful

Demonstrate how your organisation has addressed current NISDP outputs & activities?

Active participation (game familiarisation, targeted mainstream participation programs, ongoing structured events etc.)

Skills development (accredited coaching, officiating, scoring training, competition management etc.)

Access to facilities, equipment and competition structures

Research and development
Are the key NISDP principles still relevant? If not, why?

- Sustainability
- Whole of community approach
- Community ownership
- Long-term vision
- Partnerships with ISP State Coordinators and ISDOs

Has your organisation received Cross Cultural Awareness Training as part of the NISDP?

- if yes, was the training valuable?
- if no, is your organisation interested in receiving training?

What has been the success rate of working with State Departments of Sport and Recreation (SDSR) in targeting the delivery of participation and development programs to Indigenous communities?

- if the success rate is high, why is this the case?
- if the success rate is low, why is this the case and how can it be improved?

Has the interaction and engagement with organisations funded by the Department of Health and Ageing (DoHA), under the Indigenous Sport and Recreation Program (ISRP) been satisfactory?

- if so, why is it so?
- if not, why not and how could it be improved?

What is the interaction/engagement with other NSW State Government agencies at the local/grassroots level when delivering/coordinating ISP activities/programs?

In coordinating the delivery of the NISDP, do you access other resource from within the ASC to add value?

- Active After School Program
- Women in Sport Leadership Grants
- Disability Sport (Sport Ability, Sports Connect etc.)
• Club Development
• Junior Sport
• Sport Ethics
• Coaching and Officiating
• National Talent Identification and Development

Have the prescribed ISP reporting requirements (and associated templates/format) enabled NSOs to capture accurate participation and development data?

• if so, why is it so?
• if not, why not and how could it be improved?

Does the NISDP value-add to what is currently being done within your sport or is it the only available program specific to Indigenous?

Do you believe the NISDP needs to be more flexible to cater for individual programs/initiatives and/or pathways currently in place?

Do you believe the NISDP, in its current form, meets genuine community need?

Do you have a preference for mainstream programs/initiatives versus Indigenous-specific? If so, in your opinion what works better and why?

**Reflective Questions**

Is the current level of financial support provided by the ASC enough to ensure the delivery of effective programs/activities at the local/grassroots level?

What other support, apart from financial, can the ASC provide to you?

If you could change one thing about the current NISDP, what would it be and why?
Appendix three

Athletics Australia National Indigenous Sport Development Program (NISDP) - Questionnaire

Situation Analysis for NSOs

Has the approach to sport service delivery for Indigenous Australians under NISDP been successful?

Yes for Athletics but it has taken time for the program to be understood and accepted.

How do you rate the relationship between your organisation (and that of SSOs) and State/Territory Departments of Sport and Recreation (SDSR) in coordinating/delivering NISDP?

- Rating between 1-5 (1 = poor and 5 = excellent)

3

Has the process for joint sign-off of Indigenous Sport Action Plans between SSOs and SDSR been successful? If not, why?

NO! SSO’s are not interested, they do not see it as core business so therefore just another thing that they HAVE to do. It is always a battle to get the SSO to sign off.

Has the transition of Indigenous Australians into existing competition structures been successful?

- If so, why has it been successful
- If no, why has it not been successful

Transition has been successful due to the gradual introduction through camps etc within an Indigenous environment and lots of support from locals. We always try to link in with existing competition pathways

Demonstrate how your organisation has addressed current NISDP outputs & activities?

- Active participation (game familiarisation, targeted mainstream participation programs, ongoing structured events etc.)
- Skills development (accredited coaching, officiating, scoring training, competition management etc.)

Coach and official development is offered at every program that is conducted and is modified to be highly practical if needed. Exams are done verbally if required. Community members are encouraged to travel with squads to learn about management.

- Access to facilities, equipment and competition structures
Basic equipment is initially provided and is added to on each visit. Where possible we encourage students etc to join clubs either Little athletics or senior clubs to allow access to state competitions and facilities within the state. If this is not possible we encourage the communities to participate in the internet competition

- **Research and development**

Are the key NISDP principles still relevant? If not, why?
- **Sustainability**
- **Whole of community approach**
- **Community ownership**
- **Long-term vision**
- **Partnerships with ISP State Coordinators and ISDOs**

Yes they are all still relevant when looked at as a whole and not isolated. You cannot have one without all the others. The principle that I feel needs the most work is the partnerships with ISP state coordinators and ISDO's. They are very stretched and have to cover a great deal of sports in their regions.

**Has your organisation received Cross Cultural Awareness Training as part of the NISDP?**
- if yes, was the training valuable?
- if no, is your organisation interested in receiving training?

Yes but at least 4 years ago and it would be worthwhile doing the training again with new staff members

**What has been the success rate of working with State Departments of Sport and Recreation (SDSR) in targeting the delivery of participation and development programs to Indigenous communities?**
- if the success rate is high, why is this the case?
- if the success rate is low, why is this the case and how can it be improved?

It works well in some states and not so well in others, again they can be stretched and will often have limited time and resources to source all the sports. They can also have a sporting preference and that can get more attention.

**Has the interaction and engagement with organisations funded by the Department of Health and Ageing (DoHA), under the Indigenous Sport and Recreation Program (ISRP) been satisfactory?**
- if so, why is it so?
- if not, why not and how could it be improved?

Athletics has a good relationship with the case manager from DoHA but because the funding has to be applied for on an annual basis it makes it extremely difficult to plan ahead. Also I feel that they do not understand fully the concept behind participation sport and feel that the funding may be better within the ASC Indigenous unit. Many small organisations can apply for this funding which can take away from NSO plans for instance I had a call from DoHA asking if an
application from a school was part of the AA program as we run something in the same area.

What is the interaction/engagement with other NSW State Government agencies at the local/grassroots level when delivering/coordinating ISP activities/programs?

We don’t really deal with NSW State Government agencies beyond Donna Coady who is good value.

In coordinating the delivery of the NISDP, do you access other resource from within the ASC to add value?
- Active After School Program
- Women in Sport Leadership Grants
- Disability Sport (Sport Ability, Sports Connect etc.)
- Club Development
- Junior Sport
- Sport Ethics
- Coaching and Officiating
- National Talent Identification and Development

A lot of programs are delivered by the Active After School program, we have applied for Women in Sport leadership grants and been unsuccessful, we are a CONNECT sport and are inclusive in our program. Before our structure changed we dealt with Club Development but this has now gone to State MA’s. I don’t have a lot to do with Ethics but work closely through a colleague with Coaching and Officiating and we have a very strong relationship with NTID.

Have the prescribed ISP reporting requirements (and associated templates/format) enabled NSOs to capture accurate participation and development data?
- if so, why is it so?
- if not, why not and how could it be improved?

The reporting templates do not really give enough depth and we have found as a sport that the numbers are very easy to “fudge” when the State MA’s were doing them. We developed a mini template before funding was released and also ask for a report directly after an activity has been delivered. Each sport may have different lines that they need data for. The report for DoHA has a bit more detail to it so that could be worth looking at.

Does the NISDP value-add to what is currently being done within your sport or is it the only available program specific to Indigenous?

It does value add to things currently being done in the sport of Athletics. We are seeing more Indigenous athletes participating at all levels of activity. The program allows us to take the sport to areas of high Indigenous population but at the same time we are also engaging non Indigenous people that live in those areas as well as providing education and skills that transfer to other sports.

Do you believe the NISDP needs to be more flexible to cater for individual programs/initiatives and/or pathways currently in place?
I have found the program to be very flexible in its approach and it is up to the sport to take the opportunities and provide the pathways and initiatives whilst utilising the expertise of the NISDP.

*Do you believe the NISDP, in its current form, meets genuine community need?*

For athletics it certainly does as we are seeing some great results and it is a very important program for us to develop and gets a high priority from the sport.

*Do you have a preference for mainstream programs/initiatives versus Indigenous-specific? If so, in your opinion what works better and why?*

We believe that the program will filter into mainstream programs and initiatives when pathways and structures are in place. The concept of being Indigenous focussed works very well for our sport, we are able to educate, nurture and deliver in a culturally sound environment and allow the participants to progress at a level that suits their needs and requirements. We believe the program would lose its impact if it became mainstream.

**Reflective Questions**

*Is the current level of financial support provided by the ASC enough to ensure the delivery of effective programs/activities at the local/grassroots level?*

Money is always needed to improve programs! A longer funding agreement would make planning more effective and would also give programs and communities security. Having said that it is also a priority for our sport to try to be self sustainable with funding although this is not easy and we would need a lot of advice.

*What other support, apart from financial, can the ASC provide to you?*

As mentioned above advise in applying for outside funding to increase the pool available for individual sports. Updates on trends and activities within the Indigenous population, program specific advice, for example target areas for programs, current government thinking etc (Although I have to say that this is available and readily given when I call!)

*If you could change one thing about the current NISDP, what would it be and why?*

Improved relationships with the ISDO’s
Basketball Australia’s National Indigenous Sport Development Program (NISDP) - Questionnaire

Situation Analysis for NSOs

Has the approach to sport service delivery for Indigenous Australians under NISDP been successful?

Yes it has been successful.

The direction of not having to be “everywhere all the time” (even remote) is good. Relationships with SSDR not always good. Conflicted objectives, at times priorities appear different e.g. situation in Qld. Where can the sport go? There are so many organisations, there needs to be better coordination by the NISDP for that. Level of funding also makes the success of the program difficult.

How do you rate the relationship between your organisation (and that of SSOs) and State/Territory Departments of Sport and Recreation (SDSR) in coordinating/delivering NISDP?

- Rating between 1-5 (1 = poor and 5 = excellent)

We have a good relationship with SSOs but some states don't see the NISDP as a focus. We also have differing priorities to SSOs/SDSRs.

Has the process for joint sign-off of Indigenous Sport Action Plans between SSOs and SDSR been successful? If not, why?

Joint sign off causes delays. Agree with the philosophy but things need to be changed to suit “political” priorities which at time were not optimal for the sport.

Has the transition of Indigenous Australians into existing competition structures been successful?

- If so, why has it been successful
- If no, why has it not been successful

Our overriding philosophy is linking with mainstream. We are aware of the barriers to participation which we are trying to solve e.g. funds (week to week fees), logistical (getting from the community to association) and if there is no association (remote areas).

Demonstrate how your organisation has addressed current NISDP outputs & activities?

- Active participation (game familiarisation, targeted mainstream participation programs, ongoing structured events etc.)
- Skills development (accredited coaching, officiating, scoring training, competition management etc.)
- Access to facilities, equipment and competition structures
- Research and development
Our program is about building capability in communities e.g. coach/officiating, Aussie Hoops. Lack of data in our sport is an issue generally where there is a problem at local level “ticking the box”. We have good data (physical attributes and testing) through the “National Deadly Program” (NTID).

Are the key NISDP principles still relevant? If not, why?
- Sustainability
- Whole of community approach
- Community ownership
- Long-term vision
- Partnerships with ISP State Coordinators and ISDOs

These principles are still relevant. The last point should be broader throughout all government agencies. The NISDP should be more of a “lynch pin” to these partnerships across all agencies.

Has your organisation received Cross Cultural Awareness Training as part of the NISDP?
- if yes, was the training valuable?
- if no, is your organisation interested in receiving training?

Not at this point but we have booked it and will. It would be useful to have some resource to include within coach/officials courses.

What has been the success rate of working with State Departments of Sport and Recreation (SDSR) in targeting the delivery of participation and development programs to Indigenous communities?
- if the success rate is high, why is this the case?
- if the success rate is low, why is this the case and how can it be improved?

Based on feedback we believe our success rate has been good but there have been challenges at time building relationships.

Has the interaction and engagement with organisations funded by the Department of Health and Ageing (DoHA), under the Indigenous Sport and Recreation Program (ISRP) been satisfactory?
- if so, why is it so?
- if not, why not and how could it be improved?

We have no other relationships at this point, other than with the NISDP and SDSRs.

What is the interaction/engagement with other NSW State Government agencies at the local/grassroots level when delivering/coordinating ISP activities/programs?

We haven’t tapped into these particularly well. Some with local councils but more could be done.

In coordinating the delivery of the NISDP, do you access other resource from within the ASC to add value?
- Active After School Program
Yes – access to remote communities e.g. WA, NT

- **Women in Sport Leadership Grants**
  - No

- **Disability Sport (Sport Ability, Sports Connect etc.)**
  - No

- **Club Development**
  - No

- **Junior Sport**
  - No

- **Sport Ethics**
  - No

- **Coaching and Officiating**
  - No

- **National Talent Identification and Development**
  - Yes

  Although we don’t access directly, we do utilise in our existing programs that apply within the framework.

**Have the prescribed ISP reporting requirements (and associated templates/format) enabled NSOs to capture accurate participation and development data?**

- if so, why is it so?
- if not, why not and how could it be improved?

  Yes we have challenges collecting the data. Calendar v financial year. Why can’t it just be part of existing ASC reporting? Consistency is also required with SDSR in order for them to be able to access funding.

**Does the NISDP value-add to what is currently being done within your sport or is it the only available program specific to Indigenous?**

  It does add some value-add as “just part of what we do” with some specific focus. However to enhance our program we need to access other programs that are running. The NISDP is the most accessible to us but we do need to broaden our reach.
Do you believe the NISDP needs to be more flexible to cater for individual programs/initiatives and/or pathways currently in place?

No – there is plenty of flexibility.

Do you believe the NISDP, in its current form, meets genuine community need?

Broadly yes however the limited funding available compromises its ability to meet objectives.

Do you have a preference for mainstream programs/initiatives versus Indigenous-specific? If so, in your opinion what works better and why?

Our philosophy from the outset is mainstream. Initially the delivery may be indigenous specific accustom to the community but the focus is mainstream.

Reflective Questions

Is the current level of financial support provided by the ASC enough to ensure the delivery of effective programs/activities at the local/grassroots level?

No

What other support, apart from financial, can the ASC provide to you?

Our “critical friend”, our link to other organisations (more strongly).

If you could change one thing about the current NISDP, what would it be and why?

Better coordination will achieve more alignment, political and funding. It will assist with priorities and access to different funding sources.
Cricket Australia’s National Indigenous Sport Development Program (NISDP) - Questionnaire

Situation Analysis for NSOs

Has the approach to sport service delivery for Indigenous Australians under NISDP been successful?

In terms of success, the NISDP has encouraged the development of relationship between sporting orgs and S&T Dept of Sport and Recreation. Several of the larger states also have NGO orgs that assist in the delivery and development of sporting programs to indigenous communities, both regionally and remotely.

There is a gap between the regional development and elite pathways of individuals. With the sports commission focus on elite athletes, the NISDP needs to have the flexibility of assisting regional and remote sportspeople the opportunity of accessing funds for regional competitions. Eg development of the event, travel assistance.

How do you rate the relationship between your organisation (and that of SSOs) and State/Territory Departments of Sport and Recreation (SDSR) in coordinating/delivering NISDP?

- Rating between 1-5 (1 = poor and 5 = excellent)

On average for S&T Cricket Associations and the relevant Dept of Sport and Recreation, I would put the rating at 3.5. As with all relationships between State govt bodies and external partners, personalities do play a major part in the process of building a sound relationship. I think cricket can still improve on some aspects of promoting the ISP and the reporting requirements.

Has the process for joint sign-off of Indigenous Sport Action Plans between SSOs and SDSR been successful? If not, why?

The process ensures that both parties have knowledge of the program’s that will be delivered under the NISDP, however with the changes in personnel across some of the S&T Dept of Sport and Recreation and S&T Cricket Associations, this can cause a delay in gaining a joint sign off.

Has the transition of Indigenous Australians into existing competition structures been successful?

- If so, why has it been successful
- If no, why has it not been successful

There is still a big gap from people participating in cricket, to joining and competing in mainstream cricket club structures. The cost of the sport is a prohibitive factor along with the stigma of cricket clubs being a non-welcoming environment.
A couple of states have clubs in the metro areas that actively promote their club to CALD and Indigenous groups. This has resulted in an increase of junior players.

**Demonstrate how your organisation has addressed current NISDP outputs & activities?**

- **Active participation** *(game familiarisation, targeted mainstream participation programs, ongoing structured events etc.)*

  Promotion of the sport at grass roots through entry level programs and a targeted schools approach where there is a concentrated number of indigenous students.

- **Skills development** *(accredited coaching, officiating, scoring training, competition management etc.)*

  Integrating indigenous coaches with mainstream course delivery and using modified coaching programs in regional and remote areas. S&T also utilise external funding sources to assist in the cost of delivery to regional areas for coaching course delivery.

- **Access to facilities, equipment and competition structures**

  Where S&T own their ground, they have the capacity to utilise this facility for program development and to host fixtures. Several states have initiated annual games against private schools or academy squads. This has resulted in a wider profile of the indigenous programs and gains much needed publicity.

- **Research and development**

  CA as the NSO assists with research and development through external sources such as consultants or S&T institute programs. In regional and remote areas, local people are continually sought out for feedback on program development.

**Are the key NISDP principles still relevant? If not, why?**

- **Sustainability**
- **Whole of community approach**
- **Community ownership**
- **Long-term vision**
- **Partnerships with ISP State Coordinators and ISDOs**

  All of the above are key elements in the program however, it is difficult to maintain strong partnerships with ISDO’s where there is a high turnover rate. Community ownership needs to be between community, ISDO’s, sporting org and the Dept of Sport and Rec. Without the support of these partners, it will never truly be community ownership.

**Has your organisation received Cross Cultural Awareness Training as part of the NISDP?**

- If yes, was the training valuable?
- If no, is your organisation interested in receiving training?
Limited in house training has been delivered. We wish to increase this and roll it out to the S&T. Three states will receive CCT as part of a wider program involving remote schools under the Playing in Harmony Indigenous Education Resource funded through the Dept of Health and Ageing.

**What has been the success rate of working with State Departments of Sport and Recreation (SDSR) in targeting the delivery of participation and development programs to Indigenous communities?**

- if the success rate is high, why is this the case?
- if the success rate is low, why is this the case and how can it be improved?

Program delivery can always be improved. In some cases it is just a matter of introducing the sport DO’s to key community members. Whilst other areas have a distinct lack of human resource to be able to deliver programs effectively. Where S&T have applied a targeted approach, it appears to be successful in terms of participation and also in talent ID for junior development programs.

**Has the interaction and engagement with organisations funded by the Department of Health and Ageing (DoHA), under the Indigenous Sport and Recreation Program (ISRP) been satisfactory?**

- if so, why is it so?
- if not, why not and how could it be improved?

NO. I doubt whether many SSO’s would be aware what department funds the ISRP. With the constant changes in funding arrangements across govt, it is quite difficult to work through the maze of govt funding grants and applications.

**What is the interaction/engagement with other NSW State Government agencies at the local/grassroots level when delivering/coordinating ISP activities/programs?**

School based activities and working with the sport and recreation department and ISDO’s in regional areas.

**In coordinating the delivery of the NISDP, do you access other resource from within the ASC to add value?**

- **Active After School Program**
  
  YES

- **Women in Sport Leadership Grants**

  Promote grants to all S&T contacts.

- **Disability Sport (Sport Ability, Sports Connect etc.)**

  Table cricket is growing in several states.

- **Club Development**

  YES
o Junior Sport

YES

o Sport Ethics

NO

o Coaching and Officiating

YES. Mostly through Cricket Australia developed resources done in conjunction with ASC.

o National Talent Identification and Development

NO

Have the prescribed ISP reporting requirements (and associated templates/format) enabled NSOs to capture accurate participation and development data?

o if so, why is it so?

The ISP template is useful in that it captures the relevant program information and helps identify the regions that programs will be delivered.

o if not, why not and how could it be improved?

It can be improved by locking in a 3-4 strategic document (ISP template) that S&T sign off and this drives the program delivery aspects of the sport. The annual ISP template is cumbersome and does not allow sports to effectively develop long term plans.

Does the NISDP value-add to what is currently being done within your sport or is it the only available program specific to Indigenous?

It links in with the overall Indigenous development programs of the sport. It complements the program however, without more development officers on the ground, some regions in S&T do not receive the appropriate level of support.

Do you believe the NISDP needs to be more flexible to cater for individual programs/initiatives and/or pathways currently in place?

YES!

Do you believe the NISDP, in its current form, meets genuine community need?

I think the scholarship awards need to be reviewed in the allocation of recipients per sport.

Do you have a preference for mainstream programs/initiatives versus Indigenous-specific? If so, in your opinion what works better and why?
Where possible, we work towards integrating indigenous programs into mainstream programs as our theme is “Two Strong Cultures”.

**Reflective Questions**

*Is the current level of financial support provided by the ASC enough to ensure the delivery of effective programs/activities at the local/grassroots level?*

NO. To provide effective program delivery to remote areas, it is a high cost investment. Geographical locations for many remote communities means longer lead up time and extremely diverse driving conditions. This impacts on the budget for delivery of these programs.

*What other support, apart from financial, can the ASC provide to you?*

- Linkages with grant programs across government.
- A system of sharing knowledge and ideas across sports other than a 1 day gathering of all NSO’s.
- More promotion of the range of program funding available under the NISDP and the ASC.

*If you could change one thing about the current NISDP, what would it be and why?*

The flexibility of accessing a pool of funding for one off programs that are above and beyond the agreed ISP funded program through the NSO’s allocation. This would allow the S&T the capacity to create and/or establish small regional carnival’s, specific training camps for talented players and promotional activities.
Golf Australia’s National Indigenous Sport Development Program (NISDP) - Questionnaire

Situation Analysis for NSOs

Has the approach to sport service delivery for Indigenous Australians under NISDP been successful?

Yes, to a significant degree – it provides the appropriate level of representation from various stakeholders in order to target programs appropriately

How do you rate the relationship between your organisation (and that of SSOs) and State/Territory Departments of Sport and Recreation (SDSR) in coordinating/delivering NISDP?

- Rating between 1-5 (1 = poor and 5 = excellent)

On the whole, “4” – better in some states than others

Has the process for joint sign-off of Indigenous Sport Action Plans between SSOs and SDSR been successful? If not, why?

A good idea that has generally worked well – increases potential for viable and sustainable programs and better connection between parties.

Has the transition of Indigenous Australians into existing competition structures been successful?

To a degree – I would like to see more participants pursuing club membership. This is partly due to the nature of clubs (may be seen as elite, expensive etc). The various state indigenous golf organisations are helpful in introducing players to their competitions and, because many of the members of these groups play in clubs, this can be a helpful, “softer” introduction to the game.

Demonstrate how your organisation has addressed current NISDP outputs & activities?

- Active participation (game familiarisation, targeted mainstream participation programs, ongoing structured events etc.)

Programs such as Go Go Golf (Juniors/school) and Give Golf A Go (Adult women)

Links to club events & support for Indigenous championships.

- Skills development (accredited coaching, officiating, scoring training, competition management etc.)

Access to NCAS courses, golf rules training and support in running golf competition

- Access to facilities, equipment and competition structures
Links with clubs, courses and practice ranges

Until recently, access to Go Go Golf equipment – currently under review

- **Research and development**
  
  Development of inclusive coaching course as part of NCAS reaccreditation
  Research about to commence through Indigenous Golf Advisory Board into ways of getting young people involved

*Are the key NISDP principles still relevant? If not, why?*

- **Sustainability**
  
  Yes

- **Whole of community approach**
  
  Yes - a key to buy-in and sustainability

- **Community ownership**
  
  Yes as above

- **Long-term vision**
  
  Yes

- **Partnerships with ISP State Coordinators and ISDOs**
  
  Yes

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*Has your organisation received Cross Cultural Awareness Training as part of the NISDP?*

Only program coordinator has done CCAT – would be good for organisation to experience

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*What has been the success rate of working with State Departments of Sport and Recreation (SDSR) in targeting the delivery of participation and development programs to Indigenous communities?*

It is high in most areas and should continue. It seems to break down where either the golf SSO or SDSR or both do not see the program as high priority or the golf SSO is low on resources.

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*Has the interaction and engagement with organisations funded by the Department of Health and Ageing (DoHA), under the Indigenous Sport and Recreation Program (ISRP) been satisfactory?*
What is the interaction/engagement with other State Government agencies at the local/grassroots level when delivering/coordinating ISP activities/programs?

Some SSOs access state government agencies to support general program delivery, which sometimes aligns with indigenous programs.

In coordinating the delivery of the NISDP, do you access other resource from within the ASC to add value?

- **Active After School Program**
  
  Yes – golf has a companion manual.

- **Women in Sport Leadership Grants**
  
  No, but golf has a broader ASC Women's participation project which is inclusive of Indigenous Women.

- **Disability Sport (Sport Ability, Sports Connect etc.)**

  Sports CONNECT

  - **Club Development**
  
  - **Junior Sport**

  Inclusive Junior Sport Framework

- **Sport Ethics**

- **Coaching and Officiating**

  NCAS program

- **National Talent Identification and Development**

  Through Elite development

Have the prescribed ISP reporting requirements (and associated templates/format) enabled NSOs to capture accurate participation and development data?

- **Quantitative** – yes.

  - **Qualitative** – no - need to require more reporting against the template. I would also like to see the SDSR reports.

Does the NISDP value-add to what is currently being done within your sport or is it the only available program specific to Indigenous?

Definitively value adds. There is a place for Indigenous-specific but where possible, integrated pathways are the main goal.
Do you believe the NISDP needs to be more flexible to cater for individual programs/initiatives and/or pathways currently in place?

In general things are fine – maybe more flexibility to fund initiatives that are beyond grass roots (not elite, but in the area between grass roots and elite)

Do you believe the NISDP, in its current form, meets genuine community need?

Definitely

Do you have a preference for mainstream programs/initiatives versus Indigenous-specific? If so, in your opinion what works better and why?

Where possible, mainstream is preferred but there needs to be the capacity for Indigenous-specific in some circumstances. The end goal is to integrate the pathways but we are not yet ready to claim that golf is sufficiently advanced for this to be universally the best pathway into the game.

Reflective Questions

Is the current level of financial support provided by the ASC enough to ensure the delivery of effective programs/activities at the local/grassroots level?

Funding is well targeted and effective but only reaches a limited market. The demand is there for more programs therefore more funds would be welcome.

What other support, apart from financial, can the ASC provide to you?

Apart from the current comprehensive support such as advice, program admin etc - promotion, links to relevant organisations, creation of a national awareness that builds interest from potential partners and sponsors and promoting the value of our sport to indigenous participants

If you could change one thing about the current NISDP, what would it be and why?

Increased support / focus on the “next stage” beyond introduction to golf. i.e developing the club and competition pathway.
Netball Australia’s National Indigenous Sport Development Program (NISDP) - Questionnaire

Situation Analysis for NSOs

Has the approach to sport service delivery for Indigenous Australians under NISDP been successful?

Netball has only recently commenced the establishment of a National Indigenous Participation Strategy. Whilst one state has been successful in developing Indigenous programs through ISP funding, other states have not necessarily identified this area as a priority one in their strategic plans and thus have not allocated the appropriate resources.

How do you rate the relationship between your organisation (and that of SSOs) and State/Territory Departments of Sport and Recreation (SDSR) in coordinating/delivering NISDP?

- Rating between 1-5 (1 = poor and 5 = excellent)

Netball Australia has varying standards of relationships of with the SSOs (4 – 1) and has sound, developing relationships with State/Territory Departments of Sports and Recreation. The challenge is to link those groups in program planning, development and delivery. Again in some states, links do occur but very little action follows.

Has the process for joint sign-off of Indigenous Sport Action Plans between SSOs and SDSR been successful? If not, why?

The joint process for sign-off is a good tool to commence the communication process between parties, but the planned projects do not necessarily comply with National strategy, so my recommendation would be to include a requirement that links to National Strategy in SSO project plans.

Has the transition of Indigenous Australians into existing competition structures been successful?

- If so, why has it been successful
- If no, why has it not been successful

Until recently, there has been no formal strategy to integrate Indigenous athletes into mainstream pathways. The National strategy is embryonic but has clear links to SSO pathways. An increased level of funding is required to build the capacity of SSOs to improve pathways at the more elite level.

Demonstrate how your organisation has addressed current NISDP outputs & activities?

- Active participation (game familiarisation, targeted mainstream participation programs, ongoing structured events etc.)
- Skills development (accredited coaching, officiating, scoring training, competition management etc.)
- Access to facilities, equipment and competition structures
Research and development

Please find attached the Netball Australia Indigenous Participation Strategic Framework which addresses the NISDP outputs and activities.

Are the key NISDP principles still relevant? If not, why?
- Sustainability
- Whole of community approach
- Community ownership
- Long-term vision
- Partnerships with ISP State Coordinators and ISDOs

Netball Australia sees the NISDP principles as the foundation principles of our Framework that are critical to best-practice development of Indigenous programs. The challenge for NSOs in the current process is to encourage SSOs to embrace and embed the same principles in their strategic plans and projects.

Has your organisation received Cross Cultural Awareness Training as part of the NISDP?
- if yes, was the training valuable?
- if no, is your organisation interested in receiving training?

All of the State Development Staff received cross-cultural training via the annual National Development Staff meeting. Whilst professional development is always valuable in building the capacity of SSO staff to have a better understanding of cultural issues, maybe a readiness approach would be more effective. States, who apply for program inclusion or identify Indigenous participation in their Strategic Plans, could be provided with education in their own state, which also initiates communication with State Depts.

What has been the success rate of working with State Departments of Sport and Recreation (SDSR) in targeting the delivery of participation and development programs to Indigenous communities?
- if the success rate is high, why is this the case?
- if the success rate is low, why is this the case and how can it be improved?

Netball Australia sees the inclusion of State Departments of Sport and Recreation and other community service deliverers as critical to developing ongoing relationships with Indigenous Communities.

The Indigenous Sport and Rec Officers Network, has been the biggest contributing factor to successful the roll-out of our Indigenous grass roots strategy (NetSetGo!). Their links to community and key community people provide a vehicle for introduction and discussion.

Has the interaction and engagement with organisations funded by the Department of Health and Ageing (DoHA), under the Indigenous Sport and Recreation Program (ISRP) been satisfactory?
- if so, why is it so?
- if not, why not and how could it be improved?
What is the interaction/engagement with other NSW State Government agencies at the local/grassroots level when delivering/coordinating ISP activities/programs?

Netball Australia has not accessed DoHA funding previously as we were unaware that it was available. It is difficult for sport to identify all the different funding opportunities available for indigenous programs. It would be far more efficient for all funding for indigenous sport to be available from the one agency (ASC).

Information regarding what other external groups have received funding via DoHA or any other agencies in relation to indigenous sport (especially netball) should be provided to sport so that we can investigate the opportunities to work together on shared outcomes.

In coordinating the delivery of the NISDP, do you access other resource from within the ASC to add value?

- Active After School Program
- Women in Sport Leadership Grants
- Disability Sport (Sport Ability, Sports Connect etc.)
- Club Development
- Junior Sport
- Sport Ethics
- Coaching and Officiating
- National Talent Identification and Development

Netball Australia has included the NCAS and NOAS accreditation as a component of our Indigenous Participation Strategy. We have other links such as our Sports Connect Program and our Junior Sport Policy.

Have the prescribed ISP reporting requirements (and associated templates/format) enabled NSOs to capture accurate participation and development data?

- if so, why is it so?
- if not, why not and how could it be improved?

The reporting requirements for the SSOs to the NSO is quite broad in its requirements and SSOs only complete minimum standards, which does not necessarily include participation data.

If funding is to be provided to SSA’s there needs to be a greater accountability for the acquittal of funds via a more comprehensive reporting structure.

Recommendations are as follows:
- Reporting should be linked to NSO Strategy
- NSO strategy should be linked to Govt recommendations
- Data collection to be a component of project plan.
  (Further recommendation would be for the NSO to be responsible for program planning, delivery via the SSOs and reporting.)

Does the NISDP value-add to what is currently being done within your sport or is it the only available program specific to Indigenous?
Only program up until 2009 – Netball Australia is now rolling out a more holistic indigenous program

*Do you believe the NISDP needs to be more flexible to cater for individual programs/initiatives and/or pathways currently in place?*

The basic framework principles should remain unchanged, but our recommendation is for the NSO to be responsible for program planning and delivery utilising the SSOs as the delivery vehicle.

*Do you believe the NISDP, in its current form, meets genuine community need?*

The current form can meet community needs, however there is a disconnect between community delivery agents, state sport delivery agents and NSOs, so that whilst programs are delivered with the best intentions, there can be a lack of long-term planning and engagement.

*Do you have a preference for mainstream programs/initiatives versus Indigenous-specific? If so, in your opinion what works better and why?*

This is an interesting question:
The current environment in Netball has room for both, but integrating with each other to provide links to local associations and talent development opportunities, in each state.

There are current Indigenous structures (that have been operating for some time) that can be incorporated into the pathway, thus including community people who have established programs in the development phase.

**Reflective Questions**

*Is the current level of financial support provided by the ASC enough to ensure the delivery of effective programs/activities at the local/grassroots level?*

The current level of funding is insufficient to deliver a National grass-roots program and measure long-term outcomes.

Maybe funding requirements could include the submission of a long-term strategy.

*What other support, apart from financial, can the ASC provide to you?*

The ASC can continue to provide, advice and up-to-date links between community service providers (Sport and Rec Officers) as well as examples of best practice to assist program development.

*If you could change one thing about the current NISDP, what would it be and why?*

The major recommendation for change would be for NSOs to apply for and be allocated funding according to strategic development that addresses the NISDP principles / criteria. This might mean that sports are allocated different levels of funding depending on their capacity to deliver.
Cricket Australia’s National Indigenous Sport Development Program (NISDP) - Questionnaire

Situation Analysis for NSOs

Has the approach to sport service delivery for Indigenous Australians under NISDP been successful?

In terms of success, the NISDP has encouraged the development of relationship between sporting orgs and S&T Dept of Sport and Recreation. Several of the larger states also have NGO orgs that assist in the delivery and development of sporting programs to indigenous communities, both regionally and remotely.

There is a gap between the regional development and elite pathways of individuals. With the sports commission focus on elite athletes, the NISDP needs to have the flexibility of assisting regional and remote sportspeople the opportunity of accessing funds for regional competitions. Eg development of the event, travel assistance.

How do you rate the relationship between your organisation (and that of SSOs) and State/Territory Departments of Sport and Recreation (SDSR) in coordinating/delivering NISDP?

- Rating between 1-5 (1 = poor and 5 = excellent)

On average for S&T Cricket Associations and the relevant Dept of Sport and Recreation, I would put the rating at 3.5. As with all relationships between State govt bodies and external partners, personalities do play a major part in the process of building a sound relationship. I think cricket can still improve on some aspects of promoting the ISP and the reporting requirements.

Has the process for joint sign-off of Indigenous Sport Action Plans between SSOs and SDSR been successful? If not, why?

The process ensures that both parties have knowledge of the program’s that will be delivered under the NISDP, however with the changes in personnel across some of the S&T Dept of Sport and Recreation and S&T Cricket Associations, this can cause a delay in gaining a joint sign off.

Has the transition of Indigenous Australians into existing competition structures been successful?

- If so, why has it been successful
- If no, why has it not been successful

There is still a big gap from people participating in cricket, to joining and competing in mainstream cricket club structures. The cost of the sport is a prohibitive factor along with the stigma of cricket clubs being a non-welcoming environment.
A couple of states have clubs in the metro areas that actively promote their club to CALD and Indigenous groups. This has resulted in an increase of junior players.

**Demonstrate how your organisation has addressed current NISDP outputs & activities?**

- **Active participation (game familiarisation, targeted mainstream participation programs, ongoing structured events etc.)**

  Promotion of the sport at grass roots through entry level programs and a targeted schools approach where there is a concentrated number of indigenous students.

- **Skills development (accredited coaching, officiating, scoring training, competition management etc.)**

  Integrating indigenous coaches with mainstream course delivery and using modified coaching programs in regional and remote areas. S&T also utilise external funding sources to assist in the cost of delivery to regional areas for coaching course delivery.

- **Access to facilities, equipment and competition structures**

  Where S&T own their ground, they have the capacity to utilise this facility for program development and to host fixtures. Several states have initiated annual games against private schools or academy squads. This has resulted in a wider profile of the indigenous programs and gains much needed publicity.

- **Research and development**

  CA as the NSO assists with research and development through external sources such as consultants or S&T institute programs. In regional and remote areas, local people are continually sought out for feedback on program development.

**Are the key NISDP principles still relevant? If not, why?**

- **Sustainability**
- **Whole of community approach**
- **Community ownership**
- **Long-term vision**
- **Partnerships with ISP State Coordinators and ISDOs**

  All of the above are key elements in the program however, it is difficult to maintain strong partnerships with ISDO’s where there is a high turnover rate. Community ownership needs to be between community, ISDO’s, sporting org and the Dept of Sport and Rec. Without the support of these partners, it will never truly be community ownership.

**Has your organisation received Cross Cultural Awareness Training as part of the NISDP?**

- **if yes, was the training valuable?**
- **if no, is your organisation interested in receiving training?**
Limited in house training has been delivered. We wish to increase this and roll it out to the S&T. Three states will receive CCT as part of a wider program involving remote schools under the Playing in Harmony Indigenous Education Resource funded through the Dept of Health and Ageing.

What has been the success rate of working with State Departments of Sport and Recreation (SDSR) in targeting the delivery of participation and development programs to Indigenous communities?

- if the success rate is high, why is this the case?
- if the success rate is low, why is this the case and how can it be improved?

Program delivery can always be improved. In some cases it is just a matter of introducing the sport DO’s to key community members. Whilst other areas have a distinct lack of human resource to be able to deliver programs effectively.

Where S&T have applied a targeted approach, it appears to be successful in terms of participation and also in talent ID for junior development programs.

Has the interaction and engagement with organisations funded by the Department of Health and Ageing (DoHA), under the Indigenous Sport and Recreation Program (ISRP) been satisfactory?

- if so, why is it so?
- if not, why not and how could it be improved?

NO. I doubt whether many SSO’s would be aware what department funds the ISRP. With the constant changes in funding arrangements across govt, it is quite difficult to work through the maze of govt funding grants and applications.

What is the interaction/engagement with other NSW State Government agencies at the local/grassroots level when delivering/coordinating ISP activities/programs?

- School based activities and working with the sport and recreation department and ISDO’s in regional areas.

In coordinating the delivery of the NISDP, do you access other resource from within the ASC to add value?

- Active After School Program
  
  YES
  
  - Women in Sport Leadership Grants
    
    Promote grants to all S&T contacts.
  
  - Disability Sport (Sport Ability, Sports Connect etc.)
    
    Table cricket is growing in several states.
  
  - Club Development
YES.

- **Junior Sport**
  YES

- **Sport Ethics**
  NO

- **Coaching and Officiating**

  YES. Mostly through Cricket Australia developed resources done in conjunction with ASC.

- **National Talent Identification and Development**

  NO.

*Have the prescribed ISP reporting requirements (and associated templates/format) enabled NSOs to capture accurate participation and development data?*

- **if so, why is it so?**

  The ISP template is useful in that it captures the relevant program information and identifies the regions that programs will be delivered.

- **if not, why not and how could it be improved?**

  It can be improved by locking in a 3-4 strategic document (ISP template) that S&T sign off and this drives the program delivery aspects of the sport. The annual ISP template is cumbersome and does not allow sports to effectively develop long term plans.

*Does the NISDP value-add to what is currently being done within your sport or is it the only available program specific to Indigenous?*

It links in with the overall Indigenous development programs of the sport. It complements the program however, without more development officers on the ground, some regions in S&T do not receive the appropriate level of support.

*Do you believe the NISDP needs to be more flexible to cater for individual programs/initiatives and/or pathways currently in place? YES!*

*Do you believe the NISDP, in its current form, meets genuine community need?*

I think the scholarship awards need to be reviewed in the allocation of recipients per sport.

*Do you have a preference for mainstream programs/initiatives versus Indigenous-specific? If so, in your opinion what works better and why?*
Where possible, we work towards integrating indigenous programs into mainstream programs as our theme is “Two Strong Cultures”.

**Reflective Questions**

*Is the current level of financial support provided by the ASC enough to ensure the delivery of effective programs/activities at the local/grassroots level?*

NO. To provide effective program delivery to remote areas, it is a high cost investment. Geographical locations for many remote communities means longer lead up time and extremely diverse driving conditions. This impacts on the budget for delivery of these programs.

*What other support, apart from financial, can the ASC provide to you?*

Linkages with grant programs across government.

A system of sharing knowledge and ideas across sports other than a 1 day gathering of all NSO’s.

More promotion of the range of program funding available under the NISDP and the ASC.

*If you could change one thing about the current NISDP, what would it be and why?*

The flexibility of accessing a pool of funding for one off programs that are above and beyond the agreed ISP funded program through the NSO’s allocation. This would allow the S&T the capacity to create and/or establish small regional carnival’s, specific training camps for talented players and promotional activities.
Situation Analysis for NSOs

Has the approach to sport service delivery for Indigenous Australians under NISDP been successful?

I believe that the sport service delivery would be the only way it could really be successful as there is a need for the sport to take ownership.

How do you rate the relationship between your organisation (and that of SSOs) and State/Territory Departments of Sport and Recreation (SDSR) in coordinating/delivering NISDP?

- Rating between 1-5 (1 = poor and 5 = excellent)

Some states 1 and Some state 5…

Has the process for joint sign-off of Indigenous Sport Action Plans between SSOs and SDSR been successful? If not, why?

It is something I am new at, but I believe in the idea and hopefully it will be handled better in the future to ensure there is a relationship between the two.

Has the transition of Indigenous Australians into existing competition structures been successful?

- If so, why has it been successful
- If no, why has it not been successful

Yes, we have a clear pathway, where opportunities are evident in both indigenous rugby and mainstream rugby.

Demonstrate how your organisation has addressed current NISDP outputs & activities?

- Active participation (game familiarisation, targeted mainstream participation programs, ongoing structured events etc.)
- Skills development (accredited coaching, officiating, scoring training, competition management etc.)
- Access to facilities, equipment and competition structures
- Research and development

ARU uses the funding on a specific program, which focuses on skill development and rugby playing opportunities for U16 males within 4 state unions in the current structure of our ISP. This skill development involves all members of the team (players, coaches and officials). The program is looking to expand, however it is important that the current program is still fostered so it remains permanent in the Community Rugby portfolio (not seen as an additional workload each year).

Are the key NISDP principles still relevant? If not, why?

- Sustainability
- Whole of community approach
- Community ownership
- Long-term vision
Partnerships with ISP State Coordinators and ISDOs

Yes, all relevant. However, with limited resources and in an effort to ‘get the job done’ some are often overlooked.

Has your organisation received Cross Cultural Awareness Training as part of the NISDP?
  o if yes, was the training valuable?
  o if no, is your organisation interested in receiving training?

No, I don’t believe so. I would be very interested in providing training to some of the relevant ‘decision’ makers in Community Rugby

What has been the success rate of working with State Departments of Sport and Recreation (SDSR) in targeting the delivery of participation and development programs to Indigenous communities?
  o if the success rate is high, why is this the case?
  o if the success rate is low, why is this the case and how can it be improved?

Rugby probably doesn’t work the best with SDSR’s for a number of reasons, and the feedback I have received is that the State Unions do not find them useful.. it is something that we need to look at (to ensure we are asking for the right assistance).

What is the interaction/engagement with other NSW State Government agencies at the local/grassroots level when delivering/coordinating ISP activities/programs?

Some States are better than others.

Have the prescribed ISP reporting requirements (and associated templates/format) enabled NSOs to capture accurate participation and development data?
  o if so, why is it so?
  o if not, why not and how could it be improved?

No – the excel spreadsheet does not demonstrate the extent of the results.

Does the NISDP value-add to what is currently being done within your sport or is it the only available program specific to Indigenous?

The ISP adds value to the u16’s program in mainstream rugby by broadening the grassroots base

Do you believe the NISDP needs to be more flexible to cater for individual programs/initiatives and/or pathways currently in place?

Do you believe the NISDP, in its current form, meets genuine community need?

I don’t know enough about the community need to comment

Reflective Questions

Is the current level of financial support provided by the ASC enough to ensure the delivery of effective programs/activities at the local/grassroots level?
The money that is distributed (through ISP and other government funding) to ARU is enough to handle the program we currently implement – any change to this funding would either increase or decrease the level of the program (there isn’t much more we can do..)

**What other support, apart from financial, can the ASC provide to you?**

Recognition. I believe Rugby Union has a great pathway for U16’s indigenous players, and I have seen first-hand the participants resurface in mainstream and senior rugby. In addition, the tournaments (particularly the National U16’s tournament hosted by the Lloyd McDermott Rugby Development Team) are a great combination of development, sport and community. By targeting U16’s, Rugby/Sport can positively change the participant in life decisions.

John ONeill should be proud of this program, but he doesn’t hear that Rugby is doing a good job on it.

I believe the program is great, if it is implemented well. It is difficult to get new Development Officers, etc to implement it well when they don’t hear any feedback from higher or external sources.

If it is honestly regarded externally that Rugby Union is not running a good ISP program, then we also need to hear about it.
Surfing Australia’s National Indigenous Sport Development Program (NISDP) - Questionnaire

Situation Analysis for NSOs

Has the approach to sport service delivery for Indigenous Australians under NISDP been successful?

We are having success under the current program structure but it could be improved by working with other sports to deliver multi sports events.

How do you rate the relationship between your organisation (and that of SSOs) and State/Territory Departments of Sport and Recreation (SDSR) in coordinating/delivering NISDP?

- Rating between 1-5 (1 = poor and 5 = excellent)

The relationship between ourselves and our SSO’s is probably closer to 2 than 3 on average but the relationship between our SSO’s and state and territory is generally closer to 4 than 3.

Has the process for joint sign-off of Indigenous Sport Action Plans between SSOs and SDSR been successful? If not, why?

It has been successful in states where the relationship is strong but in some states the relationship is not so strong. I agree with the concept of the state department of sport and rec being aware of the projects being undertaken by the SSO but it can make for a drawn out process if the communication is weak.

Has the transition of Indigenous Australians into existing competition structures been successful?

- If so, why has it been successful
- If no, why has it not been successful

While the long term goal is to encourage more members of the indigenous community into competition, the initial goal of our programs are to introduce the indigenous community to surfing for health and wellbeing with introduction to competition our next goal.

Demonstrate how your organisation has addressed current NISDP outputs & activities?

- Active participation (game familiarisation, targeted mainstream participation programs, ongoing structured events etc.)

Our SSO’s and individual projects deliver the surf experience (lessons) through affiliated surf schools and accredited coaches.

- Skills development (accredited coaching, officiating, scoring training, competition management etc.)

We are currently running a pilot coaching program for the indigenous community through funding from DoHA.

- Access to facilities, equipment and competition structures
We have not introduced competition specifically but encouraging participation through our surf schools which provide equipment for the programs. The waves are reasonably easy to access if you live near the coast.

- **Research and development**

  Thanks to the support of the NISDP and Laureus, we will be able to undertake evidence based research into our programs to assess their value and performance to the indigenous community.

**Are the key NISDP principles still relevant? If not, why?**
- **Sustainability**
- **Whole of community approach**
- **Community ownership**
- **Long-term vision**
- **Partnerships with ISP State Coordinators and ISDOs**

I agree with the principles of the NISDP because adherence to these principles will allow for the eventual eradication of the "welfare" state of mind currently within the indigenous community.

**Has your organisation received Cross Cultural Awareness Training as part of the NISDP?**
- If yes, was the training valuable?
- If no, is your organisation interested in receiving training?

No but I feel that it would be an advantage to our organisation (national and SSO). Currently Indigenous programs are a low priority project and the training could only be achieved next year at the earliest when a number of organisation wide strategic decisions are made.

**What has been the success rate of working with State Departments of Sport and Recreation (SDSR) in targeting the delivery of participation and development programs to Indigenous communities?**
- If the success rate is high, why is this the case?
- If the success rate is low, why is this the case and how can it be improved?

Currently our success in this area is very positive but I also feel that the sport of surfing offers an activity that fits well within the indigenous culture. Because of this, I feel that currently the relationship between our SSO and their DSR is stronger than in previous years.

**Has the interaction and engagement with organisations funded by the Department of Health and Ageing (DoHA), under the Indigenous Sport and Recreation Program (ISRP) been satisfactory?**
- If so, why is it so?
- If not, why not and how could it be improved?

We are currently running a pilot coaching program through DOHA funding and hope to improve on our relationship in the future.

**What is the interaction/engagement with other NSW State Government agencies at the local/grassroots level when delivering/coordinating ISP activities/programs?**
I always go though Surfing NSW if I was to engage with other NSW state government agencies in delivering community programs in NSW.

*In coordinating the delivery of the NISDP, do you access other resource from within the ASC to add value?*

- **Active After School Program**
  - No

- **Women in Sport Leadership Grants**
  - No

- **Disability Sport (Sport Ability, Sports Connect etc.)**
  - No

- **Club Development**
  - No

- **Junior Sport**
  - No

- **Sport Ethics**
  - No

- **Coaching and Officiating**
  - No

- **National Talent Identification and Development**
  - No

*Have the prescribed ISP reporting requirements (and associated templates/format) enabled NSOs to capture accurate participation and development data?*

- **if so, why is it so?**
- **if not, why not and how could it be improved?**

  The current reporting process is adequate for the funds we are receiving. I believe the data that we receive from our SSO’s is accurate and authentic.

*Does the NISDP value-add to what is currently being done within your sport or is it the only available program specific to Indigenous?*

  Yes it does add value but it is currently an independent program

*Do you believe the NISDP needs to be more flexible to cater for individual programs/initiatives and/or pathways currently in place?*

  Flexibility is the key to any program and should be encouraged but also could create administration issues (balance)
Do you believe the NISDP, in its current form, meets genuine community need?

I believe it is the first step but I am realising more so that the market we are working with has internal issues and the program may require more flexibility depending on community needs.

Do you have a preference for mainstream programs/initiatives versus Indigenous-specific? If so, in your opinion what works better and why?

We need to be making the programs more interactive and in the long term and less Indigenous specific. I would like to think in the long term that the issue of the activity and health of the Indigenous community will be less of an issue and our programs will be dealing with any individual who currently is not active enough.

Reflective Questions

Is the current level of financial support provided by the ASC enough to ensure the delivery of effective programs/activities at the local/grassroots level?

With the increase in interest in surfing as an activity to get the Indigenous community more active I feel that we could increase our effective programs if we were at least moved to the second tier of the current funding scale. Currently the funds we offer our SSO’s is minimal so they do not look to us for real funding support.

What other support, apart from financial, can the ASC provide to you?

The media and promotional support we received for the recent Laureus visit was exemplary and we would not have had the capacity to reach such a media audience. I feel that this is an area where the ASC could investigate further to assist our programs.

If you could change one thing about the current NISDP, what would it be and why?

The annual funding cycle, it is labour intensive and doesn’t allow for long term planning or goal setting.
Tennis Australia’s National Indigenous Sport Development Program (NISDP) - Questionnaire

Situation Analysis for NSOs

Has the approach to sport service delivery for Indigenous Australians under NISDP been successful?

Yes. However, more emphasis should be placed on NSO’s to create a national strategy with the plans.

How do you rate the relationship between your organisation (and that of SSOs) and State/Territory Departments of Sport and Recreation (SDSR) in coordinating/delivering NISDP?

- Rating between 1-5 (1 = poor and 5 = excellent)

NSO and SSOs → 4. good working relationship and regular contact is being made. There is always improvement when it comes to communication though SSO and SDSR → could be improved. We as NSO need to push this relationship to get it started in particular states that are not as proactive

Has the process for joint sign-off of Indigenous Sport Action Plans between SSOs and SDSR been successful? If not, why?

 Mostly successful. However is seem to some as a ‘task’ rather than a ‘process’ which it should be. Perhaps more than just the one contact is required as a mandatory item.

Has the transition of Indigenous Australians into existing competition structures been successful?

- If so, why has it been successful
- If no, why has it not been successful

Currently developing our pathway for this into ‘mainstream’ tennis whilst providing the Indigenous community with greater opportunities and access

Demonstrate how your organisation has addressed current NISDP outputs & activities?

- Active participation (game familiarisation, targeted mainstream participation programs, ongoing structured events etc.)

Tennis in schools programs are the biggest target for us as it is inclusive of all children and targets a greater number of Indigenous children. These are then linked to clubs nearby

- Skills development (accredited coaching, officiating, scoring training, competition management etc.)

Currently developing a plan to educate one Indigenous elder/community member for a two year period so that they are well equipped with the necessary skills to deliver tennis

- Access to facilities, equipment and competition structures
Obviously a major factor in this is funds available. With $35k spread across 8 state/territories there is little left for items such as equipment/resources

- Research and development

Are the key NISDP principles still relevant? If not, why?
- Sustainability
- Whole of community approach
- Community ownership
- Long-term vision
- Partnerships with ISP State Coordinators and ISDOs

Most of them are. Whole of community approach is a very broad term that is often seem as an obstacle to SSOs → 'pleasing the entire community can be hard'. Tend to change this attitude to providing tennis in a mainstream structure but targeting specific areas to provide greater opportunities for the Indigenous community. Inclusive perhaps needs to be a key principle

Has your organisation received Cross Cultural Awareness Training as part of the NISDP?
- if yes, was the training valuable?
- if no, is your organisation interested in receiving training?

No we have not received this and would very much be interested in it

What has been the success rate of working with State Departments of Sport and Recreation (SDSR) in targeting the delivery of participation and development programs to Indigenous communities?
- if the success rate is high, why is this the case?
- if the success rate is low, why is this the case and how can it be improved?

As SSOs become aware of the valuable resource that is SDSRs they tend to utilise it well. However, SDSRs also need to spread their time evenly across all sports.

Has the interaction and engagement with organisations funded by the Department of Health and Ageing (DoHA), under the Indigenous Sport and Recreation Program (ISRP) been satisfactory?
- if so, why is it so?
- if not, why not and how could it be improved?

NA. We are currently looking at grants/funding that we can tap into for our future pathway.

What is the interaction/engagement with other NSW State Government agencies at the local/grassroots level when delivering/coordinating ISP activities/programs?

From a NSO perspective it seems ok. They have recently come on board with tennis which is a positive

In coordinating the delivery of the NISDP, do you access other resource from within the ASC to add value?
- Active After School Program
- Women in Sport Leadership Grants
Currently looking at the inclusive model of Disability and finding that it fits well with the Indigenous programs etc. Talent Identification is something that needs to be explored.

Have the prescribed ISP reporting requirements (and associated templates/format) enabled NSOs to capture accurate participation and development data?

- if so, why is it so?
- if not, why not and how could it be improved?

Not enough information is required. I have introduced a ‘Progress report’ that is due in December each year. A half page report to see how the SSOs are tracking and whether they are aware that they cannot meet certain targets – this then allows me to distribute those funds not used to other SSOs that had applied for greater funds in the beginning.

Does the NISDP value-add to what is currently being done within your sport or is it the only available program specific to Indigenous?

Currently our SSOs are looking at Multicultural programs as well, however, ISP does not allow funding for this. If there is any other way of receiving support for these programs please let me know.

Do you believe the NISDP needs to be more flexible to cater for individual programs/initiatives and/or pathways currently in place?

Yes. Creating a pathway from scratch requires substantial funding for at least a 3 year locked in period. Funding that we currently do not have. Thus the pathway may not be delivered due to lack of funding. A constant obstacle.

Do you believe the NISDP, in its current form, meets genuine community need?

Refer to multicultural comment.

Do you have a preference for mainstream programs/initiatives versus Indigenous-specific? If so, in your opinion what works better and why?

Both. Need to cater for the community to come together and embrace the Indigenous community. However at the same time provide experiences for the Indigenous community alone to provide them with greater opportunities.

Reflective Questions

Is the current level of financial support provided by the ASC enough to ensure the delivery of effective programs/activities at the local/grassroots level?

Currently no.

What other support, apart from financial, can the ASC provide to you?
Links to schools/communities that SSOs can make contact with

*If you could change one thing about the current NISDP, what would it be and why?*

Greater reporting required. Not just an excel spreadsheet. Good news stories that are distributed via the Indigenous officers throughout Australian sporting organisations that may be replicated etc
Touch Football Australia National Indigenous Sport Development Program (NISDP) - Questionnaire

Situation Analysis for NSOs

Has the approach to sport service delivery for Indigenous Australians under NISDP been successful?

Yes, Touch Football Australia (TFA) believes we have developed links to new initiatives and program development steadily during the funding period.

How do you rate the relationship between your organisation (and that of SSOs) and State/Territory Departments of Sport and Recreation (SDSR) in coordinating/delivering NISDP?

- Rating between 1-5 (1 = poor and 5 = excellent) 4

We are aware that we do have an issue in WA with the Indigenous Coordinator, he has expressed openly both to our NT and WA Managers his lack of commitment to the sport in general within WA.

Has the process for joint sign-off of Indigenous Sport Action Plans between SSOs and SDSR been successful? If not, why?

Yes mostly, though it varies from State to State, some SSO interaction with SDSR ISP Co-ordinator has been limited as co-ordinator may find sport not relevant and not be as co-operative as could be, as per above with WA. In QLD where local support is not offered there is a difference, therefore overall we believe a joint approach is the best situation.

Has the transition of Indigenous Australians into existing competition structures been successful?

Yes

- If so, why has it been successful

Due to the programs mostly being based on mainstream programs and the access to existing competition structures is successful. We have focused very much on these core outcomes, and emphasised their importance in all our projects and programs. We believe it is important in assisting transition. In assisting transition however, mentors and role models are also a further important aspect that we have come to rely on as well.

- If no, why has it not been successful

Demonstrate how your organisation has addressed current NISDP outputs & activities?

Active participation (game familiarisation, targeted mainstream participation programs, ongoing structured events etc.)

The varieties of approaches both in remote and metropolitan communities are wide and distinct. A good general demonstration has been the AusTouch
program, which as an introductory program it has offered both game
familiarisation and develops leadership with older students and or parents. This
allows a program to be set up and continue long term giving multiple benefits to
the people involved.

- **Skills development (accredited coaching, officiating, scoring training, competition
management etc.)**

Delivery can be flexible to suit each community, throughout the period we have
mainly focused on coaching accreditation and mentoring as well as officiating.
These form the basis for them the flow onto competition management.
Interestingly we have currently around 100 Indigenous athletes in our High
Performance Program we directly monitor and provide feedback on. This is a
large increase and shows the demonstrated success of especially the coaching
aspects that allow athletes to be encouraged and developed while providing
cultural guidance to the program managers and coaches who are not from an
indigenous background.

- **Access to facilities, equipment and competition structures**

Touch Football is unique in what it offers to communities as it is equally male and
female of all age groups. It is also very easy accessing equipment and facilities,
so it is attractive in most places in Australia.

- **Research and development**

Touch Football Australia during the period commenced an Indigenous Advisory
Committee that has developed a charter to assist us to develop this area of our
membership. Their feedback and involvement in the different areas from High
Performance, Technical Education and Delivery of community based support has
greatly assisted the organisation to have specific, targeted and ‘real’ information
on our impact with our Indigenous members and potential members. We believe
this is really only starting and is something we can develop further into the future.

**Are the key NISDP principles still relevant? If not, why?**

- Yes

- **Sustainability**
- **Whole of community approach**
- **Community ownership**
- **Long-term vision**
- **Partnerships with ISP State Coordinators and ISDOs**

- Yes we continue to support this aspect, again adding role models and mentoring
as very important.

**Has your organisation received Cross Cultural Awareness Training as part of the
NISDP?**

- Not recently

- **if yes, was the training valuable?**

- Yes it was to people from a non-indigenous background.
if no, is your organisation interested in receiving training?

Would be helpful for new employees as they commence in the organisation. This usually is encouraged through the relevant state they live.

What has been the success rate of working with State Departments of Sport and Recreation (SDSR) in targeting the delivery of participation and development programs to Indigenous communities?

Fairly high

if the success rate is high, why is this the case?

We believe this is fairly high as they can provide core knowledge and understandings to all sports that can then develop relationships and foster take up.

if the success rate is low, why is this the case and how can it be improved?

Has the interaction and engagement with organisations funded by the Department of Health and Ageing (DoHA), under the Indigenous Sport and Recreation Program (ISRP) been satisfactory?

if so, why is it so?

if not, why not and how could it be improved?

N/A

What is the interaction/engagement with other NSW State Government agencies at the local/grassroots level when delivering/coordinating ISP activities/programs?

No programs are run in NSW due to the lack of interest by New South Wales Touch Association in the ISP aspects.

In coordinating the delivery of the NISDP, do you access other resource from within the ASC to add value?

Yes, all of these.

Active After School Program
Women in Sport Leadership Grants
Disability Sport (Sport Ability, Sports Connect etc.)
Club Development
Junior Sport
Sport Ethics
Coaching and Officiating
National Talent Identification and Development

Have the prescribed ISP reporting requirements (and associated templates/format) enabled NSOs to capture accurate participation and development data?

if so, why is it so?

if not, why not and how could it be improved?

TFA has in addition to the reporting requirements developed and each state uses summary program/activity reporting template to track and report on in an ongoing
process. This is useful to track and remember exact information throughout a year.

**Does the NISDP value-add to what is currently being done within your sport or is it the only available program specific to Indigenous?**

The program links up and values add to allow additional focus and attention. Again the interaction and involvement with the program helps to continue to allow it to have funding priority which in turn ensures that the groups are recognised and supported within the context of Touch Football.

**Do you believe the NISDP needs to be more flexible to cater for individual programs/ initiatives and/or pathways currently in place?**

In general no, however supporting infrastructure and funding to support the indigenous advisory group would be helpful. This would allow more meetings, travel and more coordination. Currently TFA provides limited funding to this, however specific government support would allow more dynamic outcomes and further leadership development of the group.

**Do you believe the NISDP, in its current form, meets genuine community need?**

Yes, however with some adjustments in the areas of role models, leadership development, structures like an advisory group will ensure that it can grow and enhance the existing platform.

**Do you have a preference for mainstream programs/initiatives versus Indigenous-specific? If so, in your opinion what works better and why?**

Mainly use mainstream programs but have the flexibility to modify programs to Indigenous specific in some cases would be useful. This is mainly around having targeted programs like High Performance and Leadership Development. These sorts of opportunities would help to support transition in some cases, so that the base level knowledge and understandings can be focused and delivered in a framework that creates mentors.

**Reflective Questions**

*Is the current level of financial support provided by the ASC enough to ensure the delivery of effective programs/activities at the local/grassroots level?*

Extra funding would always make programs more effective, however the support is effective. As above setting up advisory groups and allowing development to leadership in these ways would also enhance.

*What other support, apart from financial, can the ASC provide to you?*

HR support of the ISDO’s, that are all inclusive and supportive.

*If you could change one thing about the current NISDP, what would it be and why?*

It would be good to have funding for Sports to have National Indigenous Sports Co-ordinators. This would allow someone specifically focused on these outcomes and they could enhance existing operational aspects as well and
develop further programs. Even if state coordinators had some more focus sport specific training and delivery of key sports that are found to be successful.

Additional Information

Do you have any additional comments which will value-add to the NISDP evaluation process?

It would be good say every six months for an up to date contact list of all State ISDO’s to be circulated to the SSO
Appendix four
**SWOT analysis from Indigenous Sport Program State Managers**  
National ISP Manager’s Planning Forum, 17/18 March 2009, convened at the Australian Institute of Sport, Canberra

<table>
<thead>
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<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
<th><strong>Opportunities</strong></th>
<th><strong>Threats</strong></th>
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</table>
| • expertise across the state  
• linkages with sporting industry  
• flexibility in planning and delivery of program at grass roots  
• industry contacts and networking  
• credibility of experience of ISDO’s  
• partnerships  
• permanency of Staff  
• state-wide network  
• engaging with community despite barriers  
• networks and rapport  
• job security (permanent positions)  
• staff (long term)  
• integrated with other ASC programs  
• balance between planning and flexibility  
• integrated into sport development branch  
• good networks/programs → AASC → Junior sport  
• offering specific opportunities for individual | • funding  
• lack of flexibility  
• not engaging with relevant commonwealth and state agencies  
• not all peaks engaged  
• communication  
• fund levels: state government departments??? which promotes access program  
• not effective in our influence, i.e. DoHA/ASC funding  
• in some circumstances can single out indigenous children  
• OPS funding can’t fund programs  
• partnerships  
• sustainability of programs (without direct ISP involvement  
• staff instability/retention  
• scale of delivery  
• lack suitable indigenous deliverer  
• training  
• competing agendas (NSO vs. | • flexible delivery  
• pro-activeness of community to undertake sport and recreation  
• other partners in community sport  
• trend in public interest in indigenous affairs  
• private and LG partnerships  
• integration with ISRP fund programs  
• SSA’s to become more flexible in delivering programs to communities  
• leverage more DoHA funds | • lose trust of clients due to high turnover  
• DoHA funding  
• NSO focus and structure  
• funding ceases  
• lack of evidence (evaluation)  
• loss of staff  
• political imperative  
• increased demands with no additional dollars  
• fragmentation of Tasmanian Aboriginal community  
• loss of identity with DoHA  
• turf wars!  
• lack of communication  
• state government policies  
• the Tasmanian government inconsistency in delivery of Aboriginal policy  
• loss of funding  
• partners → NGO – government  
• other departments’ agendas  
• lack of engagement by sports  
• fragmentation of indigenous groups/communities  
• budget cuts  
• lack of understanding by |
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<tr>
<th>Commitment</th>
<th>SSO</th>
<th>SSA's of their importance to indigenous communities</th>
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</table>
| • networking between ISDO’s  
• take-up of programs despite barriers  
• good participation outcomes for dollars spent  
• staff  
• broker and link with peaks → introduce to communities  
• involvement in SRA’s and RPAS  
• community development → community action plans → shire regional S&R plans  
• working with education providers → Cert IV S&R → influenced by employment of local people | • communication with stakeholders  
• perpetuates non-core?  
• community politics  
• value of S&R in broadening government agenda  
• remuneration vs. expectation  
• capacity of sport to deliver  
• retention and attraction of staff  
• too few ISDO’s  
• support for regional ISDO’s  
• remoteness – travel distance | • private providers  
• whole of government approach  
• resources  
• lack of awareness across government of ISP.  
• lack of credibility. |
**Force field analysis from Indigenous Sport Program State Managers**
National ISP Manager’s Planning Forum, 17/18 March 2009, convened at the Australian Institute of Sport, Canberra

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<th>variables that promote the achievement of the ISP objectives</th>
<th>variables that inhibit the achievement of the ISP objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Queensland</strong></td>
<td></td>
</tr>
<tr>
<td>- community need</td>
<td></td>
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<tr>
<td>- community ownership</td>
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<tr>
<td>- structured sport</td>
<td></td>
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<tr>
<td>- skilled staff</td>
<td></td>
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<tr>
<td>- flexible delivery of programs</td>
<td></td>
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<tr>
<td>- effective partnerships</td>
<td></td>
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<tr>
<td><strong>Northern Territory</strong></td>
<td></td>
</tr>
<tr>
<td>- community needs/wants (5)</td>
<td></td>
</tr>
<tr>
<td>- staff commitment (5)</td>
<td></td>
</tr>
<tr>
<td>- indigenous sport is our core business (5)</td>
<td></td>
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<tr>
<td>- state targeted grant program (ARC) (4)</td>
<td></td>
</tr>
<tr>
<td>- Government policy (3)</td>
<td></td>
</tr>
<tr>
<td>- address the gaps of access/participation (women in sport) (4)</td>
<td></td>
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<tr>
<td>- funding</td>
<td></td>
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<tr>
<td>- lacking of MOU</td>
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<tr>
<td>- climate and weather conditions</td>
<td></td>
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<tr>
<td>- distance/isolation</td>
<td></td>
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<tr>
<td>- reliance on external organisations</td>
<td></td>
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<tr>
<td>- limited skill base</td>
<td></td>
</tr>
<tr>
<td>- fragmented funding approvals</td>
<td></td>
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<tr>
<td>- coordination of services</td>
<td></td>
</tr>
<tr>
<td>- community politics</td>
<td></td>
</tr>
<tr>
<td>- staff turnover (5)</td>
<td></td>
</tr>
<tr>
<td>- insufficient funding (3)</td>
<td></td>
</tr>
<tr>
<td>- confusion as to who is delivering S&amp;R programs – community (4)</td>
<td></td>
</tr>
<tr>
<td>- lack of coordination (5)</td>
<td></td>
</tr>
<tr>
<td>- sport not seen/valued (message becomes the issue) – hidden impact</td>
<td></td>
</tr>
<tr>
<td>- lack of flexibility with funding agreements (5)</td>
<td></td>
</tr>
<tr>
<td>variables that promote the achievement of the ISP objectives</td>
<td>variables that inhibit the achievement of the ISP objectives</td>
</tr>
<tr>
<td>-------------------------------------------------------------</td>
<td>-------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Tasmania</strong></td>
<td><strong>state government policy and unwillingness to review (5)</strong></td>
</tr>
<tr>
<td>• dedicated ISDO committed to providing outcomes (5)</td>
<td>• influence of one-key Aboriginal organisation on implementation of policy and programs (5)</td>
</tr>
<tr>
<td>• SRT committed to Indigenous position (non-permanent) and funding (5)</td>
<td>• members of the Aboriginal community not willing to participate in ISP activities due to policy (5)</td>
</tr>
<tr>
<td>• enthusiastic community members participating in programs (5)</td>
<td>• lack of interest from SSO’s for future programs due to decreasing participating numbers (4)</td>
</tr>
<tr>
<td>• loyal SSO’s committed to doing programs (4)</td>
<td>• same pool of participants being ‘over-scheduled’ to keep participating (3)</td>
</tr>
<tr>
<td></td>
<td>• lack of interest from Aboriginal organisations to coordinate S&amp;R activities themselves (4)</td>
</tr>
<tr>
<td></td>
<td>• ability to access funds outside the ISP (ISRP) and ignore the ISP (4)</td>
</tr>
<tr>
<td><strong>Victoria</strong></td>
<td><strong>resources (funds and/or people) (4)</strong></td>
</tr>
<tr>
<td>• staff credibility and experience, networking with communities and sport (5)</td>
<td>• SSA’s – awareness of importance of role and willingness to participate (4)</td>
</tr>
<tr>
<td>• flexibility in planning and delivery of programs at grass roots by ISDO’s (4)</td>
<td>• community politics (4)</td>
</tr>
<tr>
<td>• SSA’s with an understanding and willingness to participate (4)</td>
<td>• whole of government and agendas of partners (3)</td>
</tr>
<tr>
<td>• whole of government/other partners (YMCA; Justice) (3)</td>
<td>• DOHA (2)</td>
</tr>
<tr>
<td>• trend in general community and sport of interest/acceptance of indigenous matters (3)</td>
<td>• lack of evidence to support program (3)</td>
</tr>
<tr>
<td>• enthusiastic community members (5)</td>
<td>• lack of awareness/credibility across government of ISP (2)</td>
</tr>
</tbody>
</table>

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## Australian Capital Territory and New South Wales

- ASC Funding Agreement (longer cycle → 4 years) (5)
- networks/rapport (4)
- permanent staff (partnered agencies/organisations sign off) (3)
- C&O accreditation add value for communities (3)
- staff turnover (uncertainty)
- resources
- flexibility of program ($$$’s used for)
- NSO v SSO’s → regions
- time allocation
- SSO and community values → understanding
- participants/participation

## South Australia

- staff – passionate (5)
- successful partnerships (5)
- community relationships (5)
- contacts (5)
- expertise (commitment and expertise – SSO’s) (4)
- leverage of ORS Grant – programs $$$ (4)
- working to meet ISDO action plans (3)
- contribution of state funds (2)
- issues of capacity to run programs once ISDO’s leave
- remoteness of communities
- budget cuts
- staff recruitment and retention
- lack of coordination
- dragged into other departments’ needs and agendas
- poor ability to sell our outcomes’ successes
- lack of commitment/capacity from SSO
- profile of sport in broader government agenda
- lack of commitment from NSO
- isolation of recreational staff

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<tbody>
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</tbody>
</table>
### Western Australia

- state and federal alliance
  (including funding)
- FIFO ISDO
- partnerships
- training programs
- staff permanency/stability

### areas of ambiguity

- communication
- political imperatives
- program future (commitment of federal government)

- lack of flexibility
- geographic isolation
- short term outlook
- lack of evidence to support achievements
- capacity of providers
- lack of community leadership
- tripartite program funding model
- remuneration versus expectation of ISO’s role
The way forward for the future from Indigenous Sport Program State Managers
National ISP Manager’s Planning Forum, 17/18 March 2009, convened at the Australian Institute of Sport, Canberra

What should stay as is:

- promotion of the ASC
- solidarity – national and state direction
- practical alignment of state and federal sports agendas for Indigenous peoples
- transparency – no hidden agendas
- sharing and resolution of issues
- contact with all staff
- open communication (accessibility)
- sharing outcomes, thoughts and TEST outcomes (analyse, evaluate outcomes)
- flavours of this group
- going forward
- ISDO’s know what works and doesn’t work – involve them
- specific goals to achieve outcomes
- the need to listen (inclusion of people in the communities).

What needs to shift (change):

- move to a partnership agreement
- longer-term and ongoing agreements at all levels
- discussions to expand ITAP
- travel with own states re: championships
- training for national/international
- more regular advice/information to higher levels in our departments – communicate with them and keep them updated
- greater negotiation on flexibility of funding
- resources from Commission to enable adaptation of our programs
- advocacy to clients/stakeholders (problem-solving) (change) (promotion)
- change broader outcomes – Port Headland
- development → succession → transference
- meet community needs
- recognition by community of the work the program does (validation)
- What about me? (contractual, industrial matters for employees).
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<tr>
<td>• support of the ASC and also the SDSR's who provide additional funding (5)</td>
<td>• community politics, regarding ACT indigenous groups who are fighting between themselves and being mindful of not upsetting anyone (5)</td>
</tr>
<tr>
<td>• access to other mainstream programs because physically located on same premise such as women and disability (2)</td>
<td>• funding levels – ACT receives minimal matching funding (4)</td>
</tr>
<tr>
<td>• role models (ACT) available who can assist in being deliverers and ambassadors of programs eg: soccer, rugby league (male and female) and volleyball, softball! The AIS in the backyard. (2)</td>
<td>• community sustainability – programs organised for participants, but numbers dwindle over time (4)</td>
</tr>
<tr>
<td></td>
<td>• the commitment of participants (3)</td>
</tr>
</tbody>
</table>
**NSW ISP Planning Forum, 31 March 2009, convened at the Olympic Park, Homebush**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>- resources – equipment, funding</td>
<td>- federal/state/regional issues</td>
<td>- sustainability of the ISP ISDO program</td>
<td>- change of government</td>
</tr>
<tr>
<td>- infrastructure – ASC and the ISP</td>
<td>- government agencies that create blocks</td>
<td>- linking with community-based initiatives – NAI DOC week (ISP supports event, provides resources, people)</td>
<td>- state and federal matters</td>
</tr>
<tr>
<td>- creates opportunity – sport in profile</td>
<td>- pulled different ways</td>
<td>- enhancing pathways</td>
<td>- funding</td>
</tr>
<tr>
<td>- coordination of services – ISP, state, region</td>
<td>- sporting bodies</td>
<td>- developing links</td>
<td>- focus of the program</td>
</tr>
<tr>
<td>- capacity to make a difference</td>
<td>- contradictory pathways</td>
<td>- develop stronger agreed partnerships</td>
<td>- elite sport has the focus</td>
</tr>
<tr>
<td>- ISP network – ISDO (support/forums)</td>
<td>- parallel pathways – indigenous and mainstream</td>
<td>- community</td>
<td>- community issues</td>
</tr>
<tr>
<td>- advocate for the community, being “voice” giving feedback</td>
<td>- limited coordination</td>
<td>- create inclusive sporting systems</td>
<td>- duplication of programs and services</td>
</tr>
<tr>
<td>- linking communities to resources</td>
<td>- pathways for staff</td>
<td>- change in communities</td>
<td>- quantity</td>
</tr>
<tr>
<td>- knowledge of the product and delivery services</td>
<td>- resources</td>
<td>- rugby league</td>
<td>- unrealistic reporting frameworks</td>
</tr>
<tr>
<td>- broad focus – sports that meet many needs</td>
<td>- sport is often on bottom of agenda – housing, police come first</td>
<td>- soccer</td>
<td>- loss/lack of personnel – turnover</td>
</tr>
<tr>
<td>- brokerage – linking and creating networks</td>
<td>- evolution/change – people, government, communities</td>
<td>- look at outdoor sport and virtual games/work placements</td>
<td>- lack of understanding of SSO’s/athlete structure</td>
</tr>
<tr>
<td>- partnerships – the centre of program – SSO – associations and clubs – community</td>
<td>- stretching finances - funding, registration costs, insurance, program variation</td>
<td>- traineeships (with genuine employment)</td>
<td>- diminishing community structure</td>
</tr>
<tr>
<td>- support to run the program</td>
<td>- ISP does not fund indigenous teams/representatives</td>
<td>- cadetships</td>
<td>- demographic movements</td>
</tr>
<tr>
<td>- planning/map</td>
<td>- lack of promotion of success</td>
<td>- ISP help link ISDO’s to their own development – courses, university</td>
<td>- lack of volunteers</td>
</tr>
<tr>
<td>- national, state, regional alliances</td>
<td>- lack of resources to promote</td>
<td>- professional development for ISDO’s</td>
<td>- lack of valuing of volunteers</td>
</tr>
<tr>
<td>- program delivery and measurement</td>
<td>- SSO’s do not promote their programs for ISP</td>
<td></td>
<td>- higher participation costs and resources</td>
</tr>
<tr>
<td></td>
<td>- lack of indigenous representation in SSO’s</td>
<td></td>
<td>- sustainability of support for stakeholders if things change</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- de-fragmentation – someone else’s umbrella</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- expectations of D.G./Minister on indigenous programs</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- additional manpower would assist</td>
</tr>
</tbody>
</table>
### NSW ISP Planning Forum, 31 March 2009, convened at the Olympic Park, Homebush

- uniformed approach to meet need
- links with government other departments (C'wealth, state, local)
- advertising
- support from the media
- website get the message out
- facilities – really good compared to other facilities
- branding – Australian government – talk about the program
- people
- experience
- knowledge
- reliability
- optimism/problem solving
- passion
- coaches
- promotion by the SSO’s

- not out in communities enough (urban region)
- lack of proactivity
- lack of cultural awareness at a management level
- lack of funds for interest ISP creates
- community expectation
- pinpointing what outcomes ISP level require for reporting versus what programs are implemented
- isolation – department
- loss of identity and presence
- isolation in regional areas
- inability of department to define and refine role statements

- bring the indigenous sporting funding under the one banner – the ASC’s banner

- (manner) – the way we deliver and approach communities is always different across the state so policies and procedures need to be flexible to suit each area
- how to we report effectively against program outcomes – flexibility
- improve system structures
- accountability
- stay connected
- structured sporting governance resourced by government (ASC)
- provision of service by and for indigenous people
- national policy, infrastructure and body
- Indigenous national sports advisory board (elected people)
- access to supportive national skill accreditation for ISDO's
- national uniform approach
NSW ISP Planning Forum, 31 March 2009, convened at the Olympic Park, Homebush

Successes of the NSW ISP program

- partnerships (buddy system, organisations and key Aboriginal people)
  - bring to the table and talking and working together
- reconciliation and inclusiveness
- creation of opportunities to participate/access pathways
- cultural perspectives
- giving information, listening and responding/need to react at times
- opportunity to participate
- getting community to the events
- participate → pathways to other things
- other programs in ASC/ISP
- skill and training
  - recruitment and employment
    - school
    - uni students
    - public
  - skilled people to deliver
- individual – leadership, self-esteem, opportunity
  - coach
  - train
  - strap (then they come to us)
- common interests
- newsletter
- sustainable program
- understanding culture and protocols required to build relationships
- support at a senior level (networks), sporting bodies – senior office
- raising the community’s own awareness of themselves – capability
- affecting the non-achievers
### Victorian ISP Planning Forum, April 24 2009, convened at the Spring St Conference Centre, Melbourne

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• relationships between various stakeholders - SSA’s, NSO’s, community, ISDOs are seen as part of community, other ISP programs – CCA, TIGs, additional work we do and how is complements the ISP - leadership, camps</td>
<td>• program promotion and its broader profile, funding – amounts and timeframes, links with other government programs – state and federal, competing agendas across government, ISDOs, SSAs, community politics, community expectations for what we can deliver, ISRP – duplication and cross over – who does what?</td>
<td>• communities developing long term spin offs from current work, linking more people together, leveraging from government programs and policy, indigenous involvement and content in large sporting contexts, e.g. events, industry flexibility in delivery and expected outcomes, more funding, diversion and preventative, canoeing and culture</td>
<td>• sport being hijacked, funding, lack of evidence – support for program continuation, community politics, other players denigrating what we do for a slice of the pie</td>
</tr>
</tbody>
</table>
### Force Field Analysis

**Victorian ISP Planning Forum, April 24 2009,**

**convened at the Spring St Conference Centre, Melbourne**

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</tr>
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<tbody>
<tr>
<td><strong>Victoria</strong>&lt;br&gt;4 - industry networks (SSA/NSO)</td>
<td>community funding</td>
</tr>
<tr>
<td>5 - community</td>
<td>cultural awareness</td>
</tr>
<tr>
<td>3 - other government agencies – agendas</td>
<td>competing interests</td>
</tr>
<tr>
<td>5 - ISDOs</td>
<td>duplication</td>
</tr>
<tr>
<td>4 - successes/recognition</td>
<td>lack of promotion –</td>
</tr>
</tbody>
</table>

### Drivers and Inhibitors

- community
- funding
Victoria: the way forward

- weaving cultural content of activities into core business
- Culture in sport delivery
- leveraging opportunities from sport and events to gain benefits across broader
- indigenous social factors e.g.: education, employment, business opportunities, justice
- etc
- leveraging from the ASC brand
- inclusive sports program as SSA and NSO business
- recognition across whole of government
- ISRP funding used under ONE banner – ASC!!!
Western Australia ISP Planning Forum, May 13 2009, convened at the Mantra on Hay Hotel, Perth

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<tr>
<th>variables that promote the achievement of the ISP objectives</th>
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</thead>
<tbody>
<tr>
<td>• quality of staff (5)</td>
<td>• quantity of staff (5)</td>
</tr>
<tr>
<td>• good management (5)</td>
<td>• bad management (culturally inexperienced and insensitive) (5)</td>
</tr>
<tr>
<td>• good news program (3)</td>
<td>• sponsorship demands (4)</td>
</tr>
<tr>
<td>• sponsorship (4)</td>
<td>• community politics (5)</td>
</tr>
<tr>
<td>• community support (indigenous/non-indigenous) (5)</td>
<td>• disappointment (3)</td>
</tr>
<tr>
<td>• opportunity/pathways the ISP creates (3)</td>
<td>• program profile/identity (4)</td>
</tr>
<tr>
<td>• individual passion (5)</td>
<td>• policy (2/3)</td>
</tr>
<tr>
<td>• the need for the ISP (5)</td>
<td>• historical experiences of communities (2/3)</td>
</tr>
<tr>
<td>• historic value/activity (3)</td>
<td>• sponsorship requirements (4)</td>
</tr>
<tr>
<td>• volunteers (5)</td>
<td>• government direction, state v. commonwealth (3)</td>
</tr>
<tr>
<td>• partnerships with other parties (4)</td>
<td>• cultural obligation (3)</td>
</tr>
<tr>
<td></td>
<td>• aboriginal only teams (2)</td>
</tr>
<tr>
<td></td>
<td>• volunteers (5)</td>
</tr>
<tr>
<td></td>
<td>• community spirit (3)</td>
</tr>
<tr>
<td></td>
<td>• management (4)</td>
</tr>
<tr>
<td></td>
<td>• transient community (2)</td>
</tr>
<tr>
<td></td>
<td>• mainstream acceptance and understanding (4)</td>
</tr>
<tr>
<td></td>
<td>• family support in some communities (5)</td>
</tr>
<tr>
<td>Strengths</td>
<td>Weaknesses</td>
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<tr>
<td>--------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>• the programs we deliver make a difference</td>
<td>• area too great to cover – unrealistic</td>
</tr>
<tr>
<td>• creative delivery</td>
<td>• community expectations</td>
</tr>
<tr>
<td>• for young boys/youth</td>
<td>• lack of resources</td>
</tr>
<tr>
<td>• role models</td>
<td>• inflexibility of ASC/DoHA</td>
</tr>
<tr>
<td>• community knowledge/understanding</td>
<td>• working with other organizations</td>
</tr>
<tr>
<td>• link between Aboriginal and non-Aboriginal cultures</td>
<td>• Health and Education and Training (DET)</td>
</tr>
<tr>
<td>• perceptions of issues and problems</td>
<td>• juvenile justice</td>
</tr>
<tr>
<td>• barrier breakers – support and perseverance</td>
<td>• identify local community leaders and volunteers</td>
</tr>
<tr>
<td>• access to high-profile role models</td>
<td>• partnerships</td>
</tr>
<tr>
<td>• grassroots engagement</td>
<td>• developing regional specific outcomes</td>
</tr>
<tr>
<td>• ability to run grassroots program in remote areas</td>
<td>• providing incentives for people to become involved</td>
</tr>
<tr>
<td>• community REC</td>
<td>• talent ID</td>
</tr>
<tr>
<td>• police connection</td>
<td>• more local promotion – good news stories about ISP</td>
</tr>
<tr>
<td>• networks</td>
<td>• improve interactions across cultures</td>
</tr>
<tr>
<td>• partnerships/networks</td>
<td>• towns/communities</td>
</tr>
<tr>
<td>• personal knowledge</td>
<td>• regions</td>
</tr>
<tr>
<td>• passion for sport and our people</td>
<td>• no champion for the ISP</td>
</tr>
<tr>
<td>• teamwork within the ISP</td>
<td></td>
</tr>
<tr>
<td>• Security</td>
<td></td>
</tr>
<tr>
<td>DSR (WA) had indicated that if the ISP funding was to cease, then it would fund the ISP positions within its current budget</td>
<td>numbers on ground</td>
</tr>
<tr>
<td>facilitators</td>
<td>skilled personnel at the community level</td>
</tr>
<tr>
<td>intimate knowledge of Aboriginal communities and people</td>
<td>flexibility</td>
</tr>
<tr>
<td>credibility in the communities</td>
<td>better internal policies</td>
</tr>
<tr>
<td>knowledge of what will actually work</td>
<td>partnerships with DSR mainstream</td>
</tr>
<tr>
<td>partnerships with DSR mainstream</td>
<td>begin to implement data collection</td>
</tr>
<tr>
<td>BHP/New Crest joint venture</td>
<td></td>
</tr>
</tbody>
</table>
Western Australia: the way forward

- skilling up community members/teachers etc
- providing support to communities to develop programs
- work in with other stakeholders to value add to program
- ISP with ASC to have more freedom to run program and more dollars for activities for Aboriginal people
- representative carnivals from Nyaangar country
- more programs in Nyaangar country
- unify funding sources into common programs (whole of government approach)
- regional planning as part of overall state plans
- support staff to ISDO’s/maybe CRO in towns or communities under common structure
- create regional community reference groups or committees (community ownership)
- break the cultural barriers
- empower the indigenous population to work with whoever is necessary (indigenous or non-indigenous) to make educated decisions regarding the direction and implementation of sport and recreation programs in indigenous communities to prove the opportunity for an indigenous sport and recreation committee to be created and held accountable for their decisions and outcomes
- community lack of participation
- grassroots/local carnivals/competitions progressing to district, region and state representation
- community participation
  - ownership
  - motivation
  - education
- mainstream - transfer to mainstream competition
- job opportunities ie acting position/higher duties promotions
- Indigenous people to get relevant accreditation, relevant experience (Torres Strait, Aboriginal identity)
- Indigenous people having say on indigenous issues at a higher level of management
• increase indigenous employment in mainstream work force
• better management
  o financial
  o security of employment positions
• wider involvement of users of facilities
• reconciliation between Aboriginal families etc
• not enough data/improve reporting
• Staff – more staff
• There needs to be region specific staff. Regions in need for more staff should get for programs to have a greater chance of success
• DSR ISP will be more promoted and programs we run will have more of an impact
• funding for travel and accommodation
<table>
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</table>
| • connection to community  
• providing sustainable programs  
• strength in identity – gives individuals increased self awareness of who they are and self esteem increases  
• offers opportunities to participate in programs they would not normally (tennis and surf life in TAS)  
• encourages SSOs and NSOs to give focus to indigenous participation. | • funding limited to $10,000. If the state government didn’t top-up, not enough for a full-time staff member  
• can be perceived as working in isolation to other programs. NSOs and SSOs perceive it as an additional activity rather than incorporating into standard activities.  
• flexibility of delivery – because it has to be delivered through SDSR, participation is currently limited (TAS). Look at other delivery models?  
• TAS eligibility policy  
• duplication from DoHA through ISRP funding paid directly to organisations  
• not recognising within guidelines ‘recreation’ opposed to structured sport. The focus could widen to ‘physical activity’ and therefore more participants. | • increasing pathways from ISP to mainstream programs – to avoid ‘silos’ occurring  
• widen scope of ISP to include ‘recreation’ and ‘physical activity’ to broaden potential participants (e.g. rap dancing in TAS) | • state government policy (TAS) restricting participation  
• organisations (e.g. schools) that do not wish to ‘single’ out eligible participants and may not promote programs because others might miss out  
• Active After Schools Committees program. Competes with the ISP in some regions  
• DoHA continuing to provide ISRP funding directly to indigenous organisations – diluting the efforts of the ISP |
<table>
<thead>
<tr>
<th>variables that promote the achievement of the ISP objectives</th>
<th>variables that inhibit the achievement of the ISP objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>• support of the ASC and also the SDSR's who provide additional funding (5)</td>
<td>• Tasmanian state government policy (5)</td>
</tr>
<tr>
<td>• support of SSO's. Loyal and willingness to hang in there (TAS) and keep long-term goals in mind (4)</td>
<td>• not being able to work with key Aboriginal organisations. Programs are not developed in consultation (TAS) (5)</td>
</tr>
<tr>
<td>• having an identified Aboriginal in the ISDO role enables connection to community and development of rapport. Particularly important in TAS, where ISDO unable to work with organisations (4)</td>
<td>• community sustainability – programs organised for participants, but numbers dwindle over time. (Commitment of participants) (3)</td>
</tr>
<tr>
<td>• access to other mainstream programs because physically located on same premise (ACT + TAS) such as women and disability (4)</td>
<td></td>
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<tr>
<td><strong>Strengths</strong></td>
<td><strong>Weaknesses</strong></td>
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</tbody>
</table>
| - strategy development  
- community engagement via unstructured activities  
- program pathways via mainstream delivery  
- flexibility  
- partnerships  
- commitment to ISP outcomes | - inflexibility of some sports to adapt programs  
- communication between all stakeholders  
- NSO v SSO delivery structures  
- lack of priority at senior management  
- financial resources | - work closer with the sport network  
- introduce new sport to new regions  
- social networking  
- sponsorship  
- new partnership eg. RFDS  
- better research | - government processes over-complicated  
- indigenous ‘politics’  
- ongoing sustainability  
- uncertainty due to Crawford Review |
### Strengths
- sustainability
- networking (when connections are made)
- pathways
- ISDOs
  - contacts in communities
  - utilising as "market value"
- role models
- coach/officiating resources
- good will
- in kind value (not often reflected)
  - personnel
  - resources

### Weaknesses
- inability to "connect"
- perception (just for juniors???)
- selling the value to SSOs
- NSO/SSO relationship
- flexibility of sports
- funding
- ISP seen to be an "add on" program to deliver
- rationalisation of the funding and acquittal process
- evaluation process
  - excel spreadsheets
  - reporting

### Opportunities
- better relationships
  - other sports
  - ISDOs
  - within sports
- increased awareness, education and training
- promotion
  - role models
  - successful case studies
- multi-sports – cluster sports
  - resources pulled together
  - employment of indigenous people in specific sports
  - planning
- exploit political climate
- access to “mainstream” opportunities
- access to traineeships

### Threats
- society
- government focus
- sport "swallowed” into other issues
- ISP survival
  - taking it out of the industry
<table>
<thead>
<tr>
<th>Strengths</th>
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<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• ISDO’s</td>
<td>• engaging communities to promote our organisations</td>
<td>• current demands on our organisation</td>
<td>• link community delivery and structures</td>
</tr>
<tr>
<td>• community level delivery</td>
<td>• varying models</td>
<td>• core vs. extracurricular</td>
<td>• adaptability to/of delivery</td>
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<tr>
<td>• varying models</td>
<td>• funding – DoHA</td>
<td>• aligning interest</td>
<td>• competition – vary service providers</td>
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<td>• focus on male dominated sports</td>
<td>• short term funding</td>
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<td>• weekday vs. weekend</td>
<td>• changing policy</td>
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<td>• volume of layers</td>
<td>• driven by DoHA</td>
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<tr>
<td>Strengths</td>
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<td>Opportunities</td>
<td>Threats</td>
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</tr>
<tr>
<td>- pathways – Llyod McDermet rugby</td>
<td>- advertising</td>
<td>- creating advisory committee</td>
<td>- funding diminishes</td>
</tr>
<tr>
<td>- linking program into ARU</td>
<td>- limited staff to deliver program</td>
<td>- cross-over of players between sports ie: women rugby 7’s</td>
<td>- flexibility – allocation of funding</td>
</tr>
<tr>
<td>- sponsorship</td>
<td>- lack of resources</td>
<td>- ‘First Contact’ event</td>
<td>- security of funding, ie 3-4 years</td>
</tr>
<tr>
<td>- new program – 7’s women, increase in participation</td>
<td>- funding targeted to elite program</td>
<td>- ISP listening</td>
<td>--------------------------------------------------------------------------------------------------</td>
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<tr>
<td></td>
<td></td>
<td>- including ISP into advisory committee, national reference body, representative from sporting bodies. Creates direct feed between national and ISP</td>
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<td></td>
<td></td>
<td>- policies in place for touring parties sending players home that misbehave, sending a strong message of discipline and towing the line</td>
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### Strengths
- working more effectively within own networks. Engagement in departments so the delivery can be more beneficial
- understanding core business is delivering sport
- allowing opportunities and choices for pathways
- NISDP allows greater participation at grass roots. Linking networks
- funding assists

### Weaknesses
- spread ourselves too quickly and thinly
- limited funding
- ISO having to work across a great number of sports
- relationships
- annual funding
- sports do not work together
- sport collaboration
- information sharing

### Opportunities
- to have a database/interactive website
- sports working together i.e. utilising skills and minimising costs
- learning best practice of other sports

### Threats
### National Sports Organisation Planning Forum, 23 April 2009, convened at the Melbourne Cricket Ground
### Rugby League, Football Federation of Australia, Tennis Australia

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<tr>
<td>• ASDO’s: tap into states relationship: ASDO’s use past/present indigenous players/ambassadors – respected relationship (government ISP program)</td>
<td>• impact: work other sports travel – reach cost difficult to quantify results to decision makers what price – enjoyment</td>
<td>• facilitate stronger relationships ASDO’s: NSO – meetings/forums clarify role ASDO’s: NSO’s indigenous activity – some states – all states: national link mainstream sport o opportunities o assistance</td>
<td>• $$$ funding: sustainable/consumed in travel lack of on ground delivery – indigenous coordination o within NSO o between NSO/ASDO o ASL – NSO o NSO’s strategic alignment – distributing – sharing good news stories among states</td>
</tr>
</tbody>
</table>
Successes of NSOs in relation to the ISP

Swimming
- Community building at local levels
- Work relationships with local clubs, indigenous community SRV ISDO’s to develop sustainable programs
- Development of aquatic skills amongst indigenous children

Hockey
- Integrated community – Migi Kokan Competition
- Modified coach education – 5 yr mou –Tagai College
- Combine sport/culture identity – Hockey ART Program

Softball
- Empower indigenous populations to play and run softball at grassroots
- Dedicated resources towards indigenous populations
- Indigenous people being a part of our participation groups now and in the future through strategic plan under inclusion

Basketball
- Inclusion – doesn’t matter what race, gender or ability, you can participate
- Relationships with role models
- Successful models/programs

Golf
- Improved coaching and officiating training opportunities
- Revamped development programs for juniors, women and girls, non-member golfers
- Strategic alignments between national and state golf organisations that lead to more effective delivery across the nation

Touch football
- Introduce the sport of touch through clinics in remote communities and metro areas. Austouch Programs, leaders programs – providing training opportunities – “Skills development” – community ownership
- National indigenous coordination
National Sports Organisation Planning Forum, 23 April 2009, convened at the Melbourne Cricket Ground

- thinking outside the square – touch and rugby = sevens
- promotion of come and try days

**Surf Life Saving**

- Both way community engagement
- Increased water safety and own environment

**Netball**

- Grassroots modified program (‘flexible’) – ‘NetSetGo!’
- Flexible coach/umpire accreditation programs
- Holistic approach framework
- Opportunities for indigenous girls and women

**Football Federation Australia**

- Indigenous football festival
- Funding charter for states (member federation) – develop own indigenous plan
- Supporting local community volunteers that have been very active in indigenous development

**Tennis**

- Develop a strategic plan for the next 3 years that promotes alignment between ASC, ISDOs TA and MAS, indigenous communities
- Developing relationships with past players and using them as inspirational ambassadors
- Integrated the pathway into existing mainstream structures
Queensland Indigenous Sport Planning Forum convened in Brisbane

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<tr>
<td>• great networks</td>
<td>• operate at the whim of Govt policy</td>
<td>• using S+R to promote diversionary initiatives e.g. domestic violence</td>
<td>• failing organisations (no one to fund in the community)</td>
</tr>
<tr>
<td>• good integration successes</td>
<td>• rely on grant funding</td>
<td>• armed services in communities</td>
<td>• SSO’s with profile get the $’s the community get nothing</td>
</tr>
<tr>
<td>• great reputation</td>
<td>• poor marketing</td>
<td>• utilising/pooling resources to build S+R infrastructure</td>
<td>• economic rationalism</td>
</tr>
<tr>
<td>• going to the people</td>
<td>• poor best practice promotion</td>
<td>• SSO’s + RDO’s better control of initiatives (strategically)</td>
<td>• MOG, Govt change cycles</td>
</tr>
<tr>
<td>• history and structure of the PCYC 1948</td>
<td>• job security</td>
<td>• Q2 policies e.g. volunteers, open space</td>
<td>• general apathy</td>
</tr>
<tr>
<td>• good at partnering TAFE, Health, Police etc.</td>
<td>• all things being equal (employ local), all things NOT being equal (import)</td>
<td>• the new proposed LOCAL Gov’t Bill e.g. town plans, corporate plan</td>
<td></td>
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<tr>
<td>• create sustainable structures</td>
<td>• blue card constraints</td>
<td>• QPCYW A e.g. one funded body, evidence based data</td>
<td></td>
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<tr>
<td>• happy to fail (try new things)</td>
<td>• vehicle constraints</td>
<td>• PCXC become lead agency</td>
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<tr>
<td>• experienced S+R staff</td>
<td>• legislation</td>
<td>• Strengthening the role and status of HGO’s</td>
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<tr>
<td>• networks</td>
<td>• partnership with DoC and possibly being utilised for intervention programs for ‘At Youth Risk’</td>
<td>• SSO’s having better local links</td>
<td></td>
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<tr>
<td>• relationship with clients</td>
<td>• Utilising schools to conduct S+R clinics e.g. GA &amp; SP</td>
<td>• better informal networking statewide</td>
<td></td>
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<tr>
<td>• regional and area offices (people on the ground)</td>
<td>• red tape (bureaucracy)</td>
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<tr>
<td>• S+R specific (identity)</td>
<td>• lack of S+R coordinated activities in communities</td>
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<tr>
<td>• community response to community issues (e.g. clinics, sports ambassadors)</td>
<td>• indigenous funding program e.g. don’t have one</td>
<td></td>
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<tr>
<td>• S+R utilised in a holistic approach e.g. pride, self-esteem</td>
<td>• travel funding, program funding, E+T funding</td>
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<tr>
<td>• minister has a sports background</td>
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<tr>
<td>• S+R used to build capacity and sustainability</td>
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Queensland Indigenous Sport Planning Forum convened in Brisbane

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<tr>
<th>not just funding administrators</th>
<th>state govt doesn’t rate S+R, until an intervention is required</th>
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<tbody>
<tr>
<td></td>
<td>QPCYWA over reliance of service</td>
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<td></td>
<td>review and reduction of S+R funding programs and dollars</td>
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<tr>
<td><strong>Strengths</strong></td>
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<tr>
<td>------------------------------------------------------------------------------</td>
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<tr>
<td>• accreditations</td>
<td>• spread too thin (areas covered)</td>
</tr>
<tr>
<td>• working with SSOs</td>
<td>• job security/remuneration levels</td>
</tr>
<tr>
<td>• networks in regions</td>
<td>• inflexibility of what we can deliver</td>
</tr>
<tr>
<td>• planning (yearly)</td>
<td>• community expectations</td>
</tr>
<tr>
<td>• reporting</td>
<td>• no small grant funds to support people</td>
</tr>
<tr>
<td>• good rapport with service management and fellow staff members (mainstream)</td>
<td>• one-off events</td>
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</table>

South Australia ISP Planning Forum, April 24 2009 convened at the Spring St Conference Centre, Melbourne
variables that promote the achievement of the ISP objectives

- staff (the team) (5)
- local people/staff (5)
- quality of our programs (5)
- NSOs, SSOs (4)
- networks (4)
- ASC (4)
- bucket of grant funds (4)
- links to SRA’s/RPA’s (3)

variables that inhibit the achievement of the ISP objectives

- geographics (5)
- lack of (staff) (5)
- cultural activities/events (5)
- lack of stability in program (5)
- reducing state budgets (5)
- roles in communities changing turnover (4)
- acceptance in community (3)
- getting pulled into other agendas (3)
- community capacity partnerships (3)
- community politics (2)