

STRATEGIC PLAN 2021-2030

FIRST NATIONS LEADERSHIP
HEALING-CENTRED ACTION
STRONGER FUTURES

ACKNOWLEDGING COUNTRY AND THOSE WHO LEAD

We acknowledge the Larrakia and Arrernte peoples, and the Traditional Owners and Custodians of every Country where we work. We pay respect to Elders past and present and to generations of First Nations leaders whose knowledge, courage and care have sustained culture, healing and community wellbeing.

Hoops 4 Health stands on this leadership. We honour the Elders, families, participants, community champions, coaches, staff, Alumni and partners whose contributions have shaped our journey. Their wisdom and lived experience will continue to guide our future.





MESSAGE FROM OUR CEO & OUR HISTORY

Basketball opens the door. What matters is what happens next: a young person feels safe, a relationship grows, someone finds calm, and new possibilities emerge.

Hoops 4 Health has been shaped by First Nations leadership long before this plan. I acknowledge the Elders, families and community leaders who have shared their knowledge, and every participant, coach, staff member and supporter who has helped build our work. Our success belongs to this collective effort.

From 2027 to 2030, we will deepen our healing-centred approach, grow First Nations leadership and make our impact clearer. We will strengthen the connection between understanding the brain, emotional regulation and opportunities to learn. We will stand alongside young people navigating youth justice in the Northern Territory and work with communities in some of the Southern Hemisphere's most remote places.

We will create space for women's physical activity, extend financial wellbeing through Hoops 4 Wealth, and recognise our Alumni as leaders. We will listen to lived experience and connect what happens on the ground with the policies that shape people's lives.

Our ambition is not simply to deliver more programs. It is to help people feel stronger, more connected and more hopeful and to ensure First Nations leadership shapes the systems around them.

Timmy Duggan OAM

Founder & Chief Executive Officer



OUR STORY

Hoops 4 Health grew from basketball-based engagement into a First Nations-owned and led model spanning sport, health, education, justice and community wellbeing. Developed in community over three decades, our model brings First Nations wisdom together with coaching, neuroscience, psychology and education. It is built on respect, engagement and trust.

AWARDS & RECOGNITION



2026	**Winner,** Blak Business of the Year – Northern Territory Indigenous Business Network
2026	**Finalist,** National NAIDOC Person of the Year — Founder Timmy Duggan
2025	**Nominee,** Social and Emotional Well-Being Award, NT Mental Health Week
2024	**Winner,** Innovation in the Workforce, NT Mental Health Week
2023	**Winner,** Dedication to Health in a Remote Setting, National Rural & Remote Health Awards
2022	**Winner** High Commendation, Northern Territory Human Rights Commission
2022	**Winner** Indigenous National Men's Health Award, Australian Men's Health Forum
2022	Communities in Action (NT), Suicide Prevention Australia
2012	**Winner,** Play Your Part Award, NAPCAN
2005	The Bulletin Magazine's Smart 100 in Australia for Innovation in Health

OUR PLAN

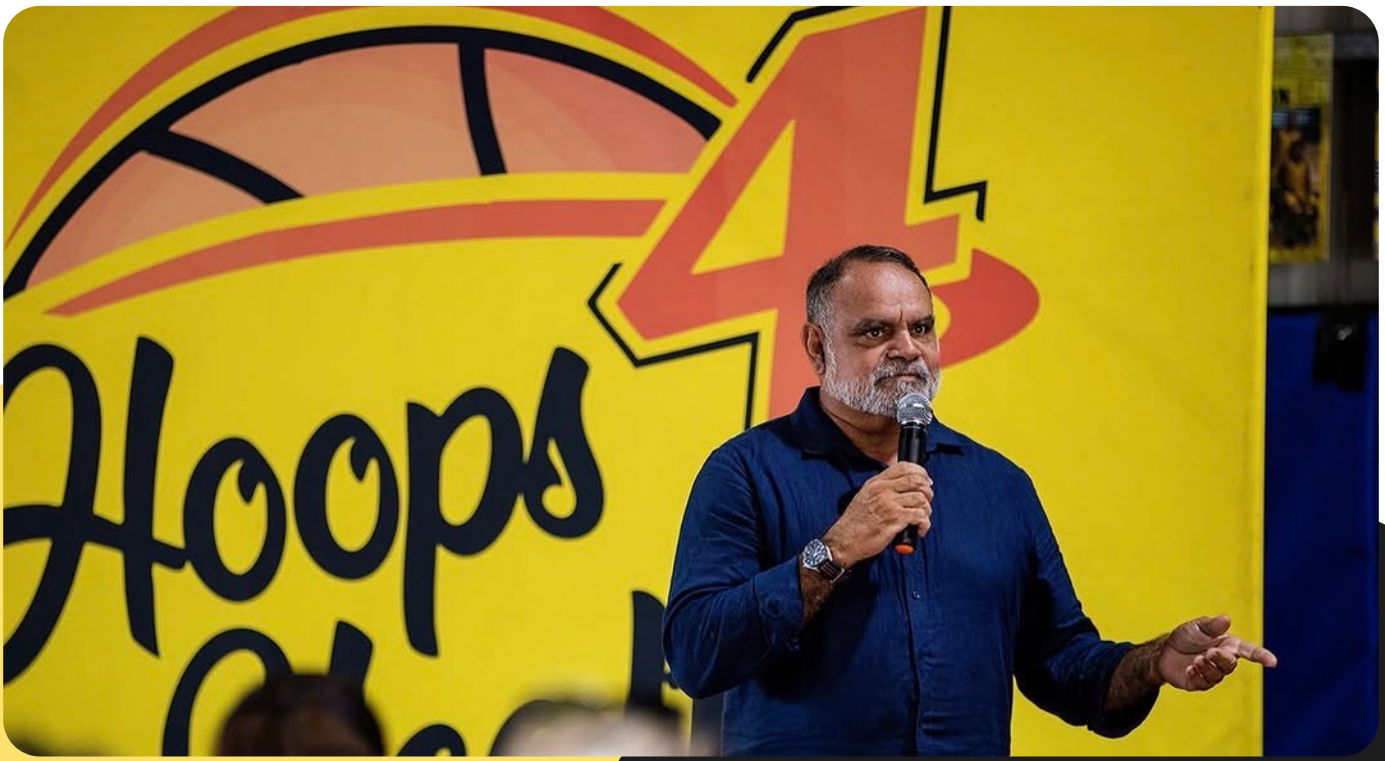
By 2030: Make impact visible: use stories and data.

We will deepen the quality and reach of our model, not grow at the expense of cultural safety, relationships or community priorities. Our strategic choices are to strengthen healing, invest in people, and turn shared learning into better programs and policy.

Strengthen healing. Connect culture, movement, relationships and emotional regulation across our spectrum of programs.

Grow First Nations leadership. Strengthen our workforce, champion lived experience and celebrate Alumni pathways.

Make impact visible. Use stories and numbers to improve practice & connect grassroots knowledge with systems change.



VISION, PURPOSE AND FOCUS AREAS

OUR VISION

Resilient, more connected, families, young people and communities.



OUR PURPOSE

As a First Nations-owned and led organisation, we work with communities to build hope, foster resilience and celebrate First Nations success through culturally safe, healing-centred sport, mentoring and learning.



OUR FOCUS AREAS

Healing & emotional regulation

Strengthening social and emotional wellbeing through culture, trusted relationships, movement and learning.

Equity, hope and opportunity

Reaching remote communities; supporting women's physical activity; strengthening education, financial wellbeing & pathways beyond youth justice.

Leadership and systems change

Growing First Nations coaches, local champions and Alumni, and bringing lived experience into evidence and policy.

OUR CONTRIBUTION TO HEALTH

Public health: address inequities and the social and cultural conditions shaping wellbeing.

Health promotion: strengthen community action, supportive environments and control over health.

Health education: build practical knowledge through movement, yarning and mentoring, including nutrition, tobacco and other drug harms, financial and social and emotional wellbeing.



OUR STRATEGIC PRIORITIES

STRATEGIC PRIORITY 1

Strengthening our healing-centred well-being approaches

The change we seek: people feel safer, more regulated, connected and ready to learn.

Our strategic commitments

Make the brain–program–impact connection clear

Translate our neuroscience-informed approach into accessible tools for participants, coaches and partners. Connect movement, breath work, flightpath coaching, the Calmness Circles and deep listening with emotional regulation, relationships and readiness for learning.

Strengthen our spectrum of healing programs

Maintain a coherent model across community, school, sport, rehabilitation and justice settings, while adapting with local cultural leadership and participant priorities.

Strengthen pathways through and beyond NT youth justice

Build trusted partnerships supporting prevention, diversion, engagement in detention and continuity on return to community. Connect young people with culture, education, mentoring and opportunity rather than defining them by justice involvement.

Put remote equity and women's participation at the centre

Prioritise community-led access in some of the Southern Hemisphere's most remote places. Co-design culturally safe physical activity opportunities with women and girls in remote communities, guided by their preferences and leadership.

Advance financial wellbeing through Hoops 4 Wealth

Build on this First Nations-led innovation to strengthen financial capability, confidence and self-determination, and bring participants' experiences of financial barriers into advocacy.



One model, a spectrum of healing

Our existing program spectrum includes the healing-centred sport academy and training centre; Gloves of Hope; “At Risk” Youth Program Services; Hoops on the Inside and Leave-of-Absence Continuity; remote community outreach; Hoops 4 Wealth; the NT Corrections Domestic, Family Sexual Violence Specialist Program; Play Our Way: Female engagement in Remote communities and Tackling Indigenous Smoking and alcohol and other drugs programs.

What success looks like

Participants can use emotional regulation tools in everyday life; communities shape accessible programs; women identify safe and meaningful ways to be active; and young people experience stronger connections to learning, culture and support.

STRATEGIC PRIORITY 2

Building our First Nations Workforce, celebrating H4H Alumni

The change we seek: First Nations people lead, lived experience shapes practice, and success creates opportunity.

Grow First Nations leadership and capability.
Strengthen culturally grounded coaching, mentoring, professional learning and leadership pathways, including local champions who sustain community capability.

Create pathways from participation to contribution.
Enable participants and Alumni to progress into peer mentoring, coaching, education and employment opportunities, with support suited to their goals and readiness.

Value lived experience as expertise.
Create supported opportunities for participants and Alumni to inform program design, workforce learning and evaluation. Recognise their contribution and protect choice, consent and cultural safety.

Explore credible microcredential pathways.
Partner with suitable education and training providers to investigate recognised learning in healing-centred sport, mentoring, leadership and financial wellbeing, without implying accreditation before it is secured.

Celebrate our people and our Alumni.
Share participant-defined success, recognise the contributions of earlier generations, and build an Alumni network that connects achievements with future opportunities.

Success means a stronger First Nations workforce and Alumni who are recognised not only for where they have been, but for what they choose to lead next.

STRATEGIC PRIORITY 3

Leading knowledge of our model, evidence & data practices

The change we seek: community knowledge improves practice and influences systems.

Put the Impact Framework into practice.

Use program logics to connect our model and activities with organisational, individual, community & systemic outcomes. Distinguish participation and delivery from evidence of meaningful change.

Bring stories and numbers together.

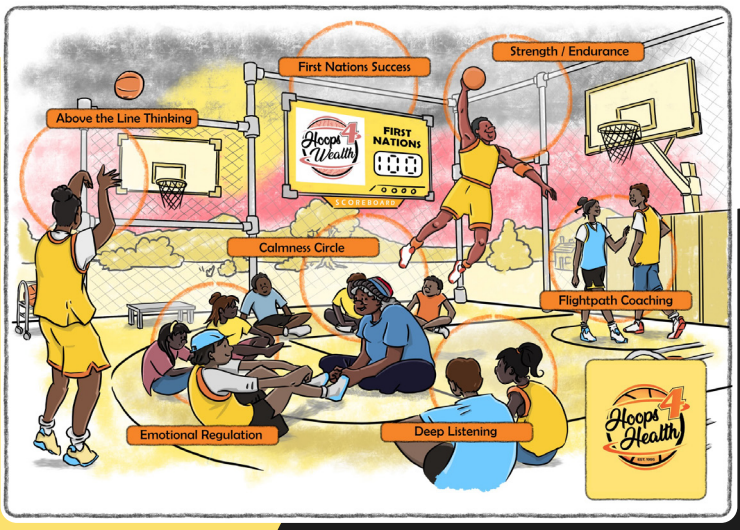
Combine participation, retention, graduation and referral information with yarning, participant feedback and consent-based stories of change. Test how our regulation-focused approach contributes to outcomes rather than assuming it proves impact.

Connect policy with grassroots programs.

Bring community and participant experience into youth justice, education, health and financial wellbeing policy discussions, and translate policy commitments into culturally safe local practice.

Lead ethical learning and knowledge sharing.

Strengthen First Nations governance of knowledge and data, informed consent and reciprocity. Work with research partners and return findings to communities in useful, accessible forms.



OUR OUTCOMES

Our Impact Framework follows a clear logic: trusted, culturally safe relationships and opportunities to regulate, connect and learn can strengthen confidence and resilience; these changes can support stronger families, communities and more inclusive systems.

The outcomes below express the change we seek by 2030. Evidence will be interpreted with participants and communities; broader impacts are contributions, not results Hoops 4 Health can achieve alone.

Outcome level	Change we seek	How we will recognise progress
Individual	People use emotional regulation tools, strengthen confidence and resilience, and progress towards education, leadership, employment and financial wellbeing goals.	Participant accounts of using tools; goal progress; education and pathway transitions; relevant wellbeing measures.
Community	Stronger connections to kin, culture, community and Country; greater confidence in healthy choices; more meaningful physical activity opportunities for women in remote communities.	Community feedback and yarning; women's accounts of access and safety; sustained engagement and local leadership.
Youth justice pathways	Young people in the NT experience trusted support across prevention, justice involvement and return to community, with stronger links to learning and opportunity.	Young people's experiences; continuity of relationships and referrals; reconnection to education and community supports.
Workforce & Alumni	First Nations staff, local champions and Alumni have stronger capabilities, recognition and pathways to lead.	Staff and Alumni accounts; leadership and mentoring pathways; learning completions, including microcredentials where established.
Organisational	Services are relevant, respectful and culturally safe; partnerships are strong; reporting supports accountability and learning.	Participant and partner feedback; evidence of program improvement; accessible, timely reporting.
Systemic	Community knowledge informs policy and more culturally safe practice in health, education, justice and financial wellbeing.	Documented policy contributions; partner adoption of approaches; examples of changed practice and community benefit.

OUR LONGER-TERM CONTRIBUTION

Improved quality of life, resilience and self-determination; progress towards closing gaps in health, social and emotional wellbeing, education, employment and economic security; and steps towards reconciliation.



OUR FOUNDATIONS & ENABLERS

THE FOUNDATIONS WE WILL PROTECT

First Nations leadership and self-determination.

First Nations knowledge, authority and community priorities guide our direction. We respect local cultural protocols and the leadership of Elders and Traditional Owners.

Respect, engagement and trust.

Relationships come before activity. Cultural safety, dignity and connection underpin how we work with participants, families and communities.

Holistic social and emotional wellbeing.

Recognise connections to body, mind and emotions, kin, community, culture, Country, spirituality and ancestors. Acknowledge the effects of history, racism, stigma and social conditions while building on First Nations strengths.

Two-ways learning.

Bring First Nations wisdom into dialogue with neuroscience, psychology, coaching and education, without displacing cultural knowledge or treating one approach as sufficient on its own.

THE ENABLERS WE WILL STRENGTHEN

People, care and safe practice.
Invest in workforce capability, mentoring and wellbeing, with safeguarding and culturally safe support across community and justice settings.

Community-led partnerships.
Work with Elders, local champions, community-controlled organisations, schools, justice services, training providers, research partners and supporters. Let local priorities shape remote delivery. This includes partnering with academic institutions to foster two-way knowledge exchange, research and evidence building.

Sustainable capacity.
Seek funding and partnerships that support continuity, remote access and the full cost of culturally safe relationships—not growth detached from impact. Protect the integrity of the model and our intellectual property.

Ethical evidence and accountability.
Apply the Impact Framework and AIATSIS-aligned research ethics, including informed consent, First Nations governance, benefit and reciprocity. Review progress annually with staff, participants and community partners, sharing learning and adapting priorities where needed.

Recognition and shared success.
Make room to celebrate participant achievements, Alumni leadership and the contributions of those who built Hoops 4 Health. Share stories only with permission and on the storyteller's terms.



NTIBN | BLAK BUSINESS AWARDS

BRING THE FIRE!

WINNER

NT BLAK BUSINESS OF THE YEAR 2026



HOOPS 4 HEALTH