

TERRITORY FAMILIES, HOUSING AND COMMUNITIES

Northern Territory Sports Academy

SERVICE DELIVERY FRAMEWORK 2022-2025





I am pleased to present the Department of Territory Families, Housing and Communities (the Department) Northern Territory Sports Academy (NTSA) Service Delivery Framework (the Framework) for 2022-2025.

The Framework has been designed following consultation with representatives from National Sporting Organisations (NSOs) and Northern Territory (NT) sport and active recreation stakeholders. The Framework has also been informed by published research and contemporary best practice programs relating to sport participation and the development of athletes and the sport workforce (coaches, officials and other key support personnel) from grassroots to elite levels.

The Framework is aligned with the National High Performance Sport Strategy 2024 (NHPSS24), which envisions national pride and inspiration through international sporting success. The Framework complements the NT Sport and Active Recreation Strategic Plan 2021-2025 (the Strategic Plan), with a particular focus on two strategic priorities:

1. Achievements are celebrated and inspire the community - performances of local athletes and the sport workforce are recognised and acknowledged.

2. Partnerships are agile, responsible and focused on optimising collective impact - the NTSA will work with sports and local communities to design, implement and evaluate processes and programs that target improved recruitment, retention and performance of athletes and the sport workforce at all levels across all areas of the Territory.

The Framework is a critical piece of work that will guide the NTSA, in partnership with key stakeholders, to provide Territory-wide programs that will create opportunities for more Territorians to be involved in sport and share the benefits an active lifestyle provides.

I look forward to seeing the successful outcomes that will be achieved, and celebrated, through the collaborative efforts of the NTSA and key stakeholders in delivering the Framework over the next three years.

A handwritten signature in black ink, appearing to read 'Ken Davies', written in a cursive style.

Ken Davies PSM
Chief Executive Officer

Background

In 2020, the Department commenced consultation with the sport and active recreation sector and broader community to develop the Strategic Plan. The table below summarises what the sector and community wanted from, what was then known as, the Northern Territory Institute of Sport (NTIS).

Athletes and Parents	The Workforce	Sports
Safe, inclusive, value for money experiences that involve fun, enjoyable and appropriate participation opportunities across a variety of sports.	Promotion of safe, inclusive environments for athletes and workforce personnel in all regions of the Territory.	Broad community promotion of sport and delivery of pathway and workforce development-related information and education sessions to members and others across the Territory.
Appropriate development programs in the participation and performance pathways.	Resource support for workforce development strategy, planning, processes and programs.	Resources to help design, promote, implement and evaluate sport-specific workforce recruitment, retention and development programs in all regions.
High quality coaching, officiating and other support roles.	Involvement in ongoing, personal learning and development programs.	Support for broader athlete engagement in sport, talent identification and development (including leadership capabilities) in all regions.
The same level of services and opportunities are available in regional areas that athletes at the same level of the pathway in Darwin are being provided with.	Support for recognition and reward programs to incentivise workforce engagement.	Engagement of athletes and coaches in regional academy programs focused on foundation and talent potential level development.

In November 2021, in response to sector and community feedback, the NTIS was renamed the NTSA to reflect the shift away from a focus on only delivering elite-level athlete services to a limited number of sports primarily in Darwin, and a lesser extent Alice Springs, to a broader role of assisting sports and regional councils across the Territory. The NTSA will implement contemporary good practice programs targeting holistic development of junior athletes and the sport workforce to improve recruitment, retention and, where talent is evident, progression along the pathway.

The NTSA Framework diagram overleaf outlines how the Framework will achieve this via its athlete and workforce development programs influence on the Sport Participation Pathway Model¹, including reference to the Australian Institute of Sport's Foundations, Talent, Elite and Mastery (FTEM) Framework, and National Athlete Categorisation Framework that supports the NHPSS24.

NTSA Purpose

In support of the Strategic Plan's vision (celebrated communities, vibrant places, active Territorians) and mission (partnering to build safe, strong and proud communities where every Territorian is valued and able to participate), the NTSA aims to:

Support the sporting community to provide enriching environments that engage, recognise and empower Territory athletes, coaches, officials and other key support personnel to optimise their potential and enhance their abilities to thrive in their sporting and non-sporting lives.

NTSA Guiding Principles

Implementation of the Framework will be underpinned by the following guiding principles:

1. Value Added Development Focus – the NTSA will collaborate and co-invest with NSOs, Peak Sporting Bodies (PSBs) and other system partners to provide high-calibre leadership and allocate resources to enhance sports design and implementation of sustainable, high quality athlete, coach, official and other support personnel programs across the Territory.
2. National Alignment – NTSA will collaborate with National Institute Network partners to support the NHPSS24 and identify, monitor and support nationally categorised athletes.
3. Wellbeing and Safety – NTSA will act at all times to ensure the wellbeing and safety of all staff, athletes, coaches, officials and other support personnel involved in NTSA programs.
4. Community Standards – all NTSA staff, athlete, coaches, officials and other support personnel involved in NTSA programs are role models for the community and behave in ways reflective of this responsibility.

NTSA Alignment with the NT Sport and Active Recreation Strategic Plan 2021-2025

Through the Framework, the NTSA will address the following Strategic Goals and associated Key Strategies.

Strategic goal: Achievements across sport and active recreation are celebrated and inspire the community.

- Support local, regional, Territory and national organisations to enhance the development of sporting pathways from grassroots to elite levels.
- Prioritise investment in and recognition of athlete, coach, official and other key support personnel development programs from grassroots to elite levels.
- Safeguard the integrity of sport and active recreation.
- Promote achievements in sport and active recreation and publicise its many benefits.

Strategic goal: Partnerships are agile, responsible and focussed on optimising collective impact.

- Deliver grant programs that drive the achievement of our strategic goals.
- Enable communities to shape the future of sport and active recreation through local decision making and employment pathways.
- Publicly report our performance to celebrate our success and to ensure transparency and accountability.
- Actively encourage equitable and diverse leadership across the sector.

NTSA Framework Programs

The Framework will be implemented through the following athlete and workforce development programs.

NTSA Athlete Development Programs

In collaboration with the Community Sport Officer team, the NTSA will partner with PSBs, regional councils and other stakeholders to design and implement processes, practices and programs specific to supporting the long-term development and involvement of athletes. This will include annual monitoring of athlete progress and achievements as well as evaluation of program activities.

Foundations Program

Region	How	Who	What	Why
Darwin, Palmerston and rural areas	Scheduled morning, afternoon, weekend and school holiday sessions at identified venues in Darwin, Palmerston and Litchfield.	Any children 5 to 14 years of age that nominate to be in the program and have a signed parent/carer consent form.	Blocks of fun and personally challenging activities focused on fundamental movement and foundation sporting skills competency through holistic development that encompasses wellbeing, resilience and leadership.	Development of physical literacy facilitates engagement and retention of children and young people in sport and active recreation over the lifespan.
Katherine, Nhulunbuy, Tennant Creek and Alice Springs	Scheduled morning, afternoon, weekend and school holiday sessions at identified community and school locations.			
Remote communities	Intensive (e.g. 2-3 day) sessions scheduled 3-4 times per year.			

Futures Program

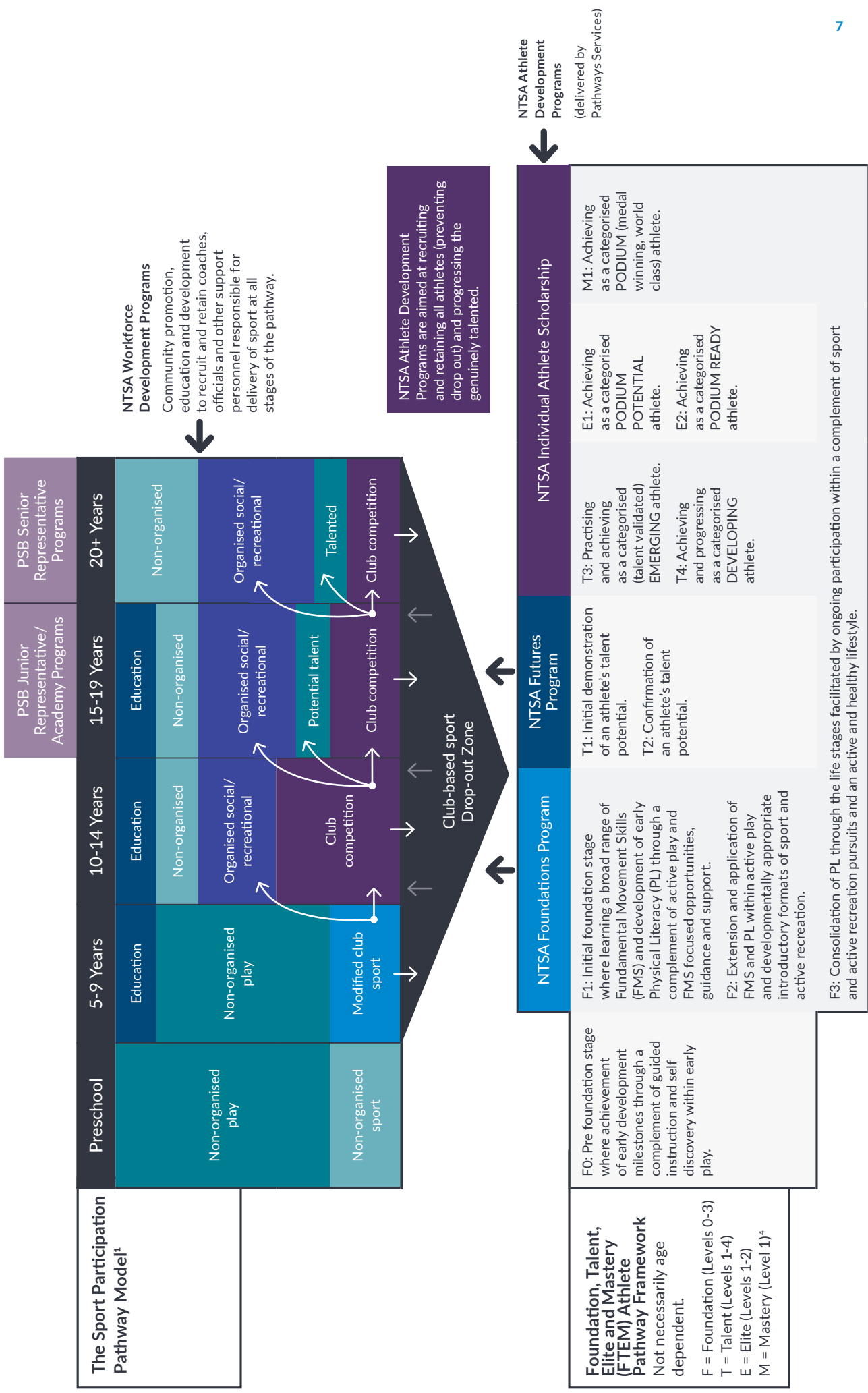
Region	How	Who	What	Why
Darwin, Palmerston and rural area	Scheduled morning, afternoon, weekend and school holiday sessions at identified venues in Darwin, Palmerston and Litchfield.	15 to 19 year olds nominated through the respective PSB, and vetted by the NTSA ² , that have signed athlete agreements.	Blocks of sport-based activities and education forums focused on holistic development of athletes and their coaches that target outcomes relating to competence, confidence, connection and character (the 4Cs ³).	Effective coaching and training with the intent of achieving the 4Cs helps facilitate retention and improve the chances of young athletes achieving success in sport and life more broadly.
Katherine, Nhulunbuy, Tennant Creek and Alice Springs	Scheduled morning, afternoon, weekend and school holiday sessions at identified community and school locations.	15 to 19 year olds nominated through the respective Regional Sport Association (RSA), club or school, and vetted by the NTSA, that have signed athlete agreements.		
Remote communities	Intensive (e.g. 2-3 day) sessions scheduled 3-4 times per year.	15 to 19 year olds nominated through the respective regional council or school that have signed athlete agreements.		



Individual Athlete Scholarship

Region	How	Who	What	Why
All of NT	Bespoke provision of available sport science and sports medicine services as required by the athlete when in the NT, as well as funding to help offset training and competition expenses.	NSO nationally categorised athletes from the NT on 12 month scholarship agreements.	Direct athlete servicing and funding support in accordance with identified needs in the athlete's Individual Performance Plan.	The NHPSS24 requires system partners, including the NTSA to provide categorised athletes with a nationally consistent minimum level of resourcing to help Australia achieve sustained sporting success at the highest levels.

NTSA Service Delivery Framework



NTSA Workforce Development Programs

In collaboration with the Department's Strategic Partnerships and Community Sport Officer teams, the NTSA will partner with PSBs, Regional Councils and other stakeholders to prioritise the design and implementation of processes, practices and programs specific to primarily supporting the involvement of volunteer (non-paid) coaches, officials and administrators (e.g. committee/board members).

This will include an annual assessment of each sport and/or community's workforce profile, needs and gaps, followed by design and delivery of promotional, educational and developmental activities that address NSO accreditation requirements and Volunteering Australia National Standards. Annual monitoring and evaluation of program activities and recipient development will also occur.

Workforce Promotion Program

Region	How	Who	What	Why
All of NT	Promotion of sport volunteer roles, benefits, resources and achievements.	All recognised PSBs, RSAs, clubs and regional councils across the NT.	Media and other forms of advertising of volunteer roles and formal acknowledgement of volunteer contributions and achievements.	Recognition and development of volunteers leads to improved recruitment and retention rates while ensuring their health, safety and wellbeing is assured.

Workforce Support Program

Region	How	Who	What	Why
Darwin, Palmerston and rural area	Development and delivery of volunteer involvement-related resources and activities.	NSO accredited volunteer coaches and officials, committee/board members and anyone interested in undertaking any of those roles.	Access to online resources and involvement in face-to-face learning and development forums.	Recognition and development of volunteers leads to improved recruitment and retention rates while ensuring their health, safety and wellbeing is assured.
Katherine, Nhulunbuy, Tennant Creek and Alice Springs				
Remote communities		Community members involved or interested in sport delivery-related volunteer roles.		

Workforce Grant Program

Region	How	Who	What	Why
Darwin, Palmerston and rural area	Administration of annual volunteer development grants.	NSO accredited volunteer coaches and officials and committee/board members.	Application-based grant funding to cover scholarships and other personal development-related initiatives that recognise and support the commitment to volunteering, ongoing learning and contributions to sport in the community.	Recognition and development of volunteers leads to improved recruitment and retention rates while ensuring their health, safety and wellbeing is assured.
Katherine, Nhulunbuy, Tennant Creek and Alice Springs		Community members actively involved in sport delivery-related volunteer roles.		
Remote communities				



PSB Workforce Grant Program

In addition to NTSA leadership of specific athlete and workforce development programs, the NTSA will manage an annual grant program with eight PSBs responsible for governing the sports of basketball, cricket, football, hockey, netball, rugby league, rugby union and tennis. The funding is for each PSB to provide the highest quality programs and environments to optimise development of athletes, coaches and officials across the NT, and to achieve self-sustainable delivery through:

1. provision of evidence-based contemporary good practice programs to NT-based athletes
2. coaches and officials that improve recruitment, retention and performance
3. securing other revenue and/or creating organisational efficiencies to continue delivery of the development programs without the workforce grant from 1 July 2025.

National Selection Grant Program

The NTSA will also manage an annual grant program that provides financial support for Territorians selected to represent Australia in an international sporting event, as an athlete, coach, official or other recognised support role. Financial support will also be available for a primary carer or support person if required for eligible athletes with a disability or special needs.

The Framework Success Measures

In addition to scientifically valid tools deployed to measure development of the Framework program participants, the following key performance indicators will be assessed as an integral part of monitoring and evaluating the Framework.

- The number (with relevant demographic details) of athletes, coaches, officials and other key support personnel involved in the Framework programs annually.
- The recruitment and retention rate of participants in sports across all Framework programs.
- The progression of Framework program participants against individual development/performance plans.
- The number of Foundation and Futures Program athletes progressing to NT representative selection.
- The number of Futures Program athletes progressing to national categorisation status (i.e. NTSA Individual Athlete Scholarship).
- The number of emerging and developing level categorised athletes (with an NTSA Individual Athlete Scholarship) progressing to podium levels (i.e. Australian senior, open age, representative selection and/or national/international professional sport contracts).
- Satisfaction (and similar feedback-related) ratings and comments from participants across all Framework programs.

Endnotes

1. Rochelle Eime, Melanie Charity & Hans Westerbeek (2022). The Sport Participation Pathway Model: A conceptual model for participation and retention in community sport. *International Journal of Sport Policy and Politics*, DOI: 10.1080/19406940.2022.2034913
2. The vetting process includes assessment of program-relevant competencies and completion of necessary screening requirements once offered a Futures Athlete Agreement. If an athlete fails to meet competency benchmarks, the nominating body and the athlete's coach will be provided with relevant advice to address. Numbers may be capped based on servicing capacity.³
3. The 4C's: **Competence** – sport-specific technical and tactical skills, performance skills, improved health and fitness, and healthy training habits; **Confidence** – internal sense of overall positive self-worth; **Connection** – positive bonds and social relationships with people inside and outside of sport; and, **Character** – respect for the sport and others, integrity, empathy and responsibility.
4. FTEM Framework: <https://www.ais.gov.au/ftem>





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