

## Culturally Inclusive Planning for Sports (CIPS) Toolkit



### About CMYI

The Centre for Multicultural Youth Issues (CMYI) is a statewide community based organisation that aims to strengthen and build innovative partnerships between young people, support services and the community to enhance life opportunities for young people from **culturally and linguistically diverse (CLD)** backgrounds.

The Centre has a priority focus on CLD young people from refugee and newly arrived communities. Originally established in 1988 as the Ethnic Youth Issues Network, the organisation was re-named the Centre for Multicultural Youth Issues (CMYI) in 2000 to coincide with the change of auspice to the Australian Multicultural Foundation (AMF).

CMYI represents a range of individuals and organisations from CLD communities, government and non-government organisations with a commitment to improving the social and personal status of young people from CLD backgrounds.

### Key Service Areas

The Centre operates within an inclusive framework involving youth agencies, migrant and refugee communities, government and non-government organisations.

Key service areas include:

**Support to the Sector:** providing support to youth groups/organisations, newly arrived migrant and refugee communities/organisations and service providers;

**Liaison with Government and NGOs:** communicating with government and the non-government sectors on trends and issues impacting on young people from newly arrived migrant and refugee backgrounds;

**Policy Development:** contributing to state and federal government policies on newly arrived migrant and refugee young people;

**Cross Cultural Training:** undertaking cross cultural consultancy and training to organisations within the government and non-government sectors;

**Cross Cultural Resources:** developing cross cultural resources for the government and non-government sectors;

**Managing Programs:** managing and providing innovative programs targeting newly arrived migrant and refugee young people;

**Information Dispersal:** undertaking community education and sector support on cross cultural issues affecting young people from newly arrived migrant and refugee backgrounds, including *CMYI eNews*, a bi-monthly electronic newsletter, publications and the CMYI website, [www.cmyi.net.au](http://www.cmyi.net.au);

**Statewide Network:** resourcing a statewide network of individuals and community based organisations representing migrant and refugee communities; and

**Research:** undertaking research on multicultural youth issues.

## Culturally Inclusive Planning for Sports (CIPS)

### Overview

This resource is designed to provide sports associations, organisations, clubs and facilities with information and strategies for developing culturally appropriate policies and programs.

CIPS is designed to assist associations and organisations to:

- Identify current strategies;
- Review current practices in relation to Culturally and Linguistically Diverse (CLD) Communities;
- Develop or adapt programs for CLD groups; and
- Measure outcomes for CLD communities and participants.

### CIPS Toolkit

The CIPS Toolkit is divided into four parts:

1. Cultural Diversity Audit
2. Policy Formulation and Development
3. Participation Action Plan
4. VicHealth Partnership Analysis Tool

### The Aim

Fostering a climate of change is more than simply producing documents and programs. It is about promoting a culture of inclusiveness within the organisation. Staff at all levels should be actively involved in the process and management needs to provide structure and practical support to enable change to occur.

### Assigning Responsibility

The process of developing an inclusive and responsive organisation does require time and commitment, especially in the early stages of the planning process. However you don't have to do it on your own.

CMYI can play a key role in facilitating this process by:

- Providing cultural awareness training for all staff so that they are aware of the issues facing CLD communities in relation to access to sport;
- Working with staff to develop awareness of the Culturally Inclusive Planning for Sports (CIPS) process;
- Liaising with ethno-specific agencies to ensure their involvement in the consultation process;
- Ensuring that dissemination of information occurs within the organisation and is provided to ethno-specific communities and service providers;
- Co-opting people with specialist knowledge to assist in the planning and evaluation process as required; and
- Establishing a CIPS working group within your organisation.

The key role of the CIPS working group will be to:

- Facilitate the development of strategies and performance indicators;
- Facilitate the development of a written Multicultural Inclusion Policy and Participation Strategy; and
- Ensure that targets and outcomes are achieved.

## Beginning the Process

Although the CIPS process requires extra work initially, making it part of your strategic planning and core policy will allow you to see cultural inclusiveness as part of every planning process rather than as a separate project.

Whenever your organisation develops, implements, delivers or promotes any program or policy you should check whether you have incorporated strategies to increase participation for:

- CLD communities
- Women (including young women)
- People with disabilities; and
- Indigenous communities.

By addressing the barriers faced by these groups, you will enable improved access to your organisation and programs.

## What is included in the CIPS Toolkit

### 1. Cultural Diversity Audit

This checklist helps you gain an understanding of where your organisation is at in terms of CLD inclusiveness and what things need to be done.

It can be used at the beginning of the process to set your direction and at the end to evaluate your progress.

### 2. Policy Formulation and Development

When policies are formed in haste without proper consultation they can often seem meaningless and useless to the people who have to implement them. The process outlined in this tool is about how to use a collaborative approach to policy formulation.

The procedure is outlined step by step and includes some policy templates that can be adapted and used as required.

### 3. Participation Action Plan

This part of the CIPS Toolkit will assist your organisation put CLD inclusiveness into action. The tool provides prompts for developing set tasks and allocating timelines and responsibility.

### 4. VicHealth's Partnerships Analysis Tool

This tool, developed by VicHealth, provides a framework that can assist your organisation to:

- develop a clearer understanding of the range and purpose of collaboration;
- reflect on the partnerships established; and
- focus on ways to strengthen new and existing partnerships by engaging in discussion about issues and ways forward.

To download VicHealth's *Partnerships Analysis Tool* go to: [www.vichealth.vic.gov.au](http://www.vichealth.vic.gov.au)

## 1. Cultural Diversity Audit

**Key Question: How inclusive is your organisation to culturally and linguistically diverse (CLD) groups?**

The following page is a checklist to help you assess what stage your organisation is at when it comes to multicultural inclusion. This can be used at the beginning and at the end of your inclusion strategy.

# 1. Organisational Cultural Diversity Audit

Measures	Yes	No	In Progress
<p><b>Planning and Evaluation</b> Has your organisation...</p> <ul style="list-style-type: none"> <li>discussed the benefits of increasing participation of CLD groups?</li> <li>allocated responsibility, resources and accountability for a multicultural plan?</li> <li>provided relevant information and training to your staff and volunteers about the planning and evaluation stage?</li> </ul> <p><b>Information Gathering and Consultation</b> Has your organisation...</p> <ul style="list-style-type: none"> <li>consulted with CLD young people and identified their needs?</li> <li>identified barriers to access and taken steps to address them?</li> <li>collected relevant information and data about the CLD population in your area?</li> </ul> <p><b>Policy Development and Implementation</b> Has your organisation...</p> <ul style="list-style-type: none"> <li>reviewed all existing policies to ensure they reflect diversity?</li> <li>consulted relevant stakeholders including staff, government and non-government bodies in the development or review of your multicultural policies?</li> <li>established terms of reference for boards and committees that states the need to consider CLD communities when developing and implementing policies?</li> </ul> <p><b>Program Development and Service Delivery</b> Has your organisation...</p> <ul style="list-style-type: none"> <li>a range of programs that are gender specific and culturally sensitive to the needs of CLD groups?</li> <li>ensured that cost is not a prohibiting factor for some CLD communities?</li> <li>ensured that coaches and trainers who are delivering programs to CLD communities are culturally aware?</li> </ul> <p><b>Communication</b> Has your organisation...</p> <ul style="list-style-type: none"> <li>actively promoted its programs outside the mainstream membership base?</li> <li>promoted programs avoiding the use of stereotypical images that may be perceived as excluding certain groups?</li> <li>used a variety of communication strategies to reach CLD groups?</li> </ul> <p><b>Staffing and Human Resources</b> Has your organisation...</p> <ul style="list-style-type: none"> <li>ensured that staff are trained in the use of culturally appropriate language?</li> <li>actively encouraged people from CLD communities to apply for paid positions within your organisation?</li> <li>allocated responsibility for CLD inclusion to appropriate staff?</li> </ul> <p><b>Reviewing and Evaluation</b> Has your organisation</p> <ul style="list-style-type: none"> <li>evaluated its performance against its goals?</li> <li>implemented an annual review of its strategic plan?</li> <li>set up a system to collect data information about CLD clients who access the organisation?</li> </ul>			

Information for this resource was adapted from: *Social Responsibility – It's your Business*, NSW Department of Sport and Recreation, 2002

### Policy Development

The policies of an organisation create the framework that guides its strategies, programs and advocacy work.

Policies are created around the core values of the organisation or around current issues facing your target group or your sector. These policies are usually based around rights, equity, inclusion and social justice.

### Why Have a Multicultural Policy?

Having a multicultural policy will guide the direction of your strategic plan and provide a framework around strategies and practice.

CLD young people face a number of barriers in accessing sports programs and services. These include:

- Language barriers
- Lack of access to information
- Lack of awareness about generalist services
- Unfamiliarity with mainstream systems
- Lack of specific services
- Other cultural factors

Services also fail to attract CLD young people for many reasons, including:

- Lack of knowledge about the specific needs of the community
- Lack of networking with communities and other agencies
- Difficulties in providing suitable information about their services to communities

### The Collaborative Model

Clear and specific policies are essential for effective organisational collaboration. For policies to be meaningful and useful they need to be understood and accepted by the people who have to work with them.

Often policies are drafted by management and are then sent to staff for feedback. This process can make open discussion difficult as staff may feel they cannot provide honest and open feedback.

It can also reduce creativity when people have to respond to something that has already been laid out, rather than being part of the policy formulation process from the beginning.

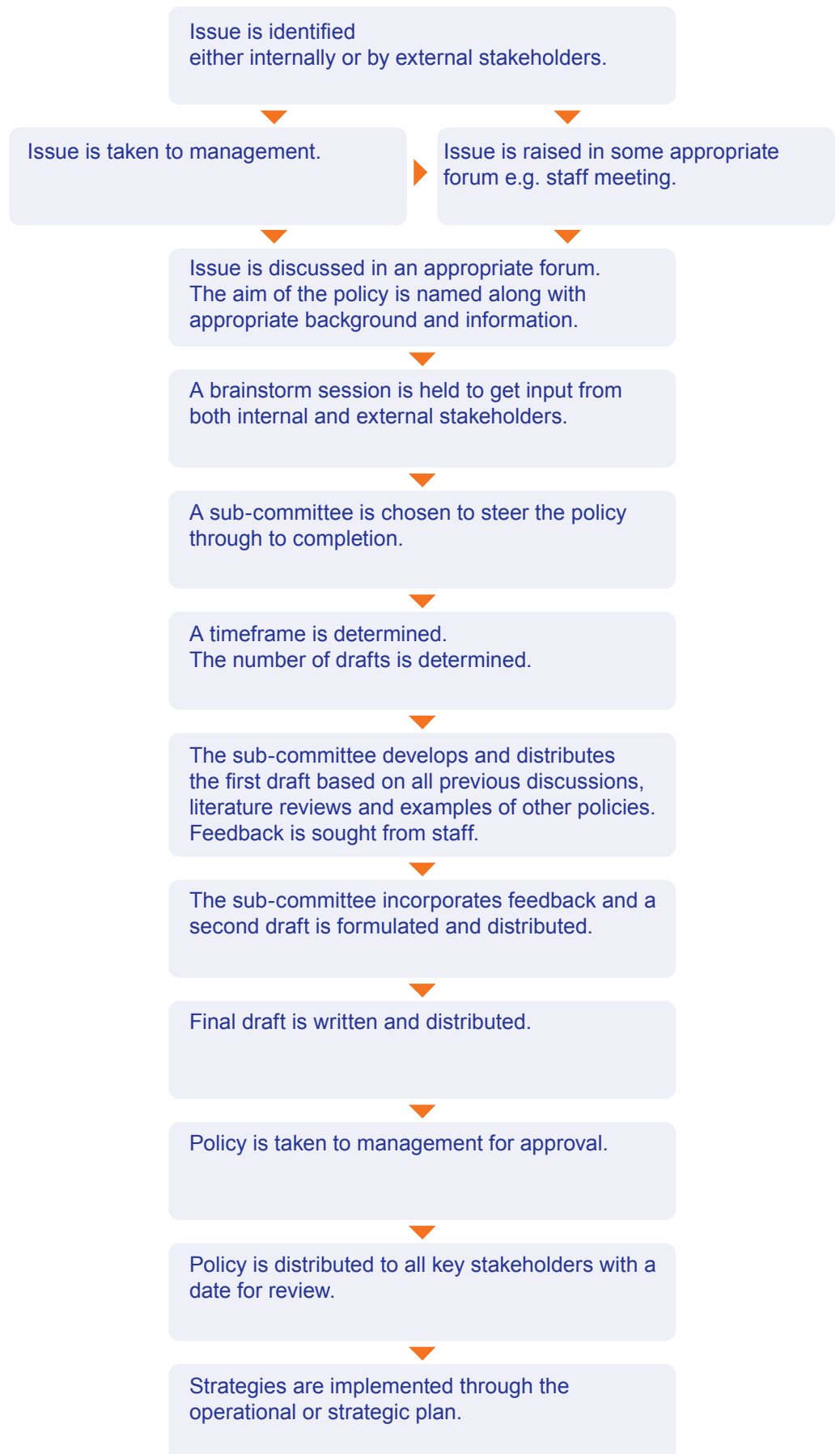
Involvement by all stakeholders, including management and staff, in the formulation of policy will ensure that the collective knowledge and experience of everyone in the organisation is taken into account.

### The Process

Policy formulation is often an organic process which takes place when staff and key stakeholders identify, discuss and research issues collaboratively.

## 2. Policy Formulation & Development

### Policy Development Process



## 2. Policy Formulation & Development

### Policy Template

Introduction	About <b>[Insert your organisation here]</b> and what your mission and role is.....
The Rationale	<b>[Insert your organisation here]</b> is based in the City of Melbourne. The City of Melbourne has been identified as new growth corridor for newly arrived and refugee young people...
The Aim of the Policy	The aims of the policy are to assist <b>[Insert your organisation here]</b> in its delivery of services to CLD young people...
The Principle of the Policy	The policy is base on the following principles... E.g. <ul style="list-style-type: none"> <li>• That Victoria is a multicultural state</li> <li>• That all young people in Melbourne have the right to access services, resources and programs, etc</li> <li>• That barriers in accessing services should be minimised...etc.</li> </ul>
Relevant Legislation	<ul style="list-style-type: none"> <li>• Victorian Anti Discrimination Act and Equal Opportunity Legislation</li> <li>• Racial and Religious Tolerance Legislations</li> <li>• Victorian Multicultural Act</li> <li>• United Nations Declaration on Human Rights...etc</li> </ul>
Strategies	<b>[Insert your organisation here]</b> will use the following strategies to implement our multicultural policy <ul style="list-style-type: none"> <li>• Inclusion</li> <li>• Diversity</li> <li>• Consultation</li> <li>• Communication</li> <li>• Targeted approach</li> <li>• Service Coordination</li> </ul>



### Uniform Policy Template

CMYI has created this easy-to-use template for sports organisation that want to implement an inclusive uniform policy.

Traditional sports uniforms can exclude some young women who are from diverse backgrounds, or even mainstream young women, who feel conscious about their bodies.

Having a flexible uniform policy can make your sport more accessible to women from all backgrounds.

Just insert the name of your organisation in the space below.

Don't forget to publicise it to your members and clubs.

#### Uniform Policy

**[Insert your organisation here]** recognises that in circumstances where religious and cultural beliefs conflict with [your organisation] standard dress code, that modification to the standard uniform may be required.

This may include, but is not restricted to

- The wearing of traditional Muslim head scarf
- The wearing of leggings or tracksuits to cover legs
- The wearing of long sleeve top to cover arms

**[insert your organisation here]** requires that Headscarves can be tied but are not to be fastened with any pins or sharp objects.

Colours of headscarves or other garments must be in accordance with, or resemble the official colours of **[Insert your organisation here]**.

Date: \_\_\_\_\_

Date for review: \_\_\_\_\_

#### More Information

For further information about our Multicultural Inclusion Policy contact

**[Insert your information here]**

**[Insert logos etc where appropriate]**



## 2. Policy Formulation & Development

### Sample Policy

*[Insert your organisation here]*

### Multicultural Inclusion Policy Statement and Action Plan

#### Introduction

Write one to two paragraphs about your organisation.

#### Statement

*[Insert your organisation here]* welcomes, encourages and supports the inclusion of culturally and linguistically diverse young people in all areas of the organisation.

#### Aim

*[Insert your organisation here]* aims to provide an environment where young people from culturally and linguistically diverse communities feel

- Welcome
- Represented
- Included in decision making
- Able to participate
- Free from discrimination and racism

#### Policy Principles

The policy is based on the following principles:

1. That Australia is a multicultural nation with a diversity of cultures. This diversity is seen as a strength to be respected and used for the development of a tolerant, cohesive society.
2. All Australians have the right to express and share their cultural heritage. All Australians have the responsibility to respect the cultural heritage, religion and language of others.
3. All Australians have the right to use **[your organisation here]** services, resources and access our programs.
4. That barriers to participation are removed in the planning and delivery of programs and services.

#### Strategy

*[Insert your organisation here]* has adopted the following strategies to ensure its commitment to being an inclusive organisation.

*[Insert your organisation here]* will

- 1.1 Increase access for CLD young people by ensuring that **[Insert your organisation here]** is aware of the community's demographic profile and that its programs and services reflects the need of the community by:
  - Providing staff with information and training in dealing with different cultural groups in their local areas.
  - Providing information in languages that are appropriate to the local demographic.
  - Employing appropriate staff who can service the needs of CLD communities.
  - Creating an environment that is culturally appropriate.

## 2. Policy Formulation & Development

- 1.2 Ensure that the design and delivery of programs are planned and delivered in consultation with CLD communities, peak bodies or community representatives by:
- Identifying community leaders to represent their community on **[Insert your organisation here]** boards, committees and working groups.
  - Actively seek community input into program development and delivery.
  - Actively form partnerships with ethno-specific agencies, schools and service providers in their local areas.
- 1.3 Ensure that program and services are culturally relevant to the interests and cultural requirements of the local CLD community by:
- Providing staff with guidelines for working with CLD groups specific to their local area.
  - Providing the opportunity for communities to participate with their local community in a separate program or environment.
  - Accommodating cultural needs around physical space and dress codes.
- 1.4 Ensure that information is distributed to CLD communities by:
- Actively promoting and encouraging people from CLD communities to participate in club activities by promoting its programs in culturally inclusive magazines, newspapers and through other culturally linked networks.
  - Publicise its commitment to inclusion to its members and the wider community.
  - Review all existing promotional material and ensure that stereotypical images that may be perceived as offensive or derogatory to a group, race or sex are eliminated.
- 1.5 Provide separate and ethno-specific opportunities for people from CLD backgrounds to participate by:
- Delivering specific programs for people from CLD backgrounds
  - Provide skills development specifically tailored to meet the needs of CLD clients.
- 1.6 Show its commitment to multicultural inclusiveness by:
- Implementing strategies that allocate responsibility for inclusion to the whole organisation.
  - Appoint a policy making body that is sensitive to the issues of the CLD community and actively seeks out key stakeholders in the CLD community when reviewing or developing policies.

This policy was adopted on

Date: \_\_\_\_\_

Signature of Management or Board Members \_\_\_\_\_

### More Information

For further information about our Multicultural Inclusion Policy contact:

**[Insert your information here]**

**[Insert logos etc where appropriate]**

## Participation Action Plan

This Participation Action Plan is about putting theory into practice and establishing performance measures which can be used to assess the strategic direction of your organisation.

Your plan can be as simple or as detailed as you like. The tool is based around six key activity areas:

1. Planning and evaluation
2. Information gathering and consultation
3. Policy development and implementation
4. Program development and service delivery
5. Communication
6. Staffing and human resources

Organisations set actions and performance measures against each of these key principles in order to achieve their objectives.

### 1. Planning and Evaluation

The first step in any planning is an important one. This includes planning to make a commitment to multicultural inclusion and allocating resources and responsibilities.

### 2. Information Gathering and Consultation

Accurate information about your target group will help you to determine the direction of your organisation. Information gathered by consultation with your target group will give you the best grounding for planning inclusive programs and services.

### 3. Policy Development and Implementation

Policies provide guidance on the day-to-day implementation of your plan. As well as adopting new policies, existing policies should be reviewed to ensure that they are consistent with your new plan.

### 4. Program Development and Service Delivery

Culturally specific programs as well as recruitment of culturally sensitive staff will allow greater participation of CLD groups in your organisation.

### 5. Communication

The manner in which you promote your activities will play a large part in determining your success in attracting more CLD participants to your organisation.

### 6. Staffing and Human Resources

Culturally aware and sensitive staff will ensure that your organisation is able to deal with specific cultural issues that may arise. Sustainable programs are ones that have the appropriate human resources allocated to them and involve staff who have a broad knowledge of their sector and the communities they work with. Providing staff with appropriate training and support will ensure your plan succeeds.

## 3. Participation Action Plan

### Tips for Putting the Plan into Action

- Discuss the benefits of CLD inclusion and make a commitment to work towards it
- Gather as much information and resources as possible
- Brainstorm ideas
- Planning should involve all staff to create a sense of ownership
- Responsibilities and actions should be shared across the organisation
- A working group should be set up to ensure the identified tasks are implemented
- Timelines should be set and actions should be clear
- Sufficient resources should be allocated to the implementation of strategies
- Any action plan should be endorsed by management
- Strategies should be incorporated or linked into existing documents and policies
- Your plan should be revised annually to evaluate its impact

# 3. Participation Action Plan

## 1. Planning and Evaluation

Includes: planning, resource allocation, data gathering, evaluation, making a commitment, allocating resources, allocating responsibility, gathering information, setting goals

Goal	Action	Outcome	Timeline	Responsibility

## 2. Information Gathering and Consultation

Includes: gathering data and consultation

Goal	Action	Outcome	Timeline	Responsibility

## 3. Policy Development and Implementation

Includes: consultation, formulation, implementation, evaluation

Goal	Action	Outcome	Timeline	Responsibility

# 3. Participation Action Plan

## 4. Program Development and Service Delivery

Includes: consultation, program structure, facilities, participation

Goal	Action	Outcome	Timeline	Responsibility

## 5. Communication

Includes: publicity and client communication

Goal	Action	Outcome	Timeline	Responsibility

## 6. Staffing and Human Resources

Includes: recruitment and training of staff

Goal	Action	Outcome	Timeline	Responsibility

Information for this resource was adapted from *Social Responsibility – It's your Business*, NSW Department of Sport and Recreation, 2002