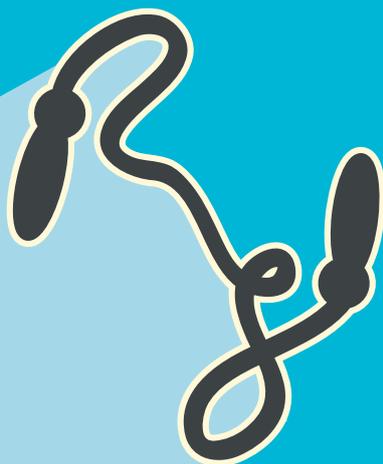
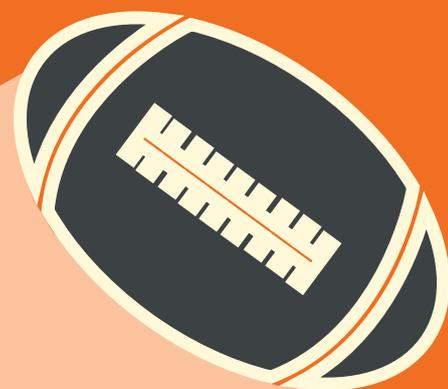


GAME PLAN RESOURCE KIT

Supporting cultural diversity in sports clubs



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Game Plan Resource Kit was developed in 2015 by the Centre for Multicultural Youth (CMY) based on 15 years of research, advocacy, training and practice in sports and sports engagement with young people from migrant and refugee backgrounds. It draws on the breadth of resources, information sheets and research produced by CMY.

Copies of this resource can be downloaded from www.cmy.net.au

CMY received funding from the Australian Government Department of Social Services under the Settlement Grants Program funding program to assist with the development of the Game Plan Resource Kit.

This Game Plan Resource Kit compliments the Game Plan Warm Up and provides further information and resources to support cultural diversity in sports clubs. Game Plan Warm Up was funded by Sport and Recreation Victoria, under the Victorian Department of Health and Human Services and published in 2015.

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About CMY

The Centre for Multicultural Youth (CMY) is a Victorian not-for-profit organisation supporting young people from migrant and refugee backgrounds to build better lives in Australia. CMY was established in 1988 and was the first organisation in Australia to work exclusively with migrant and refugee young people.

Our purpose is to ensure that young people from migrant and refugee backgrounds have every opportunity to succeed in Australia.

We believe diversity is a cornerstone of Australia's success. We believe respect for everyone's human rights is essential for a fair and equal society. We believe everyone should be able to feel like they belong and can participate fully.

Through a combination of specialist support services, training and consultancy, knowledge sharing and advocacy, we are working to remove the barriers young people face as they make Australia their home. Our activities include:

- Providing direct one-to-one support for young people with family, housing, education and employment issues.
- Delivering leadership programs that offer young people opportunities to contribute to Australian society.
- Providing training, professional development and consultancy services for organisations to work more effectively with young people.
- Building research evidence and sharing our knowledge.
- Providing evidence-based policy advice and advocacy to decision makers at local, state and national levels.

Acknowledgements

CMY engaged in a process of consultation with a number of State Sporting Associations and other key stakeholders to develop Game Plan. These organisations include: Sport and Recreation Victoria, VicHealth, Vicsport, Sports Central, Lifesaving Victoria, Tennis Victoria, Netball Victoria, Cricket Victoria, Cycling Victoria, Hockey Victoria, Basketball Victoria, Football Federation Victoria, AFL Victoria, Baseball Victoria, Keon Park Tennis Club, St Mary's Netball Club, Sunshine Heights Cricket Club and Sunshine Baseball Club.

The development and production of this Resource Kit has been made possible through CMY's funding from the Australian Government Department of Social Services under the Settlement Grants Program.

While the issues and strategies outlined in Game Plan will be relevant for sporting clubs across Australia, it was developed with Victorian sporting bodies, and as such the resources have a Victorian flavour (e.g. Section 4 explores the diversity of Victoria's young people).

Definitions and Acronyms

Asylum seeker: An asylum seeker is someone who is making a claim for protection as a refugee. They may be seeking safety and protection from persecution and harm, but their request for refugee status has not been heard or processed. It is not illegal under international law to seek asylum and refugee protection.

CALD Background: Includes young people either born in a CALD (Culturally and Linguistically Diverse) country, or who have at least one parent born in a CALD country and/or a CALD country of ancestry. This includes young people with a refugee background. CMY prefers the term 'young people from migrant and refugee backgrounds'.

Migrant: A person who leaves their country of origin voluntarily to seek a better life for a range of personal and economic reasons. They have made the choice to leave, had the chance to plan and prepare for migration and generally can return at any time if they wish.

Multicultural: This term refers to many cultures and is often used to describe a society that is culturally, linguistically and religiously diverse.

Newly arrived: This refers to someone who was born overseas and has lived in Australia for a relatively short time. The Australian Government defines 'newly arrived' as someone who has arrived in Australia in the previous five years. Other definitions vary according to the length of time it is considered to take to effectively resettle (up to 10 years).

Refugee: The 1951 UN Convention Relating to the Status of Refugees, to which Australia is a signatory, defines refugees as people who are outside their country of nationality or their usual country of residence; and are unable or unwilling to return or to seek the protection of that country due to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion. Many refugee young people come to Australia with their immediate or extended family while others come as unaccompanied minors.

Refugee background: CMY uses the term 'refugee background' to acknowledge both refugees in Australia on humanitarian visas and those who have fled their home country in similar circumstances or who have a refugee experience, but are not in Australia on a humanitarian visa.

Young people/youth: The United Nations defines 'youth' as people aged between 15 and 24 years inclusive. In Australia, government and non-government services commonly expand the definition to include 12 to 25 year olds. The concept of youth is understood differently across cultures as it relates to life stages, roles within the family and other social expectations.

See also CMY's Information Sheet Young People from Refugee and Migrant Backgrounds: some definitions.

Note: The terms 'refugee', 'migrant' and 'newly arrived' are useful for capturing the particular experiences and needs of some young people, and responding appropriately to their needs. CMY is aware that these are often considered 'labels' by young people, who would not choose to use them in describing themselves and their experiences.

Contents

- About CMY3
- Acknowledgements3
- Definitions and Acronyms4
- 1. Introduction.....6
- 2. What is Game Plan?7
- 3. Benefits of culturally inclusive sport.....8
- 4. Who are young people from migrant and refugee backgrounds in Victoria?9
- 5. Challenges for young people to participate in sports and sports clubs..... 12
- 6. Getting them in the game: Engaging young people from migrant and refugee backgrounds 13
 - 6.1 Promoting your club to young people..... 13
 - 6.2 Making your club accessible..... 13
 - 6.3 Being welcoming and inclusive 14
 - 6.4 Transport 14
 - 6.5 Affordability – reducing the cost of participating in your club and sport 15
 - 6.6 Engaging families in your club..... 15
 - 6.7 Working with communities and organisations 16
- 7. Keeping them in the game: Being a culturally inclusive sports club 17
 - 7.1 Club culture 17
 - 7.2 Catering for diversity 17
 - 7.3 Creating a safe environment 18
 - 7.4 Including young women from migrant and refugee backgrounds 20
 - 7.5 Communication tips..... 20
 - 7.6 Asking questions 21
- 8. Your Game Plan – your action plan to being a more culturally inclusive sports club 22
- 9. Sample Policies31
- 10. Useful Contacts34
- 11. Resources.....36



1. Introduction

The Game Plan Resource Kit provides information and ideas to support sports clubs to increase their cultural diversity and to attract and retain young people – families from migrant and refugee backgrounds as members, players, coaches, trainers and leaders.

Increasing cultural diversity in an organisation – such as a sports club or body – is possible when the organisation is more culturally inclusive.

The process of becoming more culturally inclusive in a club need not be a difficult one, but it does require a commitment from club administrators and members.

It is more than just simply producing promotional material in different languages. It is about promoting a culture of inclusiveness within the club, being aware of and respectful of different cultures and religions in the community, and making your club a safe, welcoming place that caters to diversity. This resource also assists clubs to build a membership that reflects the diversity of the wider community.

It is important for a club's leadership – its committees, coaches and team managers – to take the lead on this work, and to get the whole club thinking and talking about how it can increase its cultural diversity. Cultural diversity is everybody's business.

2. What is Game Plan?

The Game Plan Resource Kit provides comprehensive information and ideas on how you can increase cultural diversity within your sports club. The resource is useful for sports clubs, sporting bodies and State Sporting Associations. It is also useful for other organisations working with sports clubs and associations. It includes information on:

- the benefits for both young people and clubs of increasing cultural diversity in sports
- the challenges that young people from migrant and refugee backgrounds face in getting involved in organised sports and clubs
- strategies for club officials to engage with, attract and support young people from migrant and refugee backgrounds in their sport and club.

The Game Plan Resource Kit can be used in conjunction with the other Game Plan resources available from CMY's website: cmy.net.au/article/game-plan

These resources include:

- Game Plan Warm Up. This is a quick and interactive online resource that could be useful for introducing others in your club, such as volunteers or club officials, to what Game Plan and cultural inclusion is all about.
- A series of case studies showcasing other local sporting clubs who have successfully implemented strategies to increase cultural inclusion. These may provide inspiration and ideas for your own club.

The Game Plan Resource Kit and supporting resources will also provide you with the opportunity to create a Game Plan for your club. The 'Your Game Plan' tool at the back of this Resource Kit (or online at cmy.net.au) will help you to do this.

The Your Game Plan tool helps you to reflect on what your club already does well, and what it could do better. It provides suggestions for practical actions to support and increase cultural diversity in your club and helps you to create an action plan to help you, club officials and committee members to get started.

After reading the Game Plan Resource Kit, and exploring the other resources on the Game Plan



website, we encourage you to start work on Your Game Plan.

Use CMY's resources and your club's Game Plan to foster ongoing conversations in your club and with officials and members about improving cultural diversity. By talking amongst more people in your club, you will increase your chances of success and help your club continue to implement a successful Game Plan over the long term.



3. Benefits of culturally inclusive sport

Benefits of participation in sport for young people

Young people from migrant and refugee backgrounds participate in sport for the same reasons that any other young people do – to have fun, get active, make friends and learn new skills.

Sport provides physical, social and emotional benefits that help in the growth and development of young people.

Involvement in sport can also help young people from migrant and refugee backgrounds to settle well in Australia as it can assist them to:

- establish new networks and develop new friendships
- practice their English, if English is an additional language
- take time out from the difficult issues they face during settlement
- feel connected and a part of the community
- feel like they can contribute to the community.

Young people from refugee backgrounds may have spent long periods in conflict zones, refugee camps and transit countries and may not have ever had opportunities to play as other young people have.

Having the opportunity to play is crucial in the formative years of a person's life. The families of young people involved in sports clubs can also benefit from their children's participation in sport. Participation opens up new community networks and introduces opportunities for other children in the family to participate.

Benefits of becoming more culturally inclusive

Clubs benefit from being culturally inclusive through increased membership and diversity. As new members, their families and friends participate in the club, your club will grow. This will in turn help to:

- ensure the sustainability of your club
- increase the number of skilled players in your club
- increase the potential to recruit volunteers and administrators as more young people's families get involved
- ensure everyone feels respected and valued regardless of ability, cultural background, religion, gender or sexuality
- ensure your club more accurately reflects today's multicultural community
- enhance the reputation of your club and sport as inclusive and diverse
- create opportunities for all members to learn about different cultures.

4. Who are young people from migrant and refugee backgrounds in Victoria?

Victoria's young people and their families are very diverse:



The top 10 birthplaces of 12-24 year old Victorians who arrived in Australia from 2010-2015:



29% of 12-24 year old Victorians speak a language other than English⁴

Over **300 languages** are spoken in Australian homes.

For Victorians of all ages, the top 10 languages other than English spoken at home are⁴:



For young people who arrived to Victoria as refugees (or on humanitarian visas) in 2013-14, the top 5 languages were⁵:



Victoria's community is also increasingly diverse in its religious beliefs and cultural practices.

67.7% of Victorians report having a religion.⁴

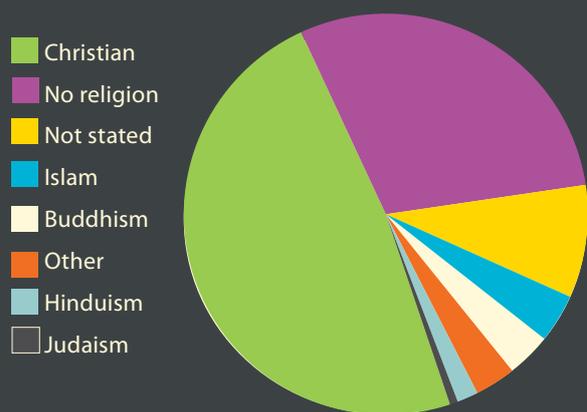
While Christianity is the most common religion in Victoria, the 2011 census found significant growth in other religions, particularly Islam, Hinduism, and Sikhism⁴.

Many cultural communities also observe a number of significant cultural celebrations. For example Chinese New Year is celebrated widely by the Chinese community, and Tet or Lunar New Year by the Vietnamese community.

Sources:

1. Australian Bureau of Statistics (2011), 3235.0 - Population by Age and Sex, Regions of Australia, 2011, ABS
2. Australian Bureau of Statistics (2014) ABS.Stat Beta, ABS, <http://www.stat.abs.gov.au/>
3. Victorian Multicultural Commission, 2011 Census: A snapshot of our diversity
4. Victorian Multicultural Commission, Population Diversity In Victoria: 2011 Census - Local Government Areas
5. Centre for Multicultural Youth, Humanitarian Youth Arrivals to Victoria 2013-14
6. Australian Bureau of Statistics (2011), 2005.0 - Victorian Expanded Community Profile, 2011, ABS

Religions of 15-24 year olds in Victoria⁶



Supporting cultural diversity in sports clubs



What you can do:

- Learn more about the various cultural communities in your local area from your local council.
- Visit the website of the Victorian Multicultural Commission and explore information about various cultural celebrations, observations and trends in migration and settlement in Australia. Visit <http://www.multicultural.vic.gov.au>

Young people from refugee backgrounds

Besides the general challenges of settlement and adolescence, young people from refugee backgrounds often undergo a variety of traumatic experiences prior to settling in Australia. These can include:

- torture and trauma, persecution
- loss, including death of family and friends
- prolonged periods in refugee camps, transit countries and detention centres.

Nonetheless, young people from refugee backgrounds bring with them a wealth of strengths, including resourcefulness, resilience, multilingual skills and broad cross-cultural knowledge. Young people from migrant backgrounds demonstrate a similar strength, resilience and resourcefulness in their settlement in Australia.



5. Challenges for young people to participate in sports and sports clubs

Young people from migrant and refugee backgrounds are just as passionate about their sports as other young people. Many have played sport in their home countries prior to arriving in Australia. But they can face additional challenges participating in sports clubs and other recreation activities. By being aware of these barriers, you can help overcome them and involve young people from migrant and refugee backgrounds in your club and sport.

Young people today face challenges and have responsibilities that may act as barriers to participating in sport and recreation e.g.:

- lack of time due to school commitments
- family commitments
- peer pressure
- body image concerns
- financial difficulties.

Migrant and refugee young people face additional barriers that can make access to sport and recreation more difficult. These include:

- lack of familiarity with the structure of sporting clubs and associations and structured community-based sport (compared to informal or school-based sports)
- language barriers
- lack of support from parents to be involved in sports clubs, and sport not being a priority for parents

- lack of transport, including public transport, to get to training and games
- cost of activities
- fear of racism or discrimination
- perceptions that sports clubs are not welcoming of diversity
- alcohol being perceived as a main activity of sports clubs
- lack of facilities for women at venues
- family and cultural or religious commitments possibly taking priority over sport.

What you can do:

- Accept that there are additional challenges for migrant and refugee young people to participate in sports and sports clubs.
- Promote understanding of these additional barriers to members and officials within your club.
- Identify others in your club that can work with you to overcome these barriers.

Lack of parental support

Some **newly arrived** parents may not see their children's involvement in sport and recreation as a high priority when they are dealing with significant daily challenges.

Migrant and refugee families are required to adjust to a different culture, including learning a new language (for some), and negotiating new health, education, employment and accommodation systems.

Refugees are faced with additional burdens such as the physical and mental impact of torture and trauma and the loss of family members.

This is compounded by:

- a lack of funds in some families to pay fees or afford uniforms and equipment
- limited transport options for some families to get to training or attend games.

Some young people, including some young refugees, are living in Australia without their parents. Unless they are supported by their carers, a community organisation, youth service or their school, these young people can find it difficult to participate in sport clubs.

6. Getting them in the game: Engaging young people from migrant and refugee backgrounds

The usual methods to attract young people to your club may not work as well for migrant and refugee communities.

Many newly arrived migrant and refugee communities are not familiar with organised sport in Australia or the role of sports clubs and their activities.

There are a number of ways to engage more young people from migrant and refugee backgrounds, address the challenges they face to getting involved and get them in the game:

- Actively promote your club with young people.
- Make your sports club more welcoming and culturally inclusive.
- Engage with families to gain their support for young people to join your club and to be involved.
- Work with community organisations to increase community awareness of, and trust in, your sport and club.

6.1 Promoting your club to young people

Don't wait for young people to come to you - go to where the young people are. Promote your club and sport in person and offer to run information sessions or other activities at:

- English language centres, schools, homework programs or youth centres
- community cultural organisations and other community services
- community and cultural festivals and other events.

Hold open days, guided tours, 'Come and Try' days or 'Bring a Friend' days to attract young people. Make these the focus of your promotion.

Word of mouth is effective in attracting young people from migrant and refugee backgrounds to activities. Encourage and support existing club members, officials and volunteers from migrant and refugee backgrounds to attract young people from their communities and

networks to the club. Support them to implement the strategies they think will work.

Encourage all young members to bring a friend or family member along to training and other activities – especially those from different cultural backgrounds.

Consider offering opportunities beyond just playing in a team. Many young people are attracted to the leadership opportunities that sport offers (eg. captaincy, refereeing or umpiring, coaching and training assistant). Young people can also act as ambassadors for your sport and club more widely in the community.

It is important to mentor, support and train young people from migrant and refugee backgrounds to take on leadership opportunities – this can help them to improve their skills, get qualified and avoid setting them up for failure.

What you can do:

- Start with refugee and migrant young people already involved in your club. Ask them what they think your club should do and how they can help.
- Ask the existing members within your club to identify people who work in schools or community organisations who have existing networks with refugee and migrant communities.

6.2 Making your club accessible

It is important to ensure that your club is accessible to new or potential members – especially those from migrant and refugee backgrounds.

- Ensure your club signage is clear and welcoming.
- Provide club signage in languages other than English.
- Consider whether new people can easily find club rooms or where training is held.
- Ensure your club's promotional material is easy to read and understand. Make promotional material and other important forms available in languages other than English.
- Make your training schedule clear and accessible.
- How easy is it to join your club? Review your membership procedures and processes.
- Provide an induction for new members. This could



include introducing them to the club, club officials, training schedule and expectations, as well as information about club rules, uniforms and codes of conduct.

- Have club Welcome Officers or a buddy system, where existing or more experienced members welcome and guide new or potential members through the club and the early part of the season.

Not only can these strategies help attract potential members, they can also help make your club more visible and familiar to those from migrant and refugee communities, and increase your club's profile in your local area.

[Seek advice](#) from your local council , Migrant Resource Centre or State Sporting Association on getting documents and promotional material translated into languages other than English.

6.3 Being welcoming and inclusive

The sporting club environment can look intimidating to someone who is unfamiliar with the sports structure in Australia and the role of clubs in sports.

Clubs and their members can make a difference:

- Be culturally aware and open to diversity.
- Encourage existing members to befriend new members.
- Offer support and advice about the sport to new members.
- Be sensitive to cultural differences.
- Do not tolerate racial or religious harassment.
- Offer help with transport to games and training.
- Share sports equipment.
- Help a new person learn the rules.
- Smile and say hello when you meet new or potential members.
- Create a welcome sign in various languages to display at your club or training sessions.
- Have photos, posters and other positive images featuring sports people from diverse cultural backgrounds at your club buildings.
- Be aware of how you are communicating.
- Be considerate of what food you serve at club events.
- Be conscious of alcohol consumption at events and in club culture.

6.4 Transport

Take the pressure off families in getting young people to training or games:

- Try to provide transport for young people to get to games or training. Organise offers to pick young people up from somewhere familiar such as their school or a railway station.
- Set up a car pooling system or roster or a 'buddy' system for lifts to training and games.
- Plan training sessions and games around public transport availability and accessibility if available.
- Try to finish activities before dark so that young people can get home safely. This can be especially important for young women.

Transport can be a greater obstacle in regional areas due to travel distances to games. Newly arrived families may not be familiar with locations so offering car pooling can be an important strategy in those areas.

6.5 Affordability – reducing the cost of participating in your club and sport

The cost of membership registration fees, equipment, uniforms and other items can add up quickly. Consider how your club can reduce these costs to make it more affordable for families on low incomes and from migrant and refugee backgrounds.

Things your club can do to create a fairer and more accessible membership or registration fee include:

- providing more flexible membership options
- introducing an instalment system for paying club or registration fees
- offering scholarships for club membership for the first season or more
- providing concession prices for fees
- offering a discount for families who have more than one child participating.

If your club requires a club uniform, consider if you can:

- provide uniforms free, included in the cost of club registration fees, or at low cost
- seek sponsorship or grants to provide free uniforms or subsidise the costs.

There may also be ways you can reduce other costs, for example:

- Can your club provide equipment for free?
- Is second hand equipment available?
- Seek sponsorship or community grants to help



subsidise equipment costs.

- Keep down the costs of presentation nights or events and other club social and awards activities. When families can't afford the tickets to presentation nights, the young members can feel excluded from the club.

Contact your State Sporting Association or local council for assistance in seeking sponsorship, grants or fundraising ideas to subsidise the cost of club fees, equipment and other expenses.

6.6 Engaging families in your club

With some effort and creativity, you can engage with families to gain trust and support for their young people to be involved in your club and sport:

- Invite family members and community leaders to see your club and sporting activities first hand – invite them to training sessions, games and hold open days.
- Provide regular information over the season about training and games, how the competition works, how the club works and how families can get involved.
- Provide extra support such as mentoring and transport for families to be involved or take on roles in the club or a team. A diverse leadership in a club

or team is great for increasing support and interest from migrant and refugee communities.

- Family events and activities for young people of different ages can create opportunities for families who want greater connection with each other, and can introduce younger siblings to the sport.

Considering the challenges of settlement and the refugee experience, it may be unrealistic to expect parents or guardians to be involved as volunteers in sports organisations, to watch their children at every game, or to be available to transport them regularly.

Do not assume how much families can do or offer. Ask what is realistic for families to offer at the time.

6.7 Working with communities and organisations

Organisations representing cultural groups and local community organisations in your area can assist you to engage with various migrant and refugee communities to:

- promote your sports activities and club
- gain the trust and support of community elders and families
- help you engage with young people.

Approach community organisations that work with families and young people from migrant and refugee backgrounds. These can include Migrant Resource Centres, settlement support agencies, schools and English Language Schools, homework programs, ethnic community media, community organisations youth-specific services and local government services. There may be existing club members who work or have connections with these agencies that can help.

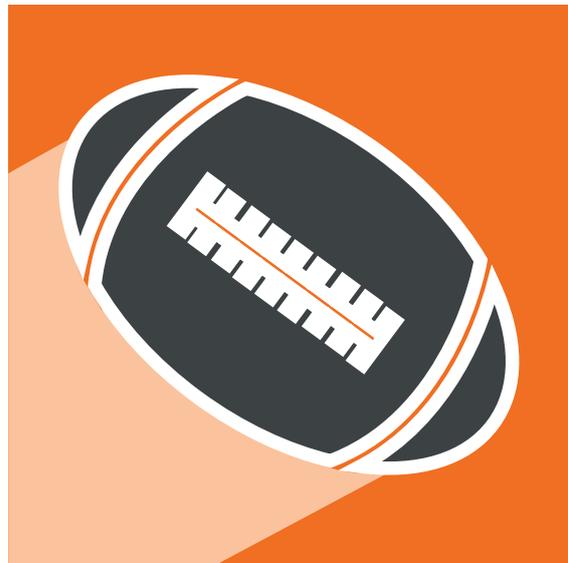
Other things you can do:

- Identify a community leader or agency as a point of contact for engaging with particular cultural community groups.
- Approach community organisations for advice on translating information into community languages.
- Participate at community events and local festivals – ask to give presentations about your sports club at events, hold information stalls at festivals, and promote ‘Come and Try’ or open days.

Joint initiatives or collaborations between sports clubs and community organisations can also successfully introduce migrant and refugee young people to a sport or get them involved in sports clubs:

- Community organisations can provide staff and expertise in working with migrant and refugee communities and can assist in connecting with local community groups and elders.
- Youth workers or program leaders can help take up some of the roles that parents and families play in supporting young people to get involved in sports clubs.
- Work with bi-cultural community workers who can provide cultural support and role modelling, as well as build trusting relationships with families to help engage with communities and young people.

Local government can provide advice and introductions to organisations representing cultural groups, community leaders and local community organisations.



7. Keep them in the game: Be a culturally inclusive sports club

Being a culturally inclusive sports club includes being aware and respectful of different cultures and religions in the community and making your club a safe, welcoming place that caters to diversity and reflects the wider community.

With the right strategies in place your club can work to increase cultural diversity in a planned and coordinated way. With great leadership and commitment from the club's committee of management and officials your club can develop a cultural inclusion strategy to have a coordinated approach to increasing cultural diversity. Use the Your Game Plan tool at the [end of this kit](#) or download it from [here](#) to develop your cultural inclusion strategy.

What you can do:

- Develop a club cultural inclusion or cultural diversity policy. This policy can reflect the club's recognition of and respect for cultural diversity in the Australian community and a commitment to increasing diversity in the club. The [sample policies](#) at the end of this kit can serve as a guide.
- Have official statements that demonstrate to members and potential members your club's support for cultural diversity.
- Get your committee of management to endorse cultural diversity and inclusion programs and procedures in your club.

7.1 Club culture

A club's culture plays a significant role in how well it attracts and retains young people from migrant and refugee families. Conversely, it can contribute to the perception amongst some that a club or sport is not a welcoming place:

- Negative attitudes of officials and other members can make clubs and sports activities unwelcoming

and intimidating for [newly arrived](#) young people.

- Some sports and club environments may involve a culture of drinking alcohol after or during games – this can be inappropriate for those from cultures or religions where alcohol is prohibited, or make some feel uncomfortable.
- Swearing, sledging or aggressive competitiveness may also be culturally inappropriate, and may be perceived as insulting and/or threatening.
- Consider whether your committee of management members, officials, volunteers and members reflect the cultural diversity of your wider community.

Cultural insensitivity (even if unintentional) can contribute to making some young people feel excluded. Your club could provide cultural awareness training for club officials to address this.

7.2 Catering for diversity

You don't have to be an expert on all aspects of culture and religion. The important thing to remember is that people may behave differently from the way you might expect in some situations. It isn't right or wrong — just different.

Be aware of the importance of religious events and observances (such as church services, afternoon prayers, Saturday morning language classes, or fasting) to many young people and their families:

- Plan and schedule activities and events, training or games around these commitments.
- Be aware of religious celebrations or observances that may affect players' ability to participate. in activities, such as fasting or restrictions on interactions between males and females
- Find ways to integrate your program into the community and cultural celebrations e.g. hold a family fun day for Chinese New Year.

See the [Calendar of Cultural and Religious Dates](#) for more information and ideas.

You can find out more about religious and cultural celebrations and observances online or from your local council.

Have a flexible uniform policy:

- Some cultures and religions have a dress code for both women and men. A flexible uniform policy allows different dress codes for different cultural and religious beliefs (including requirements for both men and women to dress modestly). The [sample policies](#) at the end of this kit can serve as a guide.
- It is also important to ensure that your uniform policy caters to women who wear headscarves.

Catering:

- Ensure food and drink provided at events cater to differing religious dietary requirements.
- Consider who you are providing food for and ask participants if you are not sure about requirements.
- Provide halal food and offer non-beef and vegetarian alternatives.
- Hold alcohol-free events and/or enforce an alcohol-free policy at training and games. This can also be incorporated into other health and anti-violence messages and campaigns for your sport.

If you are unsure about something, just ask the participant or their families. You may make mistakes, and that's okay — it's all part of the learning process. As long as you demonstrate that you're acting in the best interest of your club members they will appreciate your efforts.

7.3 Creating a safe environment

An essential part of making your sports club culturally inclusive and welcoming is to create a safe environment for everyone: players, spectators, families and officials.

This includes not tolerating discrimination in any form – especially on the grounds of gender, race, religion, sexuality or ability.

In 2013, VicHealth surveyed Victoria's Culturally and Linguistically Diverse community for a report into the Mental Health Impacts of Racial Discrimination¹.

Nearly two-thirds of people who participated in this survey had experienced racism in the previous 12 months. Most had experienced racism multiple times, with more than one-third (40%) experiencing six or more incidents a year.

One in five people experienced racism in sports-related

events.

People from migrant and refugee families report feeling hesitant or reluctant to participate in organised sport for fear of experiencing racial or religious discrimination.

Making your club and sport safe from racial or religious vilification is crucial to supporting cultural inclusion:

- Have a racial and religious vilification code or guidelines.
- Educate all club members, officials and coaches about the code.
- Ensure all club members and their families know that they can seek help and get support if they experience racial or religious vilification or discrimination while participating in club activities.
- Promote a sporting culture that does not tolerate racial or religious vilification or discrimination.
- Be aware of your State Sporting Association's code or guidelines on racial vilification, and the consequences for breaching it.

Do not tolerate racial vilification and discrimination whether on the field, from spectators or off the field. It is not 'harmless' fun or 'just a joke'. Not only is it harmful, it is unlawful.

In legal terms vilification is defined as conduct that 'incites hatred, serious contempt, revulsion or severe ridicule.' Such behaviour can attract criminal sanctions.

In addition, some sporting bodies may impose penalties for players, officials and clubs, including financial penalties.

[Contact](#) your league or State Sporting Association for more information about their Racial and Religious Vilification Code or guidelines, or to get assistance in creating one for your club.

See the [Resources section](#) for help and resources in preventing racism and religious discrimination in sport.

1. Ferdinand A, Kelaher M & Paradies Y 2013. Mental health impacts of racial discrimination in Victorian culturally and linguistically diverse communities: Full report. Victorian Health Promotion Foundation. Melbourne, Australia.

WHERE DOES RACISM OCCUR?

35% of people experience racism in public spaces



1 in 3 experience racism at the workplace



1 in 5 experience racism in sport-related events.



Source: VicHealth report, Mental Health impacts of racial discrimination on Victoria's culturally and linguistically diverse communities.

7.4 Including young women from migrant and refugee backgrounds

Women from refugee and migrant backgrounds can face barriers to participation in sporting or recreational activities.

These barriers are sometimes based on cultural, religious, gender expectations or because of their own cultural beliefs.

Barriers could include:

- lack of appropriate change room or other facilities
- no access to female coaches or coaching assistants
- lack of programs run only for women
- culturally inappropriate uniform requirements
- family misgivings or concerns about young women participating in sport or sporting clubs, including the timing of games and training
- family responsibilities to help care for younger siblings or older family members.

Some ways to overcome these barriers include:

- having flexible uniform requirements – ensure that these cater to women who wear head-scarves and observe other cultural requirements with clothing
- being considerate and flexible in training times – young people, especially young women, may not feel comfortable attending late night games or training after dark. Their parents may also be concerned with their safety
- checking with the young women if they are comfortable to participate in mixed gendered activities, teams or training.
- offering options to participate in female-only activities or teams
- working towards increasing the number of female coaches or coaching assistants

- seeking support from other female club members or family members of other players to help out at games and training where female coaches or assistants are not available
- ensuring male coaches or trainers are mindful that physical contact with female participants may not be appropriate for some players
- liaising closely with parents and other family members to earn their trust and understanding of your sport and club
- trying to meet religious or cultural requirements where possible, e.g. providing an area that can be kept separate from male visitors or participants

7.5 Communication tips

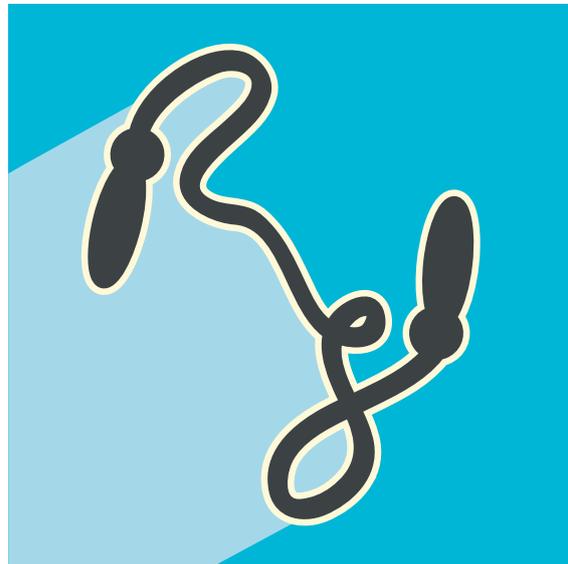
There are many ways of communicating well, so even if someone has limited English or is unfamiliar with Australian English they can still join in sporting activities:

- Speak clearly and use simple words and short sentences.
- Explain any sports terms you use. Jargon or slang can be confusing for someone learning English, but helping people understand the sport's language can help them learn about the game and feel included.
- Ask for ideas from participants about the meaning of key terms and concepts (in a non-testing or competitive way).
- Do not replicate someone's accent – it's rude and condescending.
- Use visual aids and demonstrations to help communicate instructions.
- Encourage questions and requests for help.

7.6 Asking questions

Sometimes it's hard to know what questions are safe to ask a person who is newly arrived to Australia. As a guide:

- It's OK to ask a person about their cultural background (but avoid asking 'where are you from?').
- It's OK to ask someone about sports that they may have played before.
- It's OK to ask what someone likes to do.
- It's OK to ask what someone does for work or school.
- It's OK to ask if someone likes living in Australia.
- It's OK to ask what a person's country of origin is like (just be sensitive to the fact that a person may have come from a war zone and may have experienced some trauma. They may also still have family there).
- It's OK to ask about a person's family (just be sensitive to the fact that family may have died or may be unable to flee the country they came from).



8. What is your Game Plan?

This Your Game Plan tool is designed to help you develop an action plan to help you work towards becoming a more culturally inclusive sports club.

The sections in the tool are based around the information and strategies contained in the Game Plan Resource Kit. Some sporting clubs will already have a range of these strategies in place, while others may not have started yet. The aim of this tool is to help you decide what to focus on next or where to begin.

How to develop Your Game Plan

1. Read through each section and think about what your club currently does well and what it could do better. Record your thoughts in the columns provided.
2. Choose one or two areas that you want to improve. We suggest starting with a few small things that you think will work well for your club. Remember, you don't need to do everything at once.
3. Once you've decided on a strategy to focus on, decide how you will put it in place including who will be responsible and when you want it implemented. Complete the 'action' column for your chosen strategies.
4. Have a go at implementing your chosen strategy.
5. Regularly re-read Your Game Plan and see how your club is changing. As you successfully implement strategies, choose another one that builds on the work you've done so far.



Need more help to get started?

You will find case studies about local clubs that have implemented some of the strategies that Game Plan outlines on the [Game Plan website](#). You can read about how they have increased cultural inclusion and the success they had on that journey.

Remember, you don't have to develop Your Game Plan alone. It is a good idea to work through this tool with others in your club and if needed, many State Sporting Associations have Participation or Inclusion Officers or Club Development Officers who may be able to help you to develop and implement Your Game Plan. You could also consider collaborating with other clubs in your area to help with this.

Strategy to increase cultural inclusion	We do this well	We could do this better	ACTION What action will you or your club take? How will you do it? Who will be responsible for it? When will you achieve it by?
BEING ACCESSIBLE AND WELCOMING			
Example only Are your club's signs and promotional material clear, easy to read and understand, and in languages other than English?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Example action Club Promotions Officer will contact the local Migrant Resource Centre to ask for assistance in translating current club posters and signs into common local languages (and then post them on the community noticeboard at the centre). Aim to complete it within 3 months.
Are your club's signs and promotional material clear, easy to read and understand, and in languages other than English?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you have an induction for new members?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you have a buddy system for new members?	<input type="checkbox"/>	<input type="checkbox"/>	
Can new people easily find where club rooms are or where training is held?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you hold 'Come and try' days?	<input type="checkbox"/>	<input type="checkbox"/>	
More ideas and support			
<p>See page 13-14 for more information on these strategies.</p> <p>'Come and try' days can be an excellent way to start increasing engagement and interest with the local community. Consider attending a community cultural event or festival and running a 'have a go' session or exhibition game. You could also consider setting up a regular free informal game night.</p> <p>Seek advice from your local council, State Sporting Association or local Migrant Resource Centre on getting documents and promotional material translated into languages other than English.</p>			

Strategy to increase cultural inclusion	We do this well	We could do this better	ACTION What action will you or your club take? How will you do it? Who will be responsible for it? When will you achieve it by?
TRANSPORT			
Example only Do you provide transport, have a car pooling roster or buddy system for players to training and games?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Example action Nominate the common local schools that players attend as a regular pick up place for after school training sessions. Team managers and coaches will determine who will be responsible for the weekly pick up. Communicate with players and their families as to the new arrangement at the start of the training season or upon joining the club.
Do you provide transport, have a car pooling roster or buddy system for players to training and games?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you plan activities and training with public transport in mind?	<input type="checkbox"/>	<input type="checkbox"/>	
More ideas and support			
<p>See page 14-15 for more information on these strategies.</p> <p>Consider allowing each team to develop their own appropriate car pooling system. Review training schedules and locations to see if this can make car pooling or public transport access easier.</p>			

Strategy to increase cultural inclusion	We do this well	We could do this better	ACTION What action will you or your club take? How will you do it? Who will be responsible for it? When will you achieve it by?
AFFORDABILITY			
Example only Do you provide sports equipment and uniforms for free or at a low cost?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Example action Create a club stock of second hand shorts/skirts. Club manager will source them from a local op shop and ask for old uniform donations from past and current players. Members will be advised that uniforms are available for free on an exchange basis (i.e. return once they need a new size/leave club).
Do you provide concession and family membership rates?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you provide sports equipment and uniforms for free or at a low cost?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you keep the costs of presentation nights and other club social events as low as possible?	<input type="checkbox"/>	<input type="checkbox"/>	
Have you explored funding and grant opportunities to subsidise the cost of membership fees, uniforms or equipment?	<input type="checkbox"/>	<input type="checkbox"/>	
More ideas and support			
<p>See page 15 for more information on these strategies.</p> <p>Contact your State or Regional Sporting Association or your local council for advice in seeking sponsorship or grants.</p> <p>Consider holding regular fundraising events or dedicating an existing fundraising event to raising money for uniforms, equipment or special memberships.</p> <p>Consider asking current members to sponsor a member by paying an extra registration fee to the club.</p>			

Strategy to increase cultural inclusion	We do this well	We could do this better	ACTION What action will you or your club take? How will you do it? Who will be responsible for it? When will you achieve it by?
WORKING WITH COMMUNITY AND ORGANISATIONS			
Example only Do you promote your club and sport with local community organisations?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Example action Two of the coaches will visit the local English Language School to provide information on free club activities, joining a team and what support is offered.
Do you know the local migrant and refugee community organisations in your area?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you promote your club and sport with local community organisations?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you participate in community events, festivals and cultural celebrations?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you run joint initiatives with local community organisations?	<input type="checkbox"/>	<input type="checkbox"/>	
More ideas and support			
<p>See page 16 for more information on these strategies.</p> <p>Current club members who are from migrant or refugee backgrounds can be an excellent source of information. Talk to them about what local community organisations may exist and ask them to provide insights into the best way to engage with their community. Supporting current members to spread the word in their own community can work well. As your membership becomes increasingly diverse, it will be easier to form community partnerships.</p>			

Strategy to increase cultural inclusion	We do this well	We could do this better	ACTION What action will you or your club take? How will you do it? Who will be responsible for it? When will you achieve it by?
CATERING TO DIVERSITY			
Example only Is alcohol consumption a large part of your club culture? Do you ever hold alcohol free events?	<input type="checkbox"/>	<input type="checkbox"/>	Example action The committee will create an alcohol policy (aligned with a healthy sports campaign) which prohibits consumption of alcohol at the club rooms for endorsement at the next meeting. The president will share the new policy with all coaches and team managers and explain why the club has chosen to do this.
Does your club feature diverse cultural celebrations in its calendar?	<input type="checkbox"/>	<input type="checkbox"/>	
Do your activity times clash with significant religious celebrations, observances or practices?	<input type="checkbox"/>	<input type="checkbox"/>	
Does your club have a flexible uniform policy including supporting women who may wear a headscarf or observe a dress code?	<input type="checkbox"/>	<input type="checkbox"/>	
Does your catering reflect different cultural or religious requirements?	<input type="checkbox"/>	<input type="checkbox"/>	
Is alcohol consumption a large part of your club culture? Do you ever hold alcohol free events?	<input type="checkbox"/>	<input type="checkbox"/>	
More ideas and support			
<p>See page 17-18 for more information on these strategies.</p> <p>The best approach to catering for diversity is to ask the current members or consider the specific backgrounds and religions of the young people in your area that you hope to attract to your club. Find out what their specific requirements are e.g. do they need a quiet space and permission to leave training briefly to pray? Do they require Halal or vegetarian food at club events? Would changing the time of training make it easier for your target group to attend so it doesn't clash with a regular community or religious commitments?</p> <p>Take a look at this Calendar of cultural and religious dates for more information and ideas.</p> <p>Use the Sample Uniform Policy Template at the back of this kit or download it from the Game Plan website.</p>			

Strategy to increase cultural inclusion	We do this well	We could do this better	ACTION What action will you or your club take? How will you do it? Who will be responsible for it? When will you achieve it by?
INCLUDING YOUNG WOMEN			
Example only Do you have female coaches and officials?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Example action The club president will write an advertisement for a female coach and promote it via appropriate sports-related and community channels over the next 3 months.
Are there spaces at your club rooms, training sites or game events where women can sit separately to men?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you have female coaches and officials?	<input type="checkbox"/>	<input type="checkbox"/>	
Do women players have the choice between regular, mixed or female only teams?	<input type="checkbox"/>	<input type="checkbox"/>	
More ideas and support See page 20 for more information on these strategies. As a starting point, try talking with the young women (or perhaps the young men) in your club or community to identify possible barriers to participation for them, their friends or their family.			

Strategy to increase cultural inclusion	We do this well	We could do this better	ACTION What action will you or your club take? How will you do it? Who will be responsible for it? When will you achieve it by?
SUPPORTING CULTURAL DIVERSITY			
Example only Does your club have a cultural inclusion or cultural diversity policy or statement?	<input type="checkbox"/>	<input type="checkbox"/>	Example actions The committee chairperson will review and update old multicultural policy based on CMY's Sample Cultural Inclusion Policy and table new policy for discussion at next Executive meeting.
Does your club have a cultural inclusion or cultural diversity policy or statement?	<input type="checkbox"/>	<input type="checkbox"/>	
Do your management, volunteers and members reflect the cultural diversity of your community?	<input type="checkbox"/>	<input type="checkbox"/>	
Are your club officials and members regularly made aware of your policies, statements and strategies that support cultural diversity?	<input type="checkbox"/>	<input type="checkbox"/>	
Do you record the cultural backgrounds of your members at registration?	<input type="checkbox"/>	<input type="checkbox"/>	
More ideas and support			
<p>See page 17 for more information on these strategies.</p> <p>Utilise the Sample Policy Templates at the back of this Kit or download them from the Game Plan website.</p> <p>Contact your State Sporting Association as many of them have existing policies, statements and codes of conduct around cultural inclusion and anti-discrimination that you could use.</p>			

Strategy to increase cultural inclusion	We do this well	We could do this better	ACTION What action will you or your club take? How will you do it? Who will be responsible for it? When will you achieve it by?
SUPPORTING CULTURAL DIVERSITY			
Does your club have a racial and religious vilification code of conduct and/or an anti-discrimination policy?	<input type="checkbox"/>	<input type="checkbox"/>	
Are club officials and members aware of the code of conduct and anti-discrimination policy?	<input type="checkbox"/>	<input type="checkbox"/>	
Do players, spectators and family members know where to get help in the event of racial and religious vilification or abuse?	<input type="checkbox"/>	<input type="checkbox"/>	
Does your club promote a culture that does not tolerate racial or religious abuse, sledging or discrimination?	<input type="checkbox"/>	<input type="checkbox"/>	
More ideas and support			
<p>See page 18 for more information on these strategies.</p> <p>You can also use the Sample Policy templates at the back of this kit or download them from the Game Plan website.</p> <p>Contact your State Sporting Association as many of them have existing policies, statements and codes of conduct around cultural inclusion and anti-discrimination that you could use.</p> <p>A list of further resources on preventing discrimination in sports is available on the Game Plan website.</p>			



9. Sample Policies

CMY has created easy-to-use templates for sports organisations that want to implement policies that support cultural inclusion in their organisation.

A sample cultural inclusion policy and flexible uniform policy are set out in this guide. These policies are available as editable word documents from the Game Plan webpage cmy.net.au/article/game-plan.

SAMPLE

[Insert your organisation here]

Cultural Inclusion Policy

Introduction

[Write one to two paragraphs about your organisation.]

Statement

[Insert your organisation here] welcomes, encourages and supports the inclusion of young people from migrant and refugee backgrounds in all areas of the organisation.

Aim

[Insert your organisation here] aims to provide an environment where young people from migrant and refugee backgrounds 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:

- That Australia is a multicultural nation with a diversity of cultures.
- Cultural and religious diversity are strengths to be respected and used for the development of a tolerant, cohesive society.
- 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.
- All Australians have the right to become members of [insert your organisation here], participate in our activities, use resources and access our programs.
- That barriers to participation are removed in the planning and delivery of our activities.

[Insert your organisation here] shows its commitment to cultural inclusion by:

- Adopting strategies to ensure its commitment to being an inclusive organisation.
- Pursuing strategies to increase participation and inclusion by young people from migrant and refugee backgrounds.
- Implementing strategies that allocate responsibility for inclusion to the whole organisation.
- The [board, committee of management etc] and officials will lead these strategies and regularly review them.
- Reviewing these strategies and policies and their implementation regularly.
- Seeking the advice and input of key stakeholders in the migrant and refugee community when reviewing or developing these strategies.

This policy was adopted on

Date:

Date for review:

Signature of Management or Board Members

For further information about our Cultural Inclusion Policy contact:

[Insert your information here] [Insert logos etc where appropriate]

SAMPLE

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 headscarves
- The wearing of leggings or tracksuits to cover legs
- The wearing of a 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 Uniform Policy contact: _____

Refer also to our Cultural Inclusion Policy

10. Useful Contacts

Centre for Multicultural Youth (CMY)

304 Drummond Street, Carlton VIC 3053

Tel: (03) 9340 3700

Web: www.cmy.net.au

Ethnic Communities' Council of Victoria (EECV)

Advocates, lobbies, supports and shares information among and on behalf of Victoria's ethnic communities.

150 Palmerston Street Carlton, VIC 3053

Tel: (03) 9349 4122

Web: www.eccv.org.au

Australian Multicultural Foundation

185 Faraday Street, Carlton

Tel: (03) 9347 6622

Web: www.amf.net.au

Victorian Multicultural Commission

Level 3, 3 Treasury Place, East Melbourne VIC 3002

Tel: (03) 9651 0651

Web: www.multicultural.vic.gov.au

Australian Human Rights Commission

Tel: (02) 9284 9600

National Information Service: 1300 656 419

Web: www.humanrights.gov.au

Australian Sport Commission

Web: www.ausport.gov.au

Sport and Recreation Victoria (SRV)

Tel: (03) 9096 9886

Email: comm.access@sport.vic.gov.au

Web: www.sport.vic.gov.au

VicHealth (Victorian Health Promotion Foundation)

Ground Floor, 15–31 Pelham St Carlton, VIC 3053

Tel: (03) 9667 1333

Web: www.vichealth.vic.gov.au

Vicsport

Level 3, 375 Albert Road South Melbourne VIC 3205

Tel: (03) 9926 1376

www.vicsport.com.au

State Sporting Associations

SRV has an online directory of State Sporting Associations:

<http://www.dtpli.vic.gov.au/sport-and-recreation/find-sports-organisations/state-sporting-associations>

Regional Sports Assemblies

www.regionalsportvictoria.org.au

Local Councils

The Victorian Government has an online directory of local councils:

<http://www.vic.gov.au/government-economy/local-councils/victorian-local-councils.html>

Migrant Resource Centres (MRCs)

Migrant Resource Centres provide settlement and other support services for people from migrant and refugee backgrounds. They also assist migrant and refugee communities through cultural and educational programs. MRCs have extensive expertise on migrant and refugee communities in their respective areas and collectively.

METROPOLITAN MELBOURNE

Migrant Resource Centre North West Region

45 Main Rd West St Albans VIC 3021

Tel: (03) 9367 6044

Web: www.mrcnorthwest.org

Migrant Information Centre (Eastern Melbourne)

27 Bank Street, Box Hill VIC 3128

Tel: (03) 9285 4888

Web: www.miceastmelb.com.au

New Hope Foundation

40 Grattan St, Prahran VIC 3181
Tel: (03) 9510 5877
Web: www.newhope.asn.au
Email: newhope@newhope.asn.au

Spectrum Migrant Resource Centre (SMRC)

Web: www.spectrumvic.org.au

Preston Office:

Level 1 306-308 Bell St Preston, VIC 3072
Tel: (03) 9496 0200
Email: preston@spectrumvic.org.au

Dallas office:

61 Riggall St, Dallas VIC 3047
Tel: (03) 9301 0400
Email: dallas@spectrumvic.org.au

Sunshine Office:

161 Harvester Rd, Sunshine VIC 3020
Tel: (03) 9300 8600
Email: sunshine@spectrumvic.org.au

Southern Migrant and Refugee Centre

Web: www.smrc.org.au
Email: smrc@smrc.org.au

Dandenong Office:

39 Clow St Dandenong VIC 3175
Tel: (03) 9767 1900

Narre Warren Office:

60 Webb St, Narre Warren, VIC 3805
Ph: 03 9705 6966

REGIONAL VICTORIA

Diversitat

153 Pakington St Geelong West VIC 3218
Tel: (03) 5221 6044
Web: www.diversitat.org.au

Gippsland Multicultural Services Inc.

100-102 Buckley St Morwell VIC 3840
Tel: (03) 5133 7072
Web: www.gmsinfo.com.au

11. Resources

CMY Resources

www.cmy.net.au/article/sport

CMY films on young people from migrant and refugee backgrounds and sport

Video: CMY's BoySpace sport program for newly arrived young men

<https://vimeo.com/139654576>

Video: CMY's All Stars Basketball Club

<https://vimeo.com/135314189>

Video: CMY's MY Team

<https://vimeo.com/135314187>

Australian Sports Commission resources

Video: Brunswick Zebras Community Coaching program – Australian Sports Commission All Cultures video

http://www.ausport.gov.au/participating/resources/resources/videos/brunswick_zebras

Video: Basketball gives African girls more independence – Australian Sports Commission All Cultures

http://web.archive.org/web/20121213095744/http://www.ausport.gov.au/participating/all_cultures/resources/videos/basketball_gives_african_girls_more_independence

All Cultures fact sheets, videos and other resources

http://www.ausport.gov.au/ais/nutrition/factsheets/travel/approaching_different_cultures

Communication tips for coaches and officials – Australian Sports Commission: All Cultures

http://www.ausport.gov.au/participating/resources/resources/fact_sheets/communication_tips_-_coaches

Best practice in working with women and girls from a multicultural background

http://www.ausport.gov.au/participating/resources/resources/fact_sheets/women_and_sport

Club Health Check – an online self-assessment tool aimed at helping clubs examine how they are operating

http://www.ausport.gov.au/supporting/clubs/club_health_check

Help and resources on preventing racism and religious discrimination in sport

Racism. It Stops with Me – the national anti-racism strategy and campaign led by the Australian Human Rights Commission

<http://itstopswithme.humanrights.gov.au/>

Play by the Rules – Making Sport Inclusive and Fair

<http://www.playbytherules.net.au/>

All Together Now – on online campaign and digital app to prevent racism in everyday life

<http://alltogethernow.org.au/>

Know your rights: Race and Racial Discrimination – Australian Human Rights Commission

<https://www.humanrights.gov.au/our-work/race-discrimination/publications/know-your-rights-racial-discrimination-and-vilification>

Racial and religious vilification – Victorian Equal Opportunity and Human Rights Commission

<http://www.humanrightscommission.vic.gov.au/index.php/types-of-discrimination/racial-and-religious-vilification>

Other resources

VicHealth 'Everyone Wins' – State Sporting Associations

https://www.vichealth.vic.gov.au/media-and-resources/publications/everyone-wins_ssas

VicHealth 'Everyone Wins' – Community sporting clubs

https://www.vichealth.vic.gov.au/media-and-resources/publications/everyone-wins_clubs

Leisure Networks Club Help

<http://www.leisurenetworks.org/what-we-do/developing-clubs/club-help-everything-club-volunteers-need-know>

Calendar of Cultural and Religious Dates

<https://www.dss.gov.au/our-responsibilities/settlement-and-multicultural-affairs/programs-policy/a-multicultural-australia/government-building-social-cohesion/calendar-of-cultural-and-religious-dates>

2011 Census: A snapshot of our diversity

<http://www.multicultural.vic.gov.au/population-and-migration/victorias-diversity/2011-census-a-snapshot-of-our-diversity>

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