

Multicultural Engagement Playbook



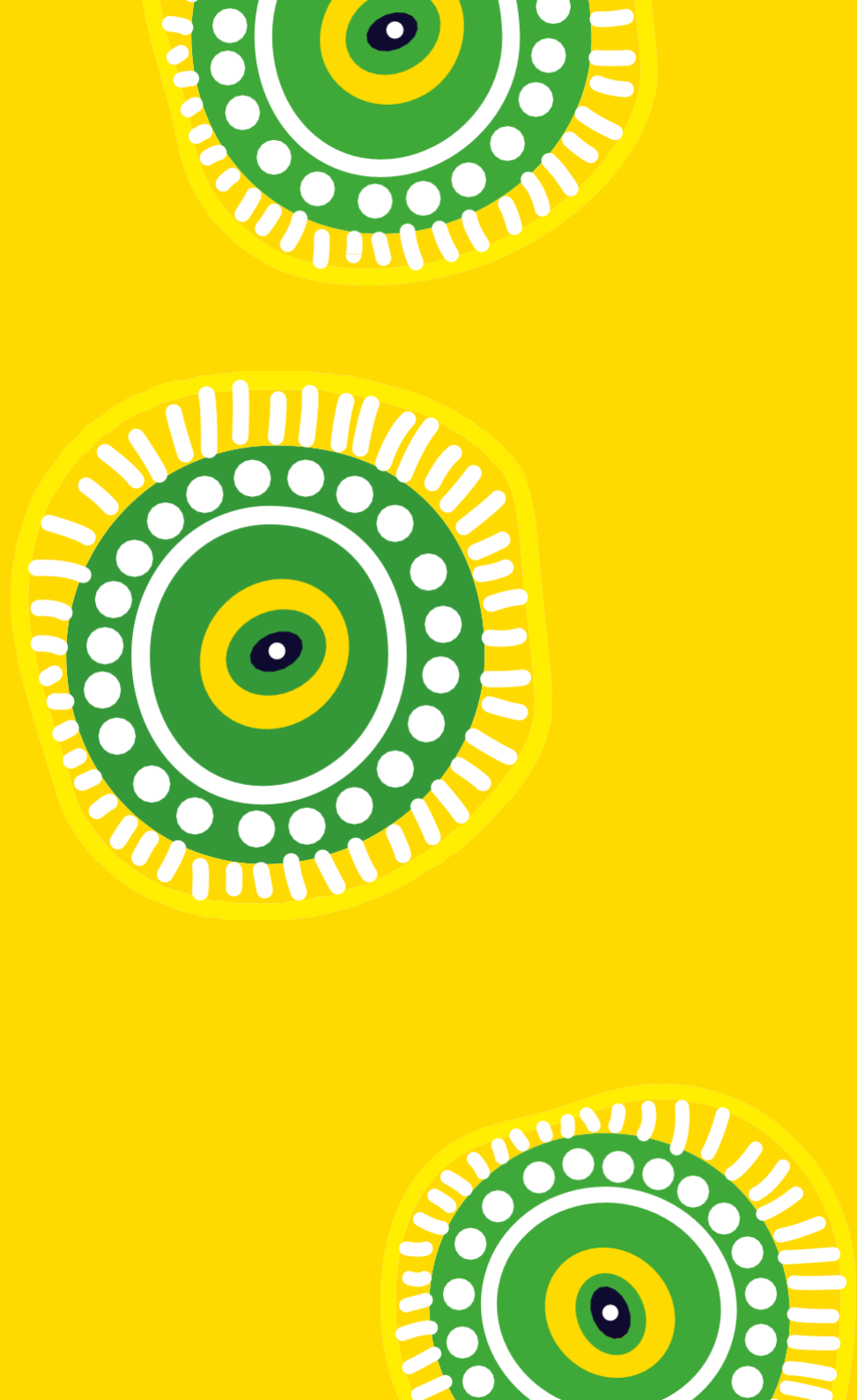
Australian Government
Australian Sports Commission



Acknowledgment of Country

In the spirit of reconciliation The Australian Sports Commission (ASC) acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

We recognise the outstanding contribution that Aboriginal and Torres Strait Islander peoples make to society and sport in Australia and celebrates the power of sport to promote reconciliation and reduce inequality.





Overview

Multicultural* communities in Australia, and women and girls in particular, face challenges in participating in sports due to various factors. Societal expectations and stereotypes, such as traditional gender roles and perceptions of appropriateness can discourage involvement. Financial barriers, limited access to facilities, and cultural or religious restrictions also play a role. Discrimination based on race and gender, as well as a lack of representation and inclusive policies, contribute to exclusion. Additionally, an emphasis on academics in some cultures and a lack of diverse role models in sports media further limit opportunities.

Considering the increasing multicultural demographic of Australia, it is crucial to address these barriers through a comprehensive approach that involves changes in cultural attitudes, improved access, and inclusive policies. Encouraging diversity in sports not only benefits individuals but contributes to a vibrant and inclusive society.

The Multicultural Engagement Playbook represents a comprehensive initiative aimed at fostering the active involvement of multicultural communities, women, and girls in the sports sector. The Playbook developed in collaboration with The LOTE Agency addresses gender and cultural barriers to create a more inclusive, equitable, and diverse environment.

Through empowerment, barrier elimination, health promotion, talent development, and perception change, the Playbook envisions a future where everyone can enjoy the benefits of sports participation, regardless of age, background or ability.

The partnership between the Australian Sports Commission (ASC) and The LOTE Agency led to the creation of this Multicultural Engagement Playbook, specifically focusing on enhancing the participation and representation of multicultural communities in sports, particularly women and girls.

This Playbook is designed to help the ASC and the sport sector better understand and meet the goal of increasing overall participation and engagement in the sport sector. Developed through a multistage research subject, including workshops, secondary source reports, co-design workshops, and community focus groups, this Multicultural Engagement Playbook aligns with the visions and missions of the ASC's Australia's Sports Participation – Play Well Strategy and Australia's High Performance Sport Strategy – Win Well.

The plan is action-oriented, listing goals, aligned actions, and methods for implementation, emphasising sustainability and adaptability over time as new ideas emerge.

Defining culturally diverse communities

There is no internationally agreed definition on the acronyms or who would fall under the categories of CALD and Culturally and Racially Marginalized (CARM). The ABS has adopted a multidimensional approach to understand cultural and ethnic diversity since these terms can be associated with different meanings for people of their own self identification and feeling of belonging.

The multidimensional approach includes a set of characteristics:

- a long-shared history, the memory of which is kept alive
- a cultural tradition, including family and social customs, sometimes religiously based
- a common geographical origin
- a common language (but not necessarily limited to that group)
- a common literature (written or oral)
- a common religion
- being a minority (often with a sense of being oppressed)
- being racially conspicuous

The ABS suggests a minimum core set of Cultural and Language indicators of four concepts:

- Country of Birth of Person – see [Country of Birth Standard](#)

- Main Language Other Than English Spoken at Home – see [Language Standards](#)
- Proficiency in Spoken English – see [Language Standards](#)
- Indigenous Status – see [Indigenous Status Standard](#)

The Standard Set of Cultural Indicators:

- Country of Birth of Person – see [Country of Birth Standard](#)
- Main Language Other Than English Spoken at Home – see [Language Standards](#)
- Proficiency in Spoken English – see [Language Standards](#)
- Indigenous Status – see [Indigenous Status Standard](#)
- Ancestry – see [Ancestry Standards](#)
- Country of Birth of Father – see [Country of Birth Standard](#)
- Country of Birth of Mother – see [Country of Birth Standard](#)
- First Language Spoken – see [Language Standards](#)
- Languages Spoken at Home – see [Language Standards](#)
- Main Language Spoken at Home – see [Language Standards](#)
- Religious Affiliation – see [Religious Affiliation Standard](#)
- Year of Arrival in Australia – see [Year of Arrival Standard](#)

There has also been a recent shift from using these acronyms as some people and communities feel it is disempowering and not an accurate reflection of everyone's status. Research suggests the use of the term culturally or multiculturally diverse as the acceptable and appropriate to use

CALD and CARM should be reserved for specific contexts that may be applicable to people or communities experiencing that condition, for example - new and emerging communities settling in Australia and experiencing social and socio-economic challenges could be referred to as CALD or CARM background or community.



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ENGAGEMENT ACTION PLAN

The engagement action plan has been designed in a systems thinking model. It sets out the challenges, strategic objectives, actions and methods for effective engagement with multicultural communities and the sector in key areas such as recruitment, leadership, participation, high performance, and communication.



Leadership and Representation

CHALLENGES

- Lack of representation and diversity
- Lack of knowledge on how to approach women from different cultural community backgrounds
- Language and cultural barriers within sport environments
- Lack of data in workplace, leadership, and board diversity
- Low retention and lack of progression pathways into leadership roles
- Lack of awareness about career opportunities in sport

Strategic Objective #1	Promoting and strengthening the diversity and inclusion in the workforce by setting clear objectives to increase multicultural (particularly women's) representation at all levels, including executive leadership, boards, and committees.				
Actions	Conduct a data analysis and evidence building of representation gaps.	Foster strong relationships with multicultural communities and organisations to increase awareness and interest in sports careers.	Review recruitment guidelines and implement recruitment strategies to increase workforce diversity.	Create culturally inclusive and welcoming workspaces where individuals feel a sense of belonging and promote respectful and inclusive behaviours.	Implement monitoring and evaluation processes for transparency and accountability.
Methods	<p>Collect and review data on current multicultural men and women's representation in the workforce and in leadership positions. Identify areas where they are currently underrepresented and target specific roles or industries to improve representation</p> <p>Build the evidence for making a case for change to employ more multicultural individuals, particularly women in the sector.</p> <p>Allocate funding and resources to specifically target multicultural individuals in leadership roles and workplace opportunities.</p>	<p>Collaborate with community groups, organisations, community leaders and educational institutions to reach a broader audience and build a talent pipeline.</p> <p>Develop a stakeholder master list of multicultural communities and organisations to regularly update on opportunities.</p> <p>Showcase role models who can inspire multicultural communities, women and girls, to pursue careers in sports.</p>	<p>Simplify the job application process by using simple and clear English to describe role responsibilities. Revise the selection criteria to attract multicultural candidates by emphasising multilingual abilities and the value of multicultural competence and experience.</p> <p>Advertise career positions on accessible employment portals, i.e. Ethical Jobs to attract more multicultural women and diverse talent. Use social media to update about opportunities.</p> <p>Embed easier ways to apply for opportunities by using a question-and-answer process within the application portal instead of just providing the Key Selection Criteria.</p>	<p>Provide workspaces that consider multicultural needs and accommodate cultural and religious practices, like accessible restrooms and dedicated private spaces for prayer and meditation with prayer mats, washbasins, and religious texts.</p> <p>Respect and celebrate cultures, traditions, and languages by accommodating cultural dress requirements, creating a cultural calendar, and organising cultural days where employees share their heritage.</p> <p>Accommodate dietary preferences and ensure kitchens, cafeteria, and catering services provide for dietary needs like halal, kosher, vegan etc.</p>	<p>Set metrics to measure the progress of multicultural representation at all levels. Collect and track progress with cultural diversity composition of the workforce.</p> <p>Develop channels for employee feedback and incorporate diversity and inclusion questions in staff satisfaction surveys.</p> <p>Hold leadership accountable for achieving diversity targets by tying performance evaluations and incentives to progress on diversity and inclusion goals.</p>



Leadership and Representation

<p>Methods</p>	<p>Create an interactive dashboard to display data on representation, with filters to view data by department and level.</p> <p>Compare cultural diversity data against industry standards and benchmarks.</p>	<p>Share career opportunities with external access and inclusion services at local government and other local organisations that service multicultural communities. Links:</p> <p>Employment: Settlement Services International - SSI Businesses and employers AMES Australia Hire refugees and asylum seekers Australian Red Cross Multicultural Employment Services Multicultural Australia https://www.sydney.mcs.org.au/our-services/ https://sydney.place/Multicultural</p>	<p>Increase representation on interview panels with more multicultural individuals to address unconscious bias in the recruitment process.</p> <p>Offer the interview questions to shortlisted candidates at least 30 minutes before the interview.</p>	<p>Create innovative employee inductions like walking tours to support information and understanding about workplaces and processes.</p> <p>Create simple English resources and videos for online induction material and workplace documents</p>	<p>Set up an internal working group or taskforce to monitor and regularly assess effectiveness of strategies, embed continuous improvement, evaluate and adjust processes.</p>
<p>Strategic Objective #2</p>	<p>Supporting multicultural individuals in the workforce and equipping them with necessary skills and qualifications to excel</p>				
<p>Actions</p>	<p>Provide scholarships, workshops, mentorship, and training programs to develop the skills of multicultural individuals in the sector.</p>		<p>Create opportunities for continuous learning and career advancement and development.</p>		
<p>Methods</p>	<p>Establish a mentorship program that pairs multicultural individuals with experienced mentors in sport and from similar backgrounds, interests, and journey. Pair multicultural women with experienced female mentors.</p> <p>Organise networking events, seminars and conferences focused on connecting multicultural individuals with professionals in the industry.</p> <p>Offer internships and entry-level positions for on-the-job training</p>	<p>Create structured career pathways and development plans for multicultural female staff, with clear goals and milestones for advancement.</p> <p>Encourage regular participation in industry conferences, seminars, and events focused on building skills and leadership.</p> <p>Provide regular mentorship sessions with experienced leaders within the organisation to provide guidance and support in career progression.</p>			



Leadership and Representation

Strategic Objective #3	Cultivating a sport environment that embraces diversity, promotes inclusivity, and celebrates the cultural richness brought by multicultural communities, fostering a sense of belonging and respect for all employees.			
Actions	Review and implement workplace policies and practices that promote cultural sensitivity and accommodate diverse needs.	Strengthen the internal knowledge and capacity by collaborating with subject matter expert and implementing upskilling programs for staff and leaders to enhance their engagement with multicultural communities and support with relationship building.	Create support programs to help navigate the sport industry.	Organise cultural awareness events, Q&As, and celebrations to promote cross-cultural understanding and appreciation.
Methods	<p>Establish flexible work arrangements and leave policies to accommodate diverse needs and obligations, such as family and caregiving responsibilities, study, fasting schedules, and cultural and religious observances like Eid, Diwali, Hanukkah etc.</p> <p>Provide competitive compensation packages and performance-based rewards to ensure equitable treatment and acknowledge the valuable contributions of diverse staff.</p> <p>Offer opportunities for multicultural women to showcase their talents and skills through cross-departmental projects, leadership roles, or special assignments.</p> <p>Develop an internal working group to regularly monitor, assess, and improve processes and advise on policy.</p>	<p>Provide access to online resources and materials or create an online resource library to educate staff and leaders about different cultural backgrounds and inclusive practices. Incorporate case studies and real-life scenarios to enhance understanding and application of cultural responsiveness principles</p> <p>Provide staff with training courses on cultural competency with recognised agencies or teaching college. Use the Cultural Competence Reflection Tool (CCRT) to provide an indication of organisational level of cultural competence.</p> <p>Invite guest speakers from multicultural communities to share insights and perspectives on relevant topics.</p> <p>Facilitate networking opportunities for current staff and leaders to connect with multicultural community experts and advocates.</p>	<p>Establish employee network groups to provide multicultural women with a supportive community and a safe and confidential space for discussions.</p> <p>Establish allyship programs where staff and leaders can volunteer to act as allies for multicultural communities.</p> <p>Offer culturally sensitive resources and support services to address concerns or issues, including collaborating with counsellors who understand the unique challenges faced by multicultural individuals, particularly women.</p> <p>Offer support services and resources for multicultural women facing challenges related to cultural adjustment, language barriers, or personal circumstances.</p>	<p>Promote multicultural individuals' success stories and achievements in the sports workforce. on various channels. Include the voices of lived experiences.</p> <p>Celebrate the contributions of multicultural women through formal recognition programs, awards, and prizes.</p> <p>Recognise organisations and individuals who excel in promoting multicultural women's participation in the sports workforce through awards and accolades.</p>



Leadership and Representation

Strategic Objective #4	Establishing effective governance structures that promote inclusivity and diversity, with a focus on multicultural representation specially among women, and transparency in decision making processes.			
Actions	Revise governance policies and processes to ensure multicultural individuals are represented and included in decision-making processes.	Strengthen board composition to ensure more multicultural individuals, particularly multicultural women, can access leadership roles and serve on boards.	Foster collaborative partnerships and approach to governance.	Enhance transparency and accountability.
Methods	Conduct a comprehensive review of current governance structures to incorporate specific provisions for promoting representation and create accessible channels for multicultural employees and stakeholders to provide feedback and contribute to decision-making (e.g. online and hardcopy, translated surveys)	Develop diversity and inclusion criteria for board member selection, emphasising the importance of multicultural representation, gender diversity, and diverse experiences in governance.	Work with other organisations and sectors to share best practices, resources, and strategies for promoting diversity, inclusivity, and transparency in governance.	Collect and analyse data to track the organisation's diversity in workforce, leadership, and board representation and identify areas for improvement.
	Set up working groups and advisory bodies to support the subject matter and decision-making processes.	Implement term limits and succession planning strategies to ensure continuous renewal and diversity within board compositions.	Invite representatives from multicultural communities to participate in advisory councils, task forces, or committees focused on governance issues, ensuring their perspectives are heard and valued.	Communicate and publish annual diversity and inclusion reports that outline progress, challenges, and future objectives related to multicultural representation and transparency in governance.
	Set specific targets for multicultural representation in decision-making bodies. Establish a policy to reserve board seats for multicultural individuals, particularly multicultural women.	Broaden the pool and actively recruit multicultural individuals to serve on boards through targeted outreach efforts, partnerships with multicultural organisations, and leadership development programs.	Regularly consult with multicultural communities to understand their needs and perspectives on governance.	Establish structures to hold the board accountable such as forming a diversity and inclusion subcommittee with the responsibility to monitor progress and report directly to the board.



Participation

CHALLENGES

- Low participation in structured and organised sport
- Volunteering and coaching is a male dominated area
- Language used can be inappropriate by males to females
- Difficulties and challenges moving up into paid and other opportunities
- Lack of facilities and consistent coaching and coaches
- Inappropriate ways of approaching established and new and emerging communities
- Male dominated space which can deter multicultural women from pursuing opportunities
- Lack of effective partnerships with community leaders and expert organisations
- Limited access to information about programs
- Lack of knowledge on how to approach women from different cultural community backgrounds
- Language and cultural barriers within an environment
- Low retention rates
- Cultural expectations are strict and sport is not always considered appropriate and a priority in some cultures
- Males in families may be favoured over women in sport opportunities
- Unsafe club environment, transport. Fees and costs, and physical accessibility
- Racism and discrimination

Strategic Objective #1	Building the capability of people (workforce) and organisations to deliver fun sporting experiences for multicultural communities in sport, particularly among women and girls.		
Actions	Design and implement training programs that enhance the cultural awareness and competence of sports people, including players, coaches, officials, and volunteers.	Build organisational capability to engage effectively and inclusively with multicultural communities.	Provide inclusive participation program design guidelines that sports workforce can use to ensure their programs are welcoming and accessible to multicultural communities.
Methods	Provide psychological safety and culturally responsive training programs and online learning modules to enhance the workforce's understanding and capability to engage with multicultural communities.	Develop or share resources, toolkits, and guidelines on cultural awareness and sensitivity for sports organisations and clubs to promote inclusive practice in their activities.	Provide specific guidelines or toolkits for sports programs delivery that address the needs, preferences, and barriers of multicultural communities and cover aspects of inclusive sport participation.



Participation

Methods

Offer workshops and seminars to paid and unpaid workforce on multicultural engagement strategies, partnership development, and designing and delivering culturally sensitive sporting programs to promote respectful and inclusive interactions with multicultural participants.

Establish mentorship programs pairing sports personnel with multicultural communities to foster cultural understanding and leadership development.

Host webinars with guest speakers from multicultural backgrounds and with lived experience.

Develop compulsory training for coaches and volunteers on cross-cultural communication to address language barriers, encourage respectful interactions, and prevent misunderstandings.

Implement cultural competency assessments and ongoing training for sports organisations to ensure continuous improvement in delivering inclusive sporting experiences. This can include a certification program that demonstrate a high level of cultural competence and inclusivity.

Use the Cultural Competence Reflection Tool (CCRT) to provide an indication of individual and organisational level of cultural competence.

Provide guidance and best practices on employing interpretation services and development of translated materials to ensure effective communication and information access for multicultural communities.

Establish efficient methods and systems for collecting, tracking, and reporting on cultural diversity metrics. Regularly analyse this data to monitor progress and identify areas for organisational improvement.

Incorporate principles of cultural sensitivity, language accessibility, and gender inclusivity into program design recommendations to ensure they resonate with multicultural participants.

Create resource packs with practical tips, factsheets, videos, and case studies on inclusive sport delivery for specific demographics. Link:

[Understand our diverse communities | Australian Sports Commission \(sportaus.gov.au\)](https://sportaus.gov.au/understand-our-diverse-communities)

Develop a detailed checklist to ensure program designs meet inclusivity standards. Regularly update the list based on feedback and new insights from multicultural communities and evaluate each program against these criteria.

Offer follow-up support to help the workforce implement and overcome any challenges they may encounter in multicultural engagement, including one-on-one coaching sessions, peer support, and access to additional resources and guidance.



Participation

Strategic Objective #2	Fostering a positive lifelong involvement in sport through fun sporting experiences.		
Actions	Use targeted marketing and outreach to build the skills and confidence of multicultural communities to find, join, and stay in sport.	Encourage family and community engagement in sports programs.	Create a rewards system that encourages ongoing participation and keeps multicultural communities engaged in sport.
Methods	Offer sports program information that respects cultural differences and uses language that is understandable. Customise presentations to meet the cultural preferences and needs of multicultural participants.	Organise sports events and activities that welcome families, women, and children, encouraging intergenerational participation and family bonding.	Offer financial incentives such as subsidies or discounts on registration fees, equipment, or facility rentals to encourage participation in sport programs.
	Create mentoring programs or buddy systems to help newcomers from multicultural communities in their sports journey, navigate challenges, and stay engaged.	Engage in multicultural events and cultural festivals to celebrate cultural diversity and connect families to sport.	Assist with transportation or childcare costs associated with sports participation to alleviate barriers for multicultural families.
	Create support networks and community connections to foster a sense of belonging and engagement among multicultural participants.	Use community service organisations and religious institutions to talk to families and promote sports participation.	Set up referral programs where sport members, current multicultural participants can suggest other multicultural individuals. Provide incentives or rewards for successful referrals to encourage more participation and engagement.
	Create program information and promotional materials in multiple languages and distribute them through appropriate channels. Ensure these resources offer guidance on how multicultural communities can join sports and where they can find support.	Provide information sessions for multicultural families about the benefits of sport participation on health, social wellbeing, and personal development.	Establish recognition programs or awards to celebrate achievements and contributions of multicultural players, coaches, volunteers, and teams within the sport community.
	Offer subsidised tickets or access to elite sport matches and utilise mass sporting events as catalysts for multicultural participation and building a fanbase.	Provide leadership development opportunities and pathways for multicultural family members to take on coaching, officiating, and administrative roles.	Offer scholarships or grants to support talented participants in pursuing higher levels of competition or specialised coaching, or leadership training



Participation

Strategic Objective #3	Creating, improving, activating and better managing spaces and places to ensure multicultural communities can have enjoyable sporting experiences.			
Actions	Make community spaces and places easily accessible and welcoming for multicultural communities.	Encourage community involvement, shared use of spaces, and inclusive partnerships to boost multicultural participation in sport.	Create efficient management processes that encourage multicultural involvement, inclusive planning, and fair and equitable access to resources.	Create or repurpose spaces to promote inclusivity and incorporate principles of inclusive design and cultural sensitivity into the planning of sports facilities.
Methods	<p>Run outreach programs to inform multicultural communities about local sports facilities and programs, highlighting their accessibility and inclusivity.</p> <p>Work with local government and community groups to set up sport facilities in areas that are easy for multicultural communities to reach, with convenient transportation options.</p> <p>Share safety protocols, emergency procedures, and facility rules in different languages and formats to ensure everyone in multicultural communities understands them.</p> <p>Create separate sports sessions for men and women or have women-only time slots to make multicultural women feel comfortable and included.</p> <p>Set up flexible scheduling and booking systems to meet the diverse needs and preferences of multicultural individuals, especially women and girls.</p>	<p>Work with local cultural and religious groups, ethnic associations and community organisations to host their events at sport venues or use multicultural spaces for sports activities.</p> <p>Offer grants and support to local schools, community services, and cultural organisations to deliver sport in their spaces, in collaboration with sports clubs to provide a pathway into more structured options.</p> <p>Establish community sports hubs in areas with high multicultural populations like mobile sports units that travel to these areas, setting up temporary sports fields or courts to facilitate participation.</p> <p>Integrate cultural celebrations and festivals with regular sports activities to help multicultural participants feel more included and connected.</p> <p>Encourage using sports facilities during non-traditional hours to allow flexibility and accommodate the varied schedules of different cultural groups (e.g. access during evenings and holidays).</p>	<p>Review sports facilities to ensure they are accessible and inclusive. Follow recommendations to improve them and create guidelines for inclusive design and management.</p> <p>Work with multicultural community leaders and use surveys and focus groups to learn about the community's experiences, needs, and preferences for accessible, safe, and culturally appropriate spaces.</p> <p>Use data on local demographic, cultural background, and participation barriers to better understand the community, plan strategically, allocate resources, and prioritise areas and populations that need improved access to sports facilities. Link: https://home.id.com.au/</p> <p>Create community advisory boards with multicultural residents, leaders, and stakeholders to offer ongoing input on sports space planning and management.</p> <p>Prioritise funding, equipment, and staffing resources to meet the needs of multicultural groups. Regularly check resource use to find and fix any access gaps.</p>	<p>Use an intersectional and inclusive approach to design spaces for all abilities, genders, religions, and age groups. Host design sessions where multicultural groups can share their insights and preferences.</p> <p>Provide private changing areas and prayer rooms with modest clothing, hijabs, prayer mats, and washing facilities. Equip restrooms with hygiene products and accommodate diverse cultural needs.</p> <p>Set up areas to meet diverse needs like multilingual signage, quiet and personal spaces, wheelchair access, gender-specific and culturally appropriate amenities (prayer rooms, private changing and shower cubicles), alcohol free and family changing spaces.</p> <p>Choose locations with good public transportation and enough parking. Install ramps, handrails, and other features to help people with mobility impairments.</p> <p>Install bright lighting and security features to make sports areas safer. Ensure well-lit paths and entrances for safety, especially in the early morning or evening.</p>



Participation

Strategic Objective #4	Creating a connected and collaborative sport ecosystem that supports all organisations to provide high quality sporting experiences.	
Actions	Partner with a broad range of organisations and sectors to make sport delivery, promotion, and impact more effective for multicultural communities.	Facilitate knowledge-sharing platforms and forums for sports organisations and community groups to exchange best practices and resources in multicultural engagement.
Methods	<p>Work with government agencies and community service organisations to incorporate sport as a settlement and social service. Establish a referral process to sports programs to engage new and emerging communities and contribute to their wellbeing, skill development, and sense of belonging. Links: Multicultural Sports Club (MSC) – SS! Youth Sports Multicultural Australia CMSport - Centre For Multicultural Youth (cmy.net.au)</p> <p>Engage multicultural stakeholders in the strategic planning, delivery, and evaluation of sports programs to ensure their perspectives and needs are considered. Co-design initiatives and allocate resources specific to accessibility and retention of multicultural participants.</p> <p>Establish partnerships with local community and schools providing incentives or grants to collaborative projects and cross-sector initiatives that actively support and promote multicultural participation.</p> <p>Form a multicultural advisory group with sport representatives, local councils, multicultural community leaders, migrant resource centres, and settlement organisations to develop strategies to connect with local multicultural communities and assess the effectiveness and impact of programs.</p> <p>Work with universities and key experts to create clear and consistent metrics and indicators to measure multicultural participation and retention, focusing on capturing qualitative data about their experiences and setting up systems that include everyone in data collection.</p> <p>Collaborate with cultural groups, translation services, health agencies, and educational institutions such as Intensive English Language Schools and TAFE to engage with multicultural individuals and promote sports programs through community events, social media, newsletters, and culturally relevant marketing materials.</p>	<p>Create official partnerships with multicultural community organisations to share knowledge and use their expertise in organising focus groups, interviews, and surveys. This will help gather input from multicultural communities and guide the creation of sports programs and strategies.</p> <p>Conduct regular stakeholder meetings to solicit feedback and input from multicultural communities and encourage joint planning, programming, and resource-sharing to leverage the strengths and assets of different sectors in engaging multicultural communities in sport.</p> <p>Facilitate matchmaking events for potential partners and host regular networking events, conferences, workshops, webinars, and online platforms on multicultural engagement in sport to connect and share ideas, resources, and best practices.</p> <p>Create a centralised online data platform connecting sport with multicultural communities and sharing resources, including templates for policies and procedures, data collection and funding guides, training materials, delivery tips, key partners in multicultural engagement, and success stories in sport.</p> <p>Engage culturally diverse ambassadors and volunteers to champion and promote sports initiatives within their communities. They can act as trusted advocates and connectors to upskill sport personnel, facilitate networking, and bridge the gap between multicultural communities and sports organisations.</p> <p>Establish mentorship programs allowing experienced cultural organisations and experts to mentor sports organisations in multicultural engagement.</p>



Participation

Strategic Objective #5	Prioritising equity and choice to ensure multicultural communities can access sport.			
Actions	Develop culturally inclusive and accessible sport initiatives tailored to multicultural needs and interests, particularly focusing on accommodating the needs of multicultural women, ethnic minorities, and underrepresented sub-groups.			
Methods	<p>Conduct research and consultations to understand the needs and differences between multicultural groups including women, various age groups, disability, literacy levels, migration statuses, and year of arrival to Australia.</p>	<p>Adjust program formats, rules, schedules, locations, and content to match the cultural preferences, interests, skill levels, and abilities of multicultural communities, ensuring both physical and emotional safety in activities.</p>	<p>Offer different program times that fit various work schedules, religious practices, and family commitments. Choose times when public transportation is readily available, avoiding late nights or early mornings if transport options are limited during those hours.</p>	<p>Provide training materials in various languages spoken by communities with limited English proficiency to ensure accessibility. Include diverse images, videos, and content that resonate with the communities served and relevant to their cultural contexts.</p>
	<p>Implement trauma-informed training and practices in sport programs. This involves understanding triggers, offering emotional support, and creating safe and welcoming spaces.</p>	<p>Develop age-appropriate programs that are fun, engaging, and tailored to young people's interests and cultural backgrounds, alongside social, enjoyable, and low-impact activities for older adults.</p>	<p>Develop welcoming programs for newcomers to Australia, especially those from refugee backgrounds. These programs will include orientation sessions, language support, and buddy systems to help them feel part of the sports community. Work closely with organisations supporting these groups to better meet their needs.</p>	<p>Offer language assistance during training and competitions, using bilingual volunteers to help with registrations, questions, and program activities. Also, create guides or maps that show the easiest ways to get to the sessions.</p>
	<p>Allocate funds to support groups in multicultural communities that are underserved and disengaged in organised sport.</p>	<p>Create programs that accommodate participants with disabilities by providing adapted equipment and adjusted rules to ensure everyone can participate and have fun.</p>	<p>Provide sports programs in community-centric locations close to multicultural communities to reduce travel. Set up smaller satellite facilities or collaborate with local schools and community centres to make sports programs more accessible near residential areas.</p>	<p>Provide financial support such as reimbursements or reduced fees to help participants overcome barriers like costs and travel expenses. Utilise their knowledge and skills, offering them in return reduced or no participation fees.</p>
	<p>Explore online or virtual program options to overcome barriers related to cost, transport, childcare, and conflicting commitments.</p>	<p>Provide sessions exclusively for women to encourage their participation, especially those who may feel uncomfortable or limited in mixed-gender settings.</p>	<p>Offer transportation support such as shuttle services, carpooling, or travel vouchers for participant who have difficulty getting to programs. Work with local transportation services to enhance options like e-scooters, improve routes, coordinate schedules with sports activities, and provide subsidised rides.</p>	<p>Engage a diverse workforce and volunteer base that reflects the community served to enhance the experience, effectiveness, and inclusivity of sport initiatives.</p>



Participation

Strategic Objective #6	Changing the culture of sport in Australia to create an environment where multicultural communities can access safe, inclusive, welcoming, and fun experiences.	
Actions	Promote a culture of safety and integrity and create a plan to build a positive culture and address negative behaviour in community sport	Foster a sense of belonging and inclusivity through community-building activities and initiatives within sports organisations.
Methods	<p>Establish policies and a code of ethics for players, coaches, officials, and administrators that outlines expectations for behaviour and consequences for misconduct to inspire cultural change across the sport ecosystem.</p> <p>Provide training and education on safeguarding and anti-racism policies and procedures. These include online modules and in-person workshops covering child protection, racism awareness, trauma recovery, and safe sport practices to prevent harassment, abuse, and discrimination in sports settings</p> <p>Establish reporting mechanisms and support services for individuals who experience safety concerns or misconduct in sport. Create anonymous reporting channels and confidential support hotlines for players and parents to report incidents of bullying, harassment, racism, or abuse.</p> <p>Raise awareness and educate the public through campaigns to challenge stereotypes and biases about different cultural groups' abilities, while highlighting the benefits of multicultural sports.</p>	<p>Celebrate diversity in sports with multicultural awards and cultural events throughout the year like Lunar New Year, Diwali, and Eid to recognise and honour the richness of diverse cultural traditions.</p> <p>Host cultural exchange events where people from diverse cultural backgrounds share traditions, food, art, music, and experiences to build stronger community bonds. Organise multicultural festivals where participants can bring dishes from their cultures and enjoy sports activities and games together.</p> <p>Implement leadership development programs that provide opportunities for multicultural individuals and young people to take on leadership roles within the organisation.</p> <p>Host weekly language exchange sessions where participants can learn basic phrases and vocabulary in languages spoken by their peers, fostering cross-cultural communication and understanding.</p>



High performance

CHALLENGES

- Limited pathways and access to high performance opportunities
- Varied perception of sport as a viable career option
- Lack of consultation with families who are the decision makers
- Language and communication
- Lack of role models in elite sport
- Racism and discrimination
- Cultural and religious expectations
- Uniforms can limit enjoyment of sport and performance
- Lack of culturally safe and appropriate environments and facilities
- Low representation of multicultural female athletes, coaches, and officials

Strategic Objective #1	Increasing representation of multicultural individuals, particularly women and girls, in high performance and improve access to opportunities and talent development pathways.		
Actions	Implement targeted recruitment efforts to attract multicultural individuals to high-performance roles and pathway programs.	Partner with multicultural community groups to reach potential candidates and raise awareness of high-performance pathways.	Develop tailored HP programs for multicultural communities, particularly women, that address needs and barriers to engagement in high-performance.
Methods	<p>Conduct surveys and interviews in multilingual format to understand the specific needs, interests, and barriers faced by multicultural women in performance pathways.</p> <p>Co-create workshop sessions involving multicultural women athletes and their parents/guardians, coaches, and stakeholders to brainstorm ideas, identify barriers, and co-design innovative solutions.</p> <p>Use social media to connect to a multicultural audience. Use ethnic radio with a national coverage, like SBS and local radio for targeted approaches.</p>	<p>Leverage community clubs, leaders, organisations, refugee and asylum seeker resource centres, and educational institutions to reach individuals from new and emerging communities, and provide information sessions on pathways and resources available.</p> <p>Develop and distribute multilingual resources and collateral in plain English, including brochures, handbooks, and videos, to provide information on high-performance sport and training programs. Include a phone contact for people to gain more information orally.</p> <p>Place the information in their spaces and places in hardcopy, online links, and QR codes including in community centres and suburban shopping hubs/storefronts.</p>	<p>Establish scholarships and financial support programs to assist multicultural athletes with training expenses, travel costs, and other participation related fees.</p> <p>Implement talent development programs to identify and nurture promising male and female athletes from culturally diverse backgrounds.</p>



High performance

Strategic Objective #2	Building strong relationships with multicultural communities to raise awareness and interest in high-performance sport.		
Actions	Develop workshops, scholarships, educational and community engagement programs to better connect with the community and increase interest in high-performance pathways.		
Methods	<p>Partner with community leaders, organisations, and cultural associations to engage multicultural communities in sports-related initiatives.</p> <p>Organise workshops and seminars within multicultural communities in their spaces and places to educate on high-performance pathway opportunities in sport.</p> <p>Organise networking events and industry forums where multicultural men and women can connect with athletes and professionals in the sports industry.</p>	<p>Establish a parent ambassador program where multicultural parents who are familiar with high-performance sport can serve as mentors and advocates for other parents, providing guidance, support, and encouragement.</p> <p>Involve parents and families of multicultural athletes in the decision-making process and provide them with resources and support to understand the potential career pathways and opportunities in high-performance sport.</p> <p>Organise forums and focus groups to gather feedback and insights from multicultural parents on their expectations, concerns, and preferences regarding their children's participation in high-performance sport.</p>	<p>Offer scholarships and financial support programs to enable multicultural youth as well as women and girls to pursue sports-related education and careers.</p> <p>Offer grants and funding to local schools and cultural clubs to play sport in their spaces and places, and use as a pipeline of talent to high performance pathways opportunities.</p>



High performance

Strategic Objective #3	Providing opportunities for multicultural men and women to acquire the necessary skills and knowledge to excel in high-performance roles	
Actions	Organise workshops, training sessions, and educational programs to enhance the skills and knowledge of multicultural women in high-performance roles.	Provide guidance and support to help multicultural women navigate and succeed in their high-performance journey.
Methods	<p>Partner with community leaders, organisations, and cultural associations to engage multicultural women in sports-related initiatives.</p> <p>Organise workshops and seminars within multicultural communities in their spaces and places to educate on high-performance pathway opportunities in sport.</p> <p>Organise networking events and industry forums where multicultural individuals can connect with athletes and professionals in the sports industry.</p>	<p>Create resources and toolkits that provide guidance on how multicultural individuals can get involved in high-performance roles and navigate the system.</p> <p>Establish mentorship programs that pair multicultural individuals with experienced mentors/ athletes or coaches from similar backgrounds.</p> <p>Provide access to online learning platforms or webinars that offer educational resources, courses, and training modules specifically designed for multicultural women seeking to develop their skills and expertise in sports-related fields. Offer flexible options that accommodate the diverse schedules, commitments, and preferences of multicultural communities, particularly among women.</p>



High performance

Strategic Objective #4	Creating inclusive and supportive environments within high-performance sport that respect and celebrate cultural diversity.				
Actions	Enhance the ability of the high-performance system to work effectively with multicultural athletes.	Facilitate effective communication and understanding among multicultural athletes and staff.	Increase multicultural representation in decision-making bodies, leadership positions, coaching staff within high-performance system.	Review and implement inclusive policies that address discrimination based on gender, ethnicity, race, religious and cultural background.	Establish high-performance spaces and programs that accommodate the needs and provide a supportive and inclusive environment for multicultural athletes.
Methods	<p>Provide cultural sensitivity training for HP coaches, administrators, and support staff to better understand and accommodate the needs of multicultural athletes.</p> <p>Implement cultural awareness programs and workshops to educate athletes, coaches, and staff about diverse cultural practices, traditions, and communication styles.</p> <p>Engage with multicultural communities and leaders to seek input and gather insights and feedback on how to create a culturally inclusive environment within the high-performance sport setting.</p>	<p>Offer language support services, such as interpreters and translated materials to facilitate communication.</p> <p>Establish regular communication channels, like team meetings, forums, and feedback sessions, where multicultural athletes and staff members can express their concerns, share their experiences, and provide input on improving the inclusivity of the high-performance sport environment.</p> <p>Appoint cultural liaison officers who can serve as points of contact for multicultural athletes, providing support, advocacy, and guidance on navigating the high-performance sport environment while respecting their cultural and religious beliefs.</p>	<p>Implement diverse recruitment practices that actively seek out and promote multicultural candidates.</p> <p>Offer coach development programs and pathways specifically targeted at multicultural individuals, providing training, mentorship, and support to advance their careers in high-performance coaching.</p> <p>Establish leadership programs and initiatives aimed at developing and empowering multicultural individuals to take on leadership and decision-making roles in high-performance sport.</p>	<p>Enforce robust anti-discrimination policies and codes of conduct to address racism and discrimination.</p> <p>Develop flexible uniform policies that accommodate religious and cultural requirements, while ensuring performance and safety standards are maintained. This includes customised training gear options that meet the needs of multicultural women, such as modest sportswear and hijab-friendly apparel.</p> <p>Establish support networks and resources for multicultural women to address instances of racism or discrimination and provide avenues for reporting and resolution.</p>	<p>Create female-only spaces and programs to accommodate modesty concerns.</p> <p>Provide culturally appropriate food options, private changing rooms, and prayer facilities to perform religious obligations in clean, a comfortable, and respectful environment.</p> <p>Offer flexible training schedules that allow multicultural athletes to observe religious practices, such as prayer times and fasting during Ramadan without compromising their participation.</p>



High performance

Strategic Objective #5	Increasing the visibility and recognition of multicultural athletes in high performance and inspire future generations.		
Actions	Amplify the stories of multicultural athletes in the high-performance system. Highlight their success, achievements, and contributions to inspire multicultural youth, particularly girls.	Celebrate cultural diversity within high performance and recognise multicultural athletes' contributions.	Implement community engagement programs and initiatives.
Methods	Launch media campaigns featuring multicultural athletes and utilise social media platforms to amplify their voices and success stories, providing them with a platform to share their experiences and inspire others.	Organise events and initiatives that celebrate cultural diversity within high-performance sport, including multicultural athlete recognition ceremonies, awards, and cultural festivals.	Encourage multicultural athletes to engage with their communities through school visits, sports clinics, and public speaking engagements to serve as positive role models and ambassadors for high-performance sport.
Strategic Objective #6	Raising awareness and promoting ethical conduct, fair play, and integrity among multicultural communities.		
Actions	Develop programs and materials on ethics and integrity in collaboration with multicultural women/athletes and other subject matter experts in multiculturalism.		
Methods	Develop policy, procedures, and documented processes in simple and clear English and/or translated collateral.	Hold regular meetings to go through important steps about ethics and integrity using interpreters if necessary.	Sharpen documented processes and plans using a narrative and format that speaks to and is relatable of cultural contexts and understanding for multicultural women since ethics and integrity may hold a different meaning in some cultures.



Marketing, Communications, and Media

CHALLENGES

- The language of sport and how it is depicted in media is misunderstood
- Lack of diversity and limited cultural representation in the media and in stories
- Stereotypical portrayals of multicultural communities in sports media
- Use of unsuitable platforms and communication channels
- Limited literacy and language barriers
- Poor culturally sensitive communication and messaging
- Resource constraints in marketing and communication
- Digital divide and limited access

Strategic Objective #1	Increasing the visibility and voices of multicultural communities in Australian sports media.		
Actions	Leverage social media platforms and websites to share the voices and lived experiences of multicultural participants and inspire others in the community	Work with multicultural individuals and organisations on amplify voices and stories of their communities in sports media.	Enhance representation of multicultural communities in sports media organisations.
Methods	<p>Create dedicated social media accounts/channels and webpages focused on sports content tailored to multicultural audiences and showcasing stories and achievements of multicultural athletes and communities.</p> <p>Develop dedicated social media campaigns and interactive experiences featuring stories, anecdotes, and testimonials from multicultural athletes, coaches, and volunteers.</p> <p>Use multimedia formats such as video interviews, photo essays, and blog posts to convey diverse experiences effectively and share them across the organisation's platforms.</p> <p>Engage with multicultural communities through live streams, Q&A sessions, and virtual events featuring multicultural athletes and sports personalities.</p> <p>Identify reliable sources of data such as national database of demographics and LGA datasets to understand the language and population demographic living in different areas to align stories and deliver key messages. Link: https://home.id.com.au/</p>	<p>Partner with multicultural athletes, clubs, and community organisations to co-create content highlighting their diverse sporting achievements and experiences and amplify messages about multiculturalism in sport.</p> <p>Encourage multicultural participants to contribute user-generated content, including photos, videos, and written posts, sharing their sporting journeys and experiences. Launch a hashtag campaign and share the best submissions on social media channels.</p> <p>Host community storytelling events or a Facebook live session where multicultural individuals can share their sports-related stories and experiences.</p> <p>Create branded hashtags or social media challenges to facilitate community engagement and content sharing among multicultural audiences.</p> <p>Share personal narratives highlighting the challenges, successes, and unique perspectives of multicultural participants in sport. Use data metrics to guides these stories.</p>	<p>Recruit and retain multicultural editors and content creators.</p> <p>Offer secondary school media and journalism students aspiring to pursue careers in sports media an internship, mentorship, or short opportunity to help create content, build their skills, and encourage their participation of sourcing and interviewing talent and stories.</p> <p>Provide media training and support to multicultural community members to help them effectively communicate their stories to a wider audience.</p> <p>Engage multicultural freelancers and influencers who actively create content targeting their communities, and work with them to share sports-related content and foster online engagement within their respective communities.</p> <p>Develop a database or network of diverse talent and sources to ensure equitable representation across different sports and disciplines.</p>



Marketing, Communications, and Media

Strategic Objective #2	Enhancing culturally sensitive sports content to build trust and engagement with multicultural communities.		
Actions	Build the capability of sports content creators, marketing, and media staff.	Translate and adapt sports content for diverse language, literacy levels, and cultural preferences.	Engage multicultural communities in the content creation, checking, and communication development process.
Methods	<p>Provide cultural sensitivity and awareness training and online resources to inform on cultural nuances, unconscious bias, respectful communication, and diversity within multicultural communities.</p> <p>Implement a community immersion program where key media staff attend multicultural community events to observe, interact, and learn about the community's family dynamics, lifestyle, and values. This hands-on approach will enable them to tell richer, more authentic stories, and gain a deeper and more nuanced understanding of the cultural contexts.</p> <p>Organise focus groups and interactive sessions with cultural experts or multicultural community leaders to facilitate discussions on best practices for culturally sensitive content creation and gather insights and preferences regarding sports content.</p> <p>Offer media staff professional development opportunities focused on multicultural communication and engagement, such as attending conferences on multicultural marketing and communication.</p>	<p>Work with translation agencies and invest in translation services or language localisation to make sports media content accessible to multicultural audiences. This includes translating social media posts and video descriptions into multiple languages commonly spoken by multicultural communities.</p> <p>Develop culturally appropriate versions of sports content, considering linguistic nuances, idiomatic expressions, and cultural references, ensuring messaging resonates with multicultural audiences and avoids causing offense or misunderstanding.</p> <p>Use subtitles, closed captions, or audio descriptions in social media posts, videos, and website content to enhance the accessibility of sports media content for individuals with diverse language abilities.</p> <p>Develop and use accessibility and best practice writing guides.</p>	<p>Collaborate with multicultural community organisations and people with lived experiences to co-create sports media content relevant to their communities.</p> <p>Create a process for community members to check your materials and provide feedback to ensure linguistic and cultural appropriateness and suitability for users.</p> <p>Administer online surveys or hold focus group discussions to solicit feedback on the relevance and effectiveness of existing sport content and the sporting organisation's communication strategies.</p>



Marketing, Communications, and Media

Strategic Objective #3	Enhancing outreach and engagement through targeted Marketing, Media, and Communication strategies for the successful promotion of sport to multicultural audiences.	
Actions	Develop culturally tailored marketing campaigns that showcase the benefits of sports and the diversity of multicultural individuals in sport.	Partner with stakeholders across the sport ecosystem to co-create, amplify, and promote sports-related messaging and initiatives.
Methods	<p>Understand multicultural audiences and sport related needs, interests, and barriers through desktop research, surveys, and focus groups.</p> <p>Partner across the organisation to develop programs to source talent and stories.</p> <p>Use a dedicated multicultural event calendar to curate sports-centric themes and enhance sports promotion efforts.</p> <p>Customise marketing materials with culturally appropriate imagery, language, and symbols. Use simple language and visual aids to enhance understanding, especially for audiences with lower literacy levels. Create infographics or videos to explain sports benefits, rules, or event details in a visually engaging manner.</p> <p>Use multilingual app and in-language directory for people starting life in Australia ,such as myAus, to provide information about sport and programs available. Link: https://www.myausapp.com/</p> <p>Regularly communicate updates, news, and information in multiple languages to reach diverse audience and speak directly to multicultural communities.</p>	<p>Sponsor and support multicultural events to increase sports brand visibility and demonstrate commitment to multicultural engagement.</p> <p>Display messages and videos on screens at clubs, faith, health and educational institutions for maximum exposure and offer further information about how to connect with sport services and products.</p> <p>Regularly promote information through multicultural stakeholders by using their newsletters, radio, and community language newspapers. Use ethnic radio with a national coverage, like SBS, and local radio for targeted approaches</p> <p>Team up with popular multicultural influencers and personalities to co-create content promoting the benefits of sports participation and showcasing diverse role models within the sporting community.</p> <p>Collaborate with bilingual or multilingual content creators to produce original content tailored to specific cultural communities.</p>

Case studies



Australian Football League (AFL)

- [Australian Football League Multicultural Camp](#)
- [Australian Football - A Game for All](#)



Lifesaving

- [Lifesaving Victoria - a program to include people from culturally and linguistically diverse backgrounds](#)



Badminton

- [Southern Tasmanian Badminton Association - sport bridging cultural divides](#)



Running

- [Sudanese athlete overcomes diversity to run for Australia](#)



Basketball

- [Midnight basketball](#)
- [Sudanese National Basketball Tournament](#)
- [Basketball gives African girls more independence](#)



Soccer

- [Junior soccer team breaks through cultural barriers](#)
- [Talented soccer player defies gender and cultural stereotypes](#)
- [Brunswick Zebras - the suburban soccer team includes new arrivals and refugees by tapping into their passion and knowledge](#)



Cricket

- [Sunshine Heights Cricket Club - a case study of multicultural inclusion](#)



Touch Football

- [Touch Football - Tony Eltakchi, from a Lebanese background, shares his story on how he became involved in Touch Football](#)



Lawn Bowls

- [Lawn bowls program allows participants to learn English while the bowl](#)

(Source: <https://www.playbytherules.net.au/got-an-issue/inclusion-and-diversity/inclusion-and-diversity-in-action>)

Measuring success

Success can be measured through a number of ways using different methods, however the inputs to measure success would be different for each department depending on the service delivery.

Ways of measuring success:



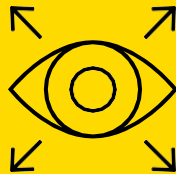
Participant engagement levels through dialogue and partner relationships/behavioural changes of participants/numbers participating



Feedback and surveys



Retention rates



Reach and visibility



Engagement plan goal achievements



Measuring strength and effectiveness of partner relationships



Impact on organisational objectives

Measure methods

How to measure methods:



Analytical measures of website visits and socials



Number of surveys released and returned



Number of patrons visiting clubs and likely interacting with message boards/ participating in activities



Number of focus groups or engagement activities undertaken by frontline staff and partners



Number of interviews undertaken for story telling by marketing and comms/ analytics of socials and web page interaction of stories



Number of assets (hardcopy flyers etc) retrieved by community from places and spaces (clubs)



Number of staff completing training and/or receiving and using bespoke assets



Staff surveys



Retention rate data staff & programs



Number of partner relationships and projects, and qualitative reporting on outcomes of projects



Advisory groups activity, improvement and development implementation processes

Recommendations

In order to effectively implement the Playbook, there are some key recommendations for consideration.



Dedicated translation provider; to translate required assets and implement effective communication strategies supporting accessibility and awareness.



Provision of a digital **multicultural hub** including best practices tool, resources, definitions, translation guides, cultural insights information and research, and modules.



Retained multicultural engagement agency or partners to engage with multicultural communities, build trust and two-way dialogue to support increased participation, awareness, and inclusion.



Ongoing research and data analysis - measuring key initiatives and reporting back to foster continuous optimisation. Based on service delivery, metrics can include commencement and finalisation surveys from staff and target audiences of specific initiatives (collaboration with partners to use one systematic portal to report back).

Measuring analytics from the web for public interaction numbers.

Measuring workforce diversity data from questions linked to employee portal.



Targeted cultural strategies; for supporting cultural insights and nuance information for effective engagement with the 200+ Australian culturally diverse communities.



Education and capacity building expanding on existing materials and providing insights and context around engagement tactics.



Cultural training for increasing sport capability and education for effective community engagement.



Activation of key **Engagement Action Plan** methods covering grassroots and high performance engagement/using best practice methods and information and housed on the hub.



Establishing advisory groups at a state level incorporating youth and other identified groups for learning and development, and supporting baseline data development.



Question and answer section in the Multicultural Hub - opportunity for the workforce and the community to ask questions and get responses from dedicated personnel - a place where everyone can read these questions to help their development and learning.

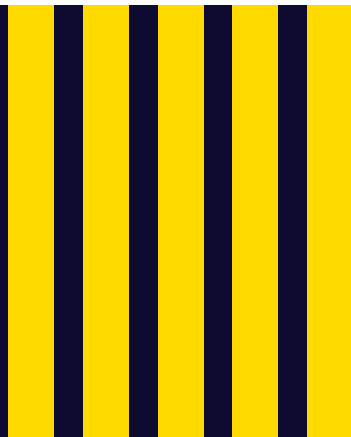


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