Workbook 3.2  
Person Centred Practice Across Cultures

Making Links -

Networking with CALD Communities

June 2016

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**About National Disability Services**

**National Disability Services** is the peak body for non-government disability services. Its purpose is to promote quality service provision and life opportunities for people with disability. NDS’s Australia-wide membership includes more than 1000 non-government organisations, which support people with all forms of disability. NDS provides information and networking opportunities to its members and policy advice to state, territory and federal governments.

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Preface

This workbook is part of a series of resources for the disability services sector designed by futures Upfront for NDS with funding provided by the NSW Department of Family and Community Services; Ageing, Disability and Home Care.

The workbooks in this series are:

**1. Individual Practices – working with people from CALD backgrounds with disability**

1.1 Empathy – a practice to connect across cultures

1.2 Active listening – unconditional positive regard across cultures

1.3 Choice making – cross-cultural differences and what can we learn from them

1.4 Reflective Practice – why different points of view matter

1.5 Working effectively with interpreters

**2. Organisational Practices – building a culturally responsive organisation**

2.1 Terminology and data – a guide to understanding cultural diversity and disability

2.2 Making the business case – why diversity is good for business

2.3 A culturally responsive person centred organisation – key elements

2.4 Leading towards cultural responsiveness – a practical guide for managers, team leaders and coaches

2.5 Building a diverse workforce – practical strategies

2.6 Valuing bilingual workers – strategies to recruit, train and retain

**3. Community Engagement – working alongside diverse communities**

3.1 1 Community @ a time – culturally responsive community engagement principles and elements

3.2 Making Links – networking with CALD Communities

3.3 Cross-cultural story-based marketing – 1 story @a time

This workbook is part of ‘Community Engagement – working alongside diverse communities’.

## How to use this workbook?

This workbook can be used in many different ways, including:

* As a self-paced learning program by an individual
* As a self-paced learning program for a group
* As part of formal training organised by an organisation
* As part of coaching and mentoring.

This workbook includes exercises and opportunities for reflections (when working by yourself) or discussions (when working with others).

There is plenty of room in your workbook to take notes and make comments.

What is this workbook about?

This workbook provides you with the practical skills and knowledge for networking with CALD communities. It provides a step by step guide on how to identify which CALD community/ies to network with – using demographic and other data; and encourages you to use the resources already at hand: your bilingual/bicultural worker, existing links and networks to understand and engage with your identified communities.

One of the key building stones of the approach outlined in this workbook is one person, one community at a time and we recommend you use this workbook after you have worked through the Workbook 3.1, “ 1 community @ a time – culturally responsive community engagement principles”.

Outcomes:

At the end of the workbook you will:

* Identify current networking practices of your organisation
* Source and analyse demographic and other data to inform your networking practices
* Identify and apply the steps/processes involved in effective networking.

Who is this workbook for?

This workbook is for:

* People interested in improving their culturally responsive person centred practice
* People who want to strengthen their ability to facilitate choices and choices making
* People who want to know more about choices and what we can learn from different cultural practices.

## How long will it take to complete?

This workbook is quite comprehensive. It will take you time to go through the links and resources. Leave aside 2-3 hours.  
 **2. The Workbook:**

2.1 Why making links with CALD communities is good for business

One of the most effective strategies for engaging with many CALD communities is through networking. Networking is about establishing relationships and building alliances with individuals, groups and organisations to share information, skills and resources, and undertaking activities that may be of mutual benefit.

Networking is a key strategy for increasing the participation of people with disability from culturally and linguistically diverse backgrounds and their families in your services and programs.  
  
**2.2 Benefits of networking**

Networking with your communities provides many benefits and opportunities including:

* + - **Building positive relationships, respect and trust with the communities you work alongside** building networks with community groups, organisations, community workers, religious leaders, community leaders, helps engender trust and respect as you get to know the community and they get to know your organisation
    - **Sharing information, knowledge, experience and ideas**: networks can be an invaluable source of information, knowledge and ideas which can be used to link the people you support to their local communities, engage in activities with people who share similar interests.
    - Networks help build **inclusive communities**
    - **Collaboration and partnerships:** networking creates opportunities for collaboration and partnerships with other organisations, community groups, businesses and the broader community generally. This can create opportunities for outside-the-box thinking when working alongside a person to achieve their goals and aspirations.

Reflections

Thinking about your organisation, can you list **three** reasons why your organisation may want to network with CALD community/ies?

1.   
2.  
3.

## Where do we start?

The starting point for better networking with CALD communities is to think critically about your current client profile and your current networking practices and determine how well they align with diversity represented in the local government areas where you provide services (your catchment area)

Consider:

* Who do you currently work with (client profile)?
* What proportion of people that currently use your services are from CALD backgrounds?
* How do you know the above (data collection)?
* Which, if any CALD communities do you currently network with?
* Does your current profile and your current networking efforts align with the demographics of your catchment area/s?

Answering these questions will give you a snapshot of who you are connected with and how. It will give you an opportunity to identify any gaps and inform your future networking strategies.

Workbook Exercise

Part 1: Who do you currently work with?

* In which local government area/s does your organisation work?
* What are the three largest CALD communities in your catchment area?
* What are the three CALD communities that have recently arrived (emerging) in your catchment area?
* What proportion of the people you support are from CALD backgrounds and/or speak a language other than English at home?
* Which language/s are spoken by the people you support?
* What proportion of people you support do not speak English well or not at all ?
* What information about the people you support do you currently collect?  
  Do you keep a record of:
  + - **Country of birth** yes / no
    - **Language/s spoken at home** yes / no
    - **Preferred language** yes / no
    - **Preferred methods for receiving communication** yes/no
    - **English language proficiency** yes/no

**Part 2: Current Networking Practices**

* List the CALD / multicultural/ ethno-specific organisations, groups, networks and interagencies you are involved with:
* List the CALD networks and interagencies you are involved with:
* How do you ensure the information gathered via networks, interagencies, key contacts, is shared across the organisation?
* What are the gaps?
* Determining the Community

Once you have looked at and analysed your current networking practices, the next step is to determine which community to target. We recommend that you start with one community at a time. This will enable you to apply the strategies outlined in this workbook and reflect on what worked and what didn’t work so well. You can then use the learning to improve your networking strategies with subsequent communities. Use the model described in Workbook 1.4: Reflective Practice to do this.

The strategies described in this section are based on the one person, one community approach. This will enable you to use the resources you already have at hand, that is, the knowledge, information and skills of:

* + - the people you already support;
    - your bilingual/bicultural workforce; and
    - contacts you may already have in the targeted community, to build your networks as one strategy to engage effectively with people from CALD backgrounds with disability and CALD communities more broadly.

Part 3. Identify the CALD community you want to target How do I do this?

There are three key questions to ask yourself here:

**QUESTION 1: What is the demographic data for the catchment area? which CALD communities live in the area. Consider collecting the following information:**

* What are the main countries of birth?
* Which communities have arrived recently into your catchment areas?
* What are the main languages spoken in the local government area (LGA)?
* What are the population characteristics of the main and emerging communities, e.g. age, sex, education level etc , that are relevant to your services?
* What is the level of English language proficiency for these communities?
* Any other characteristics of the LGA that may impact on these communities,   
  e.g. transport, housing etc?
* Have there been any significant changes in the community profile since the last census?

**Resources to help you:**

* **.id population experts** is a company that works with local governments and other services to make demographic data easily accessible and understood so that it can be freely used to inform organisational decision making and planning. Many local councils now use this platform to create accessible and easy to understand demographic data. The easiest way to access this information on the web is to do a Google search using the following words: **“community profile**” “**id**” and the local government area you are interested in   
  (eg ”Marrickville”). Once you have located the relevant community profile use the “**Who are We?”** tab in the “**Area Profile**” menu located on the left hand side of the web page to explore the diversity data.
* The **Australian Bureau of Statistics** (ABS) undertakes a census of the Australian population every five years. This data is analysed and made available free of charge [online](http://www.abs.gov.au).
* **The People of NSW 2011** is a very useful resource which provides demographic data based on the 2011 and 2006 ABS data for all NSW local government areas. It is produced by Multicultural NSW. It provides 4-page summaries for each local government area. It includes information about English language proficiency for the main communities living in the LGA. It can be downloaded in two parts from [here](http://multicultural.nsw.gov.au/communities/communities/the_people_of_nsw/).
* **The People of NSW 2011** is also available on the “.id” platform. This online resource details key social and economic characteristics of communities living across the State. A snapshot of the settlement history of the top 30 communities in NSW, by population size, is also available. A key feature of this resource contains a NSW-wide distribution map for each language group which can be accessed [online](http://multiculturalnsw.id.com.au/).
* **The People of Australia 2011** contains comprehensive statistical data from the 2011 Census of Population and Housing conducted by the Australian Bureau of Statistics (ABS). It displays census data in tables based on: age, gender, English proficiency, country of birth, ancestry, religion. The data is broken down into geographical boundaries including the entire nation, state, local government area (LGA) and suburb. The resource was compiled and published by the Department of Immigration and Border Protection (DIBP). You can download the publication [here](http://multicultural.nsw.gov.au/communities/communities/the_people_of_australia/).
* **Settlement Database** provides statistical data for government and community agencies involved in the planning and provision of migrant settlement services. You can access the reports online [here](https://www.dss.gov.au/our-responsibilities/settlement-and-multicultural-affairs/programs-policy/settlement-services/settlement-reporting-facility).

**Reflections:**   
  
Cut and paste the links above into your web browser or click on any of the resources listed above:

* List some of the characteristics of your catchment area: do you have a large community of people from the same cultural or linguistic backgrounds?; Is it an ageing community or younger? Are there higher or lower levels of community disadvantage? Are there high/low levels of proficiency in English ?
* What other characteristics did you find interesting? Why?
* Compile community profile data

**QUESTION 2: What are the key issues affecting the communities in your catchment area? How do I do this?**

Start by talking with the people you already support, the people who work with you and with CALD diverse people in your catchment area. Talk to your existing networks. Find out what is important to them, what concerns them and consider how you might take these issues and concerns into account when working alongside your communities.

Talk with your contacts at your local multicultural interagencies are a good source of information for emerging issues. A list of NSW Migrant Resource Centres can be found [here](http://www.eccnsw.org.au/Links/Migrant-Resource-Centres.aspx).

Resources to support you:

Local councils are required to develop a Community Strategic Plan. It identifies the main priorities and aspirations of their communities providing a clear set of strategies to achieve this vision of the future. Each local council’s Community Strategic Plan addresses the following four key questions for the community:

* Where are we now?
* Where do we want to be in ten years’ time?
* How will we get there?
* How will we know when we have arrived?

They are a good source of information about the main issues and priorities for a number of priority target groups including people with disability and people from CALD. You can find the Community Strategic Plan for each local government area on that Council’s website, or google: “community strategic plan” and “name of local government area”.

**QUESTION 3: What are the other community resources available in the community? Why is this important?**

Getting to know who works in your community, what they do and the resources available may help you ‘link a person you support to their interests and to their local community. This not only benefits the person you support but helps create an inclusive community.

Consider the following:

* Which groups, social clubs, welfare organisations, sports groups,   
   religious organisations are in your catchment area?
* Who’s missing?
* What services and resources exist in the local CALD communities?  
  E.g., does the CALD community have funded welfare and community workers? Other active social or religious groups? How well do mainstream services meet the needs of the community?

**Resources to support you:**

* Internet and internet based data bases, eg: <http://www.datadiction.com.au/lincs/default.htm>.You can search this database using a range of paramaters, eg “women” + “CALD” + “disability”. The database will find the organisation/s nearest your specified LGA. The further down the list you go means that that organisation or service is further away.
* The NSW Multicultural Health Services Directory, produced by NSW Health together with Multicultural Health Promotion, contains a comprehensive listing of multicultural health services by LGA. It can be accessed [online](http://www.mhcs.health.nsw.gov.au/policiesandguidelines/supportinfo/pdf/nsw-multicultural-health-services-directory).
* You can also find directories of local community organisations at:
* Local libraries
* Local council websites
* Other organisations
* Migrant Resource Centres

## 2.2 Identifying resources

Part 4: Identify your internal resources

How do I do this?

* ACTION: Develop a worker profile

**Rationale:**   
Developing a worker profile helps you identify the unique characteristics of your workers, which may assist you in matching workers to the people you support.  
By collecting bilingual/ bicultural skills data an organisation can quickly identify individuals who may be able to inform networking strategies for targeted communities.

**Consider the following:**

Do you keep a record of your workers by:

* Country of Birth
* Ethnicity
* Language/s spoken at home
* Willingness to use bilingual /bicultural skills at work
* Areas of interests, activities, or skills?

**Reflection:**

Using the information collected in Parts 1-3 above, Summarise the information collected to:

* Develop a profile of the people you support
* Develop a worker profile and a
* Develop a demographic profile.
* Does your ‘worker profile and profile of the people you support reflect the diversity of the communities in your catchment area? Why? Why Not?  
    
  Now, identify the three most likely communities your organisation should be targeting:  
  1.  
  2.  
  3.
* Now you need to consider what resources you have at hand to assist you with networking and engaging with these communities:

How do I do this?

* ACTION: Identify bilingual / bicultural workers in your organisation

Rationale:

* Bilingual / bicultural workers are one of the most under-utilised and valuable resource available to organisations. They can be a wealth of knowledge and information about their communities and are often well placed to support an organisation to network. However many organisations have no systems in place to identify their bilingual / bicultural worker or to actively utilise these skills

**Consider the following questions:**

* Do you actively encourage people with a second language / people from CALD backgrounds during recruitment drives?
* Do you actively use the bilingual / bicultural skills of your worker?
* If yes are language / bicultural skills part of the position description?
* What systems do you have in place to actively support bilingual/bicultural worker?

ACTION: Consult with bilingual / bicultural worker

Rationale:

* It might be easiest to ask co-workers in your organisation questions about a culture, however it’s important not to assume they will know everything about their community / language group. All communities are diverse. All communities are heterogeneous. Treat any information given as a guide, something to take into consideration when developing engagement strategies. Be aware of cultural stereotypes

Consider the following questions:

* Organise a meeting or forum with bilingual / bicultural workers to discuss best ways of engaging with their communities. Questions you might ask include:
* What are the key community, cultural or religious organisations relevant to this community?
* Where and how do people get their information?
* Where do people ‘hang out’?
* What resources are available to support your networking and engagement strategies?
* Who else should you be talking to?
* What (cultural) considerations you should take into account so that your engagement and networking strategies are culturally responsive?
* ACTION: Develop a profile of the people you support

Consider the following questions:

Do you keep information about the people you support by:

* Country of Birth?
* Language/s spoken at home?
* English language proficiency?
* Preferred way of receiving information (in a community language, audio, electronically, etc)?

ACTION: Consult with the people you support

Rationale:

* If you already support people with disability from the same ethnic or language backgrounds to the community you want to target, talk to them.
* Find out what has worked well and not so well in the ways you have engaged with them. Also you can find out more about their community networks and links.

**Consider the following questions:  
  
Organise a meeting or forum with the people you support and their families. Questions you might ask include:**

* + - What are the key community, cultural or religious organisations they are familiar with?
    - Where and how do people get their information?
    - Where do people ‘hang out’?
    - Who else should you be talking to?
    - What (cultural) considerations you should take into account so that your engagement and networking strategies are culturally responsive?

**Part 5: Identify your external resources**  
  
ACTION: Identify community leaders, key community organisations, community workers, and religious leaders.

**Rationale:**   
Partnerships with local organisations are very useful as sources of knowledge. Ethno-specific organisations make the most sense although others can also be useful. Often these organisations will employ CALD workers who may be able to provide information and knowledge on cultural issues. These include the history of the community, how the community traditionally see disability and disability support.  
  
These people may also know the best way to access communities so your service or organisation can promote itself in the community.   
  
Once you have made contact with a person or organisation, for future reference it will be useful to create a list of who they are, what they do, and which communities they work with.

Consider asking the following questions:

* Which groups, organisations exist in the area?
* What are some places were members of the community may be contacted?
* What services and resources exist in the community? E.g. does the community have funded welfare and community workers? Other active social or religious groups?
* Who are the community leaders all key representatives of the community?
* Are there existing interagency / networks you can tap into? Where are they? When do they meet? For what purpose? Who is the contact person?  
    
   **Resources to support you:**
* The **NSW Multicultural Health Services Directory**, produced by NSW Health together with Multicultural Health Promotion, contains a comprehensive listing of multicultural health services by LGA. It is available [here](http://www.mhcs.health.nsw.gov.au/policiesandguidelines/supportinfo/pdf/nsw-multicultural-health-services-directory).
* Most councils produced a directory of organisations working in their local government area (LGA). You can obtain a copy by contacting the relevant Council or downloaded from their website.
* Migrant Resource Centres (MRC's). For a list of MRCs in NSW [click here](http://www.eccnsw.org.au/Links/Migrant-Resource-Centres.aspx):
* Ethno-specific and multicultural health workers, multilingual doctors (contact your local health district to obtain a list)
* The Department of Social Services, Settlement and Multicultural Affairs, lists the services it funds through the Settlement Grants projects. The full list can be found [online](http://www.dss.gov.au/our-responsibilities/settlement-and-multicultural-affairs/programs-policy/settlement-services/settlement-grants/funded-services).
* The CRC website lists a large number of community organisations in NSW. Access the list [here](http://www.crc.nsw.gov.au/communities/NSW_Community_Organisations).
* ACTION: Access community profiles, monographs and historical information.

Rationale:

It is useful to get some background information about the community you are targeting. The easiest way to get access to historical data, monographs and community profiles is on the internet.

**Consider asking the following questions:**

* Migration: when did that particular community migrate to Australia?
* What are the patterns of migration for that community?
* How long has the community lived in the target geographic area?
* What are some of the significant events in the history of the community?
* Where does the power lie in the community?
* What are some of the political issues, such as subgroups and factions, do some groups have more power and resources, do some groups have sent only some members of the community and not others?
* What are some of the cultural practices, traditions and rituals in the community?

Resources to support you:

* The Department of Social Services produces a number of Community Profiles that provide information on key groups of entrants under Australia's Humanitarian Programme [here](http://www.dss.gov.au/our-responsibilities/settlement-services/community-profiles).
* Other sources of community profiles are available online from the links below:
* Centre for International Rehabilitation Research information and exchange, which can be accessed [here](http://cirrie.buffalo.edu/culture/).
* Access Ethnomed [here](http://ethnomed.org/). Ethnomed focuses on integrating cultural information into clinical practice.
* The CIA (Central Intelligence Agency) publication which can be sourced [here](https://www.cia.gov/library/publications/the-world-factbook/) produces and regularly updates the World Factbook. It contains facts on every country, dependency, and geographic entity in the world. The Factbook provides information on the history, people, government, economy, energy, geography, communications, transportation, military, and transnational issues for 267 world entities.

**Reflections:**

* Monographs, community profiles and other information about the communities you work alongside are useful for providing an overview of that community.
* What happens when you apply this generalised information to an individual?
* What can you do to minimise this risk?

Making and maintaining contacts   
  
Part 6: Make contact

How do I do this?

* ACTION: Plan the contact

Consider:

* Developing a short introduction about your organisation, your role, and purpose of contacting individual/group.
* What do you have to offer?
* ACTION: Get a face-to-face meeting if appropriate

Consider:

* Making contact by telephone initially and arrange meeting
* Determine whether an interpreter is needed and arrange as necessary
* ACTION: Prepare an agenda

Consider:

* Be clear about: your objectives for the meeting; what's in it for the contact / your agency
* ACTION: Have the meeting

Consider:

* Have you been trained in cross-cultural communication?
* Are you able to use interpreters effectively?
* Is your proposed meeting approach/style culturally sensitive and appropriate?
* ACTION: Reflect / evaluate

**Consider:**

* Was your presentation style culturally sensitive and appropriate? How do you know?
* What were the outcomes of the meeting: for you? For your organisation? For the contact? Do you need to follow-up any issues?
* What went well? What didn't go well? What do you need to change?
* ACTION: Attend existing interagencies / networks if relevant

Consider:

* Contact chairperson and ask to be placed on the agenda

Part 7: Maintain your networks

How do I do this?

* ACTION: Follow up

Consider:

* Telephone contact and thank them for meeting (if appropriate)
* If you've promised to send something do so
* Invite to key organisational events (AGM; celebrations, etc)

Part 8: Share your learning with your team/organisation

How do I do this?

* ACTION: Use existing team and other meetings to share the learning from your networking activities.

Consider:

* Provide a presentation to your team
* Create a folder on your computer network/in library to store information gathered

Copy and paste into your web browser or click on any of the links above.

* Which organisations are relevant to your work?
* Which organisations are relevant to your work?

**Reflections:**

**What are some of the take away messages from this workbook? Are there things you disagree with? Was there something that surprised you?**

**Conclusion**

**The aim of this workbook was to assist you to develop practical skills and knowledge for networking with CALD communities. It provided a step by step guide on how to identify which CALD community/ies to network with-using demographic and other data; and encouraged you to use the resources already at hand: your bilingual/bicultural worker, existing links and networks to understand and engage with your identified communities.**

You may also want to have a look at and share with your team some of the other workbooks relating specifically to ‘Individual Practices – working with people from CALD backgrounds with disability’ and Workbook 3.1 “One community at a time- culturally responsive community engagement principles and elements.”