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"What are the best practices and most effective inclusion strategies to actively engage with culturally and linguistically diverse communities in Australian curling?"

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Abstract

Curling is a sport is of European/British heritage is largely considered as a "white person's game"; an issue in countries with significant cultural diversity, such as Australia. In order to appeal to the broader Australian community and to grow the sport, the Australian Curling Federation supported this project which aims to identify the best practices and the most effective strategies to attract and include culturally and linguistically diverse (CALD) communities in Australian curling.

This research is part of a larger study, *Integration of Newly Arrived Migrants through Organised Sport – From European Policy to Local Sports Club Practice* (INAMOS), originating in Europe and the research methodology has been replicated from this parent project.

A literature review was conducted regarding effective inclusion practises implemented both overseas and within Australia. National Sport Organisation's policies within Canada and Australia were also investigated and a description of the current demographic profile of Australia's residents was curated. The qualitative methodology included interviewing experts (decision makers) and focus groups with club members from two states to better understand the barriers and seek potential solutions for inclusion of CALD communities. The data analysis (thematic analysis) identified critical elements, specifically sport entry and access, the willingness/ability for inclusion, program implementation and consideration of intended outcomes. The project outcome was to develop a Strategic Inclusion Action Plan and Map for the governing bodies. An in-depth handbook was also created as a practical tool for implementation within the club environment.

The project outcomes are designed to assist with the goal of increasing the overall number of curlers in Australia and specifically the CALD participation in order to represent the broader social context of the contemporary Australian population. The consequence of the latter is to have a sport that fosters equity and inclusion, and embeds these in its practices. This is a potential opportunity for growth within Australia and is a societal expectation/responsibility that will lead to a stronger and more sustainable community.

Résumé

Le curling est un sport d'origine européenne/britannique qui est largement considéré comme un "jeu de blanc" ; un problème dans les pays où la diversité culturelle est importante, comme l'Australie. Afin d'attirer la communauté australienne au sens large et de développer le sport, la Fédération australienne de curling a soutenu ce projet qui vise à identifier les meilleures pratiques et les stratégies les plus efficaces pour attirer et inclure des communautés culturellement et linguistiquement diverses (CALD) dans le curling australien.

Cette recherche fait partie d'une étude plus large, Integration of Newly Arrived Migrants through Organized Sport - From European Policy to Local Sports Club Practice (INAMOS), originaire d'Europe et la méthodologie de recherche a été reproduite à partir de ce projet.

Une revue de la littérature a été menée sur les pratiques d'inclusion efficaces mises en œuvre à la fois à l'étranger et en Australie. Les politiques de l'Organisation nationale du sport au Canada et en Australie ont également été étudiées et une description du profil démographique actuel des résidents australiens a été organisée. La méthodologie qualitative comprenait des entretiens avec des experts (dirigeants) et des groupes de discussion avec des membres de clubs de deux États pour mieux comprendre les obstacles et rechercher des solutions potentielles pour l'inclusion des communautés CALD. L'analyse des données (analyse thématique) a identifié des éléments critiques, en particulier l'entrée et l'accès au sport, la volonté/capacité d'inclusion, la mise en œuvre du programme, ainsi qu'à l'évaluation des objectifs attendus. Le projet aboutit à l'élaboration d'un plan d'action et d'une carte d'inclusion stratégique pour les membres directeurs. Un manuel détaillé a également été créé en tant qu'outil pratique pour la mise en œuvre dans l'environnement du club.

Les résultats du projet sont conçus pour contribuer à l'objectif d'augmenter le nombre total de joueurs de curling en Australie et plus particulièrement, la participation au CALD afin de représenter le contexte social plus large de la population australienne contemporaine. La conséquence de ce dernier est d'avoir un sport qui favorise l'équité et l'inclusion, et les intègre dans ses pratiques. Il s'agit d'une opportunité potentielle de croissance en Australie et d'une attente/responsabilité sociétale qui conduira à une communauté plus forte et plus durable.

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Key definitions and acronyms

ABS	Australian Bureau of Statistics
ACF	Australian Curling Federation
ASC	Australian Sports Commission
AOC	Australian Olympic Committee
CALD	Culturally and Linguistically Diverse
EU	European Union
IF	International Federations
INAMOS	Integration of Newly Arrived Migrants through Organized Sport (study)
Inclusion	*Inclusion is the pro-active behaviours and actions to make people from all backgrounds, ages and abilities feel welcome, respected and that they belong at your club. Being inclusive is about following the best practice for what sport should be so that everyone can get the most out of it. (Play by the rules, 2015)*
IOC	International Olympic Committee
MEMOS	Executive Masters in Sports Organization Management
NAM	Newly Arrived Migrant
NOC	National Olympic Committee
NSO	National Sport Organization
SWOT	Strength, Weakness, Opportunities and Threats analysis
Vic	Victoria (state of)
VSC	Voluntary Sport Club
WA	Western Australia (state of)
WCF	World Curling Federation

Chapter 1 – Introduction

1.1 Presentation of the problem

The Australian Bureau of Statistics (ABS) confirms that in 2019 the total population aged 15 and above in Australia was 20.3 million. Of that 6.9 million were born overseas. 4.7 million, or 23% arrived before 2010 and 11% arrived after 2009. The *Play by the rules* document states that 25% of Australia's population is born overseas and almost 50% have one parent born in another country, 260 languages are spoken, one in five has a disability and over 50% are female.

Over the years communities across Australia have been transformed by immigration. The Australian cultural landscape is always changing. Australia would benefit from more effective policies and best practices to be able to support the social inclusion of newly arrived migrants into society (MacDonald et al., 2019). Sport can serve as an important vehicle for social inclusion (Smith et al., 2019). A major barrier to creating more inclusivity in any country is lacking the understanding of the local community and its make-up (Curling Canada, 2021). Curling Canada suggests that this barrier can easily be overcome by researching local demographics and determine who makes up the club or community.

In 2008 in the report *Australian Sport*, the Australian government states that "Sport is integral to Australia's way of life, our view of ourselves and how we are viewed by the rest of the world. It helps build social cohesion that binds families, communities, regions and the nation" (Australian Sport, 2008, P1). The (then) Australian Sports Commission (ASC) stated that sport is a defining characteristic of our national culture (Australian Sports Commission 2015). In Australia, the management of cultural diversity and migrant integration is on the agenda from national ministries to local municipalities and from schools to sports clubs which points to the importance of understanding how migrant integration is "done" by grassroots institutions (Broerse, 2019).
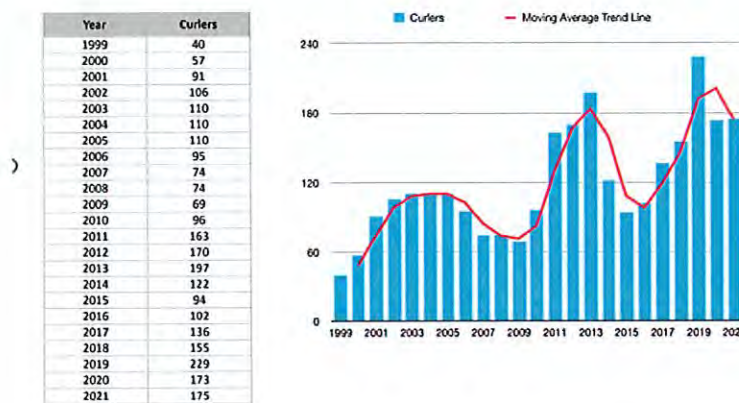
The sporting landscape, particularly in western countries, has changed dramatically in recent years. Government and community expectations for good governance, integrity, equality, member protection and child safeguarding mean that providing a safe, fair and inclusive sporting environment is no longer an aspiration, it is an expectation (Play by the rules, 2015).

The aim of this project is to identify the best practices and the most effective inclusion strategies for culturally and linguistically diverse communities in Australian curling.

1.2 Context of the Research (Reasons for my choice)

Participation numbers are critical to the success and sustainability of curling in Australia. We are in year 3 of our 3-year strategic plan with the Australian Curling Federation (ACF) and the SWOT analysis reveals that our challenges are based around participation. This is likely exaggerated by COVID-19; however, we need to investigate how to increase participation.

Figure 1: Australian Curling registered members

Year	Curlers
1999	40
2000	57
2001	91
2002	106
2003	110
2004	110
2005	110
2006	95
2007	74
2008	74
2009	69
2010	96
2011	163
2012	170
2013	197
2014	122
2015	94
2016	102
2017	136
2018	155
2019	229
2020	173
2021	175

Curling has long been conceptualized, and perhaps romanticized, as a sport centred around the sociability of events that welcome all abilities and ages and is tied to community sporting practises (Adams & Aoki, 2020). Historically the curling rink was a space for community respite, social gatherings and friendly competition, but annual tournaments, or bonspiels are about cultural expression, social belonging and finding strength in community gatherings (Adams & Aoki, 2020).

The sport is of European/British heritage and could be considered a mostly "white person's game". This demographic does not accurately reflect our current society in Australia and the ACF would like to do something to actively change that. The plan is to specifically target increased participation with culturally and linguistically diverse communities in order to represent the broader social context of the contemporary Australian population. Changing the perception of a stereotypical curler is a critical component of attracting more people to want to play curling. This research project is directly tied to the

strategic plan. The ACF needs to actively engage culturally and linguistically diverse communities in curling.

Currently there are 67 countries that are members of the World Curling Federation (WCF). Australia became a member of the WCF in 1986. The ACF consists of four-member states.

Curling is an inclusive sport that can be played by everyone at any age, with any ability. Australia supports wheel chair, blind, and hearing-impaired curlers, participating weekly in Western Australia (WA), but we do not currently focus on the multicultural aspect, this is a significant area of untapped opportunity. We need to capitalize on all that curling has to offer (values) to increase participation in this area. The ACF is looking to develop inclusive strategies for including cultural and linguistically diverse communities into the *curling family*.

1.3 Research Aims

The Australian curling community is welcoming and it can grow even stronger and more sustainable with increased inclusively and diversity. Taking steps and learning the best practices to encourage the involvement of people of all ages, from a variety of cultures, ethnicities and races can provide growth opportunities as well as new perspectives and ideas for all involved.

This project is part of a larger study, *Integration of Newly Arrived Migrants through Organised Sport – From European Policy to Local Sports Club Practice* (INAMOS), originating in Europe. That project's aim is to design better sport-based integration policies that are targeted and effective. The INAMOS project exemplifies an important change of perspective regarding the role that local sports clubs can play for social integration. The INAMOS research will strengthen sport club research and will lend to a deeper understanding of the differentiated views within the diverse target group.

In conjunction with the INAMOS project I will seek a holistic understanding of the following questions:

AIM: To develop inclusive strategies and practises for culturally and linguistically diverse communities in Australian curling.

1. What policies and strategies already exist in sport-based inclusion in curling for CALDs?
2. How are sport-based inclusion programs for CALDs "rolled out"? What is needed for a successful "roll out"?

3. What factors are relevant in the process of a successful implementation "roll in". What are the barriers?

4. How are sport-based inclusion practices experienced and perceived by the CALDs? What are the barriers? What are the target group's own needs and expectations within the context?

The insights will help sport administrators and National Sporting Organisations (NSOs) better understand how such programs can be structured to meet the needs of newcomers, and ultimately how to grow membership by specifically attracting culturally and linguistically diverse populations.

Questions remain in the literature of how to best meet the needs of CALDs, including how to address known participation barriers, how to appropriately design sport programs that promote inclusion, and what roles various community stakeholders should adopt. Woods (2015) states that knowing where to start in addressing issues of inclusion is a major sticking point. *Striving for newcomer inclusion: a critical analysis of Canadian Intro to Sport programmes* (2020, P28) states, "We hope this study provides at least some insights for future research and/or programme development". These are common comments amongst the literature as topics of inclusivity, integration and cultural diversity seem to be evolving as more becomes known and practiced. It is hoped that the information obtained from this study will help close the research gap.

1.4 Project Methodology

A review of the relevant literature (Chapter 2) provides a starting point for formulating research strategies for gathering information and data collection methods (Chapter 3).

For a comprehensive analysis of social integration of sports clubs, it seems necessary to analyse integrative policies, the goals, resources and activities of the clubs as well as the engagement, attitudes and perceptions of the members and volunteers, particularly the role of important decision makers. (INAMOS, 2021)

Figure 2: Multilevel framework for analysing roll-out strategies and practises of social integration of VSCs (INAMOS, 2021)
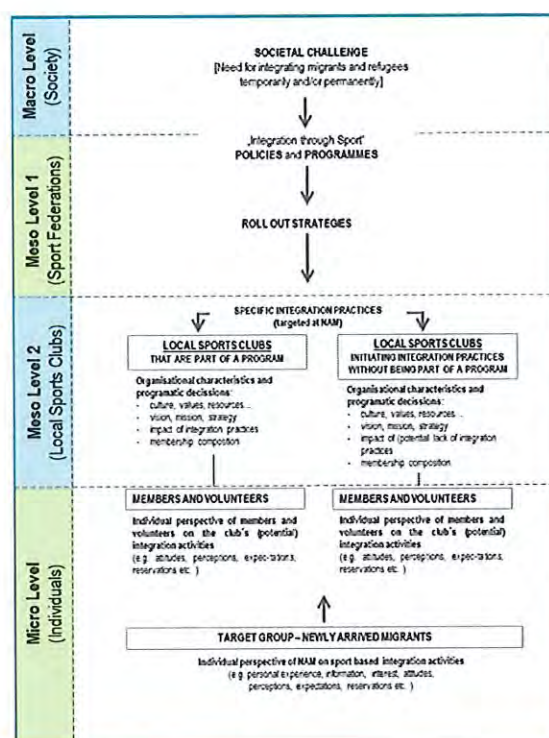
Replicating the research methodology from the parent research project, and considering the complexity of this topic, a qualitative research methodology using semi-structured interviews and focus groups was selected.

Using thematic analysis, the findings from this research are presented in Chapter 4. Chapter 5 includes many practical recommendations and a strategy for implementation (Action Plan). A conclusion to the project and suggestions for future research are also offered.
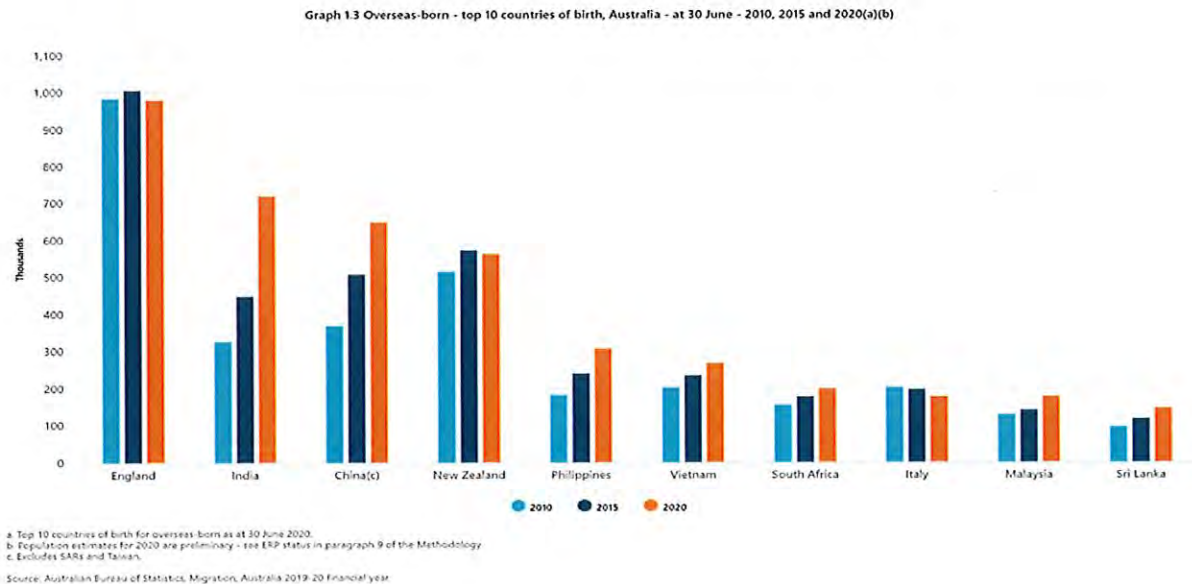
Chapter 2 - Literature Review

2.1 Introduction

The purpose of this chapter is to provide a brief overview of current research against the project's purpose, aims and research objectives. A description of the current demographic profile of Australia's residents and the rationale behind using sport at the grassroots level to promote inclusion is included. "Knowing where to start in addressing issues of inclusion is a major sticking point" (Woods, 2015, p5). This chapter will investigate what inclusiveness actually means, what are the potential barriers to inclusion and what key factors are necessary to support inclusiveness at the Voluntary Sport Club (VSC) level. Finally, there is a section regarding potential outcomes for clubs using methods of best practice. Inclusiveness is simply about ensuring our sport reflects the diversity of the broad Australian community (Woods, 2015).

2.2 Cultural diversity in Australia

Cultural diversity, as defined by the Australian government from the 2016 Census, is related to a person's country of birth, their ancestry, the country of birth of their parents, what languages they speak, and their religious affiliation. This information is important for sport administrators to consider when determining who their target market includes.

Figure 3: Overseas born – Top 10 Countries of birth in Australia (ABS, 2020)

Graph 1.3 Overseas-born - top 10 countries of birth, Australia - at 30 June - 2010, 2015 and 2020(a)(b)

a. Top 10 countries of birth for overseas-born as at 30 June 2020.
b. Population estimates for 2020 are preliminary - see ERP status in paragraph 9 of the Methodology
c. Excludes SARs and Taiwan.

Source: Australian Bureau of Statistics, Migration, Australia 2019-20 financial year

For the year ending 30 June, 2020 there were over 7.6 million migrants living in Australia and Australia's population increased by 194,400 people due to net overseas migration. Nearly every country from around the world was represented in the 2020 data. In 2016, 80% of the overseas born population lived in an Australian capital city. New South Wales is the most popular state for migrants to reside in.

Figure 4: Where migrants live in Australia (ABS, 2016)

OVERSEAS-BORN POPULATION RESIDING IN EACH STATE AND TERRITORY 2016(a)

NT
45 403
0.7%

QLD
1 015 875
16.5%

WA
797 695
12.9%

SA
384 097
6.2%

NSW
2 072 454
33.6%

VIC
1 680 256
27.3%

TAS
61 240
1.0%

ACT
105 161
1.7%
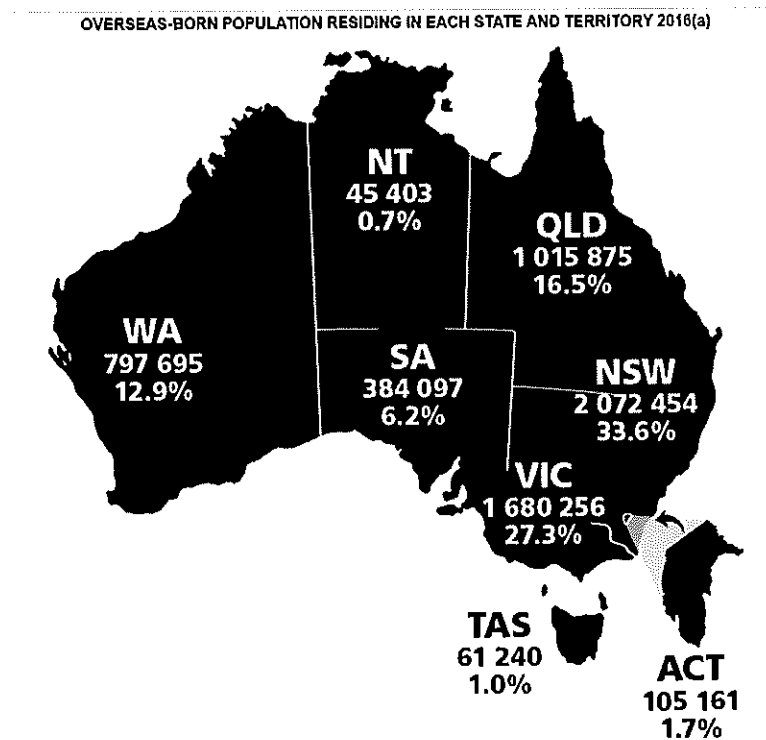
2.3 Key definitions: cultural integration and social inclusion? What is the goal?

Integration is a government objective in many Western countries. Integration can be understood as a two-way process leading to cultural exchange and diversity. In line with this, Doidge et al (2020) define integration as 'a multidimensional process that sees new members of a community being able to fully participate in social, economic and political activities' (Flensner, Korp & Linndgren, 2021).

Sport is considered to be essential to the Australian identity, but also as a site for "active citizenship" (Spaaij, 2013). The belief that participation in sport and physical activity assists the integration of culturally and linguistically diverse (CALD) migrants is prominent within sport policy and programming (Smith, Spaaij, & McDonald, 2018). "CALD" is a commonly used term in Australia and New Zealand

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among academics and policy makers since the end of the twentieth century, used to describe migrant groups from non-English speaking countries.

It might be surprising that a growing body of research shows ethnic and cultural identities are becoming increasingly complex and hybrid due to multiple migration patterns, inter-marriage and generational changes (Harris, 2009). The idea that sport can be used for the integration of CALD populations has also been challenged (Spaaij, 2012). There is copious amounts of evidence that neither supports or disproves the many benefits intuitively attributed to sports participation (Block & Gibbs, 2017). The literature suggests that sport may facilitate the acculturalization process by strengthening the bonds among members of ethnic groups and can promote interaction between members of different cultural groups, this may also highlight cultural differences and foster ethnic controversy (Elbe, et al, 2018) Elbe et al go on to say that its intuitive appeal, even though sport seems to be an appropriate context in which to unite people of different races, colours, backgrounds and nationalities; to eliminate prejudices; and to reduce the danger of social alienation for minority groups, little empirical evidence exists to fully support such theories.

It is believed that integration outcomes may be enhanced when the migrant develops facets of cultural capital that are valued by both the migrant and the destination country (Smith, Spaaij, & McDonald, 2019). Cultural capital includes language skills, customs and norms that are valued in the destination country. Sport and physical activity may provide a space to facilitate new forms of cultural capital and also maintains migrant-specific cultural capital that strengthens identify and helps mitigate against social exclusion (McDonald & Rodriguez, 2014). Evidence shows that the migrant's cultural capital can be both an asset to and a source of exclusion from sport participation. Sporting venues can be the site where new forms of cultural capital can be reproduced and this is beneficial when the new forms of cultural capital are valued by the dominate culture in the new country. To achieve integration, it is necessary that the non-dominant, ethno-cultural groups both maintain their culture and interact actively with other groups; the non-dominate group needs to maintain some degree of cultural integrity, while at the same time participate as integral; parts of the larger social network (Elbe et al, 2018).

In Sweden there seems to be a preference for the wider concept of inclusion rather than integration. Flensner et al (2021) found that integration was unachievable as integration was understood as a matter of fundamental economic and social structure in society. Instead they emphasized inclusion as their main goal and strategy. Inclusion is an important value for leaders and also for participants. To them,

inclusion meant that everyone, regardless of who you were and where you came from, was welcome and that everyone could take part on equal terms. This approach aligns with aim in this study, to develop inclusive strategies and practices at the grassroots level in Australian Curling.

2.4 Do we need a policy? Why do we need to practice inclusion?

In a Diversity and Inclusion virtual forum, hosted by the Centre for Multicultural Sport in Australia in 2021, Davidson is quoted as saying "Australia is in a good situation now, as our question is now 'how' to be inclusive, rather than 'why' we need to be inclusive". Society perceives that there is a positive relationship between sport and its general cultural integration potential. Various policies and programs have been set up in EU countries at national and regional levels to use sport to integrate newly arrived migrants. Many of these activities have been evaluated, however less focus has been directed at the intersection between processes of societal policy implementation and integration programs at the sport's grassroots (INAMOS, 2021).

In Australia, successive national governments have been eager to build on the discourses of sport and its potential benefits to the community which has resulted in sport featuring in public policy, but not public policy in sport. A noticeable manifestation of this is the Australian Government's effort to showcase sport as an inclusive domain through which provision of numerous resources and programs conceived to fulfil policy objectives can increase the proportion of "non-mainstream" sport participants, including people with disabilities, people from multicultural backgrounds, women and girls (Australian Sports Commission, 2015b). This eventually resulted in a spurt of initiatives in which national and state sport organizations sought to enhance perceptions of inclusiveness concerning their sport or club, promoting participation in disadvantaged communities, reaching out to specific community groups as well as promoted positive notions associated with sport, such as engagement, a sense of belonging, empathy and understanding of others. Similar to our idea to be more inclusive by purposefully attracting CALD migrants to grow our sport's participation base, Netball Australia implemented the *One Netball program* in 2015 and Swimming Australia designed an *Inclusive Swimming Framework – A blueprint for ensuring swimming and aquatics reflect the diversity of the Australian Community*, also in 2015.

In Australia it is an expectation that inclusion best practices are followed at the Voluntary Sport Club (VSC) level but it is not mandated.

2.5 Setting the stage for inclusion in a club environment

Various administrative concerns exist across the newcomer sport and leisure literature. Some mainstream sport and leisure organizations are considered ill-prepared to oversee the socially inclusive, welcoming programs that newcomers are searching for (Forde et al., 2015)

Sport for Life for All Newcomers to Canada (2018) is a manual that is intended to be used to create inclusion strategies for newcomers in sport and physical activity. It is stated that newcomers can bring a renewal and vibrancy to sporting organizations. Many newcomers are interested in taking part in sport in both traditional and non-traditional activities but we may need to take different approaches for engagement (Gosai, 2018). Gosai states that the practical and comprehensive framework for inclusion involves:
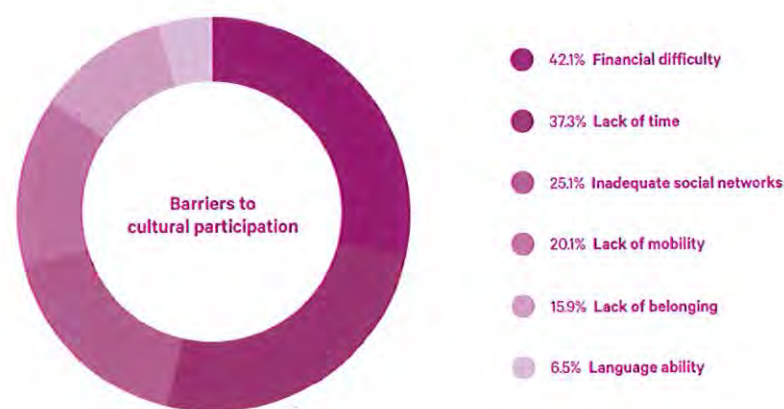
- Understanding the barriers
- Seeking potential solutions
- Consider potential opportunities
- Creating a strategic plan for inclusion

2.6 The challenges and potential barriers

Various well-documented participation barriers exist, limiting newly arrived migrants from engaging in organized sport. These barriers range from perceived, such as not feeling welcomed in the sport space, to structural or more bureaucratic (Barrick, 2019). When developing policy and determining best practices for social inclusion, particular attention should be given to individual differences and the characteristics of the target populations, with the emphasis on the perspectives the different CALD groups have regarding sport and the barriers that may hinder their participation (Hatziggeorgiadis et al, 2013)

The capacity to participate in various aspects of cultural life within a new country can be an important contributor to belonging and cultural citizenship. A multicultural youth Australia Census Status report completed in 2017/2018 from the University of Melbourne asked multicultural young people what were for some barriers for cultural participation in Australia. The results are presented below.

Figure 5: Barriers to cultural participation in Australia (MY Census, 2018)

Barriers to cultural participation

- 42.1% Financial difficulty
- 37.3% Lack of time
- 25.1% Inadequate social networks
- 20.1% Lack of mobility
- 15.9% Lack of belonging
- 6.5% Language ability

Providing sport and recreation opportunities to this target group requires a recognition that a "one size fits all" approach is not always appropriate. Factors such as cost, cultural appropriateness, transport, language and a lack of familiarity with systems and structures, are barriers faced by some newly arrived young people, but not many Australian-born young people (Olliff, 2008). One of the issues that needs to be taken into consideration is that different ethnic or migrant groups can have different beliefs with what constitutes appropriate leisure time physical activity for different ages and genders (Elbe et al, 2013). Lack of parental approval of exercising in a mixed-sex environment can be challenging, especially for Muslim girls and therefore these women are less likely to participate. Negative social encounters at the grassroots level, such as discrimination or racism, clearly affects the experiences of Newly Arrived Migrant and may reinforce group boundaries that hinder successful integration (INAMOS, 2021).

An overview of the barriers, according to Institute for Canadian Citizenship in 2014 states that many new citizens are not participating in sport, despite generally wanting to do so, because of the following reasons: financial, transportation issues, time commitment, organizational policies and practices, unfamiliarity with the sport, lack on information, language and communication issues, competing interests, political and cultural nuances, integration into mainstream leagues, perception of certain sports and racism (ICC, 2014).

2.7 Potential benefits and outcomes of successful inclusion practices

Two best practises sport policy documents were reviewed to determine the potential benefits and outcomes of successful inclusion practises. The Australian document, *Inclusion and Diversity in sport –*

what is it – Play by the rules – Making Sport inclusive, safe and fair (2015) and Curling Canada (2020) suggests that potential benefits of such efforts for inclusion can include:

Table 1: A comparison of Best Practise Potential Outcomes from Australia and Canada

Australia Making Sport inclusive, safe and fair (2015)	Curling Canada (2020)
• Enhance your brand and reputation • Ensure consistency in "'walking the talk' to meet your strategic objectives • Allows you to meet sport regulatory obligations • Increase governance and risk management and decrease potential legal risks • Increase membership • Increase pathway and participation opportunities • Increase public support and volunteer base • Ensures greater publicity and positive public image • Provide a better connected and diverse sports community • Break down barriers and promote social inclusion	• Improved cross-cultural communication • New volunteer base and board members that can provide fresh insight and ideas • Stronger community engagement and deeper relationships • The opportunity to promote your club's values (equality, diversity, inclusion, respect, ethics) • New potential partnerships • Expanding your market • Improved facility sustainability • An expanded fan base • A Raised level of play • Fun and dynamic experiences in a safe environment

2.8 Summary

The challenge is for administrators is how to manage sport participation barriers in order to promote inclusion. Sport administrators need to be conscious of the diverse backgrounds and motivations of prospective sport participants ensuring their programs best meet the eclectic needs of the participants to foster successful recruitment, retention and transitions (Barrick & Mair, 2020).

While the research shows that there can be many barriers preventing CALDs from participating in sport, two ideas, or themes, that can be challenged and rectified by sport decision makers are listed below:

- Bureaucracy - Many CALDs, especially those from non-Western nations, are often used to a less structured approach to sport and leisure opportunities as compared to their home countries and navigating the realities of registration systems, booking facilities and signing liability waivers are unfamiliar to many, thereby contributing to lower participation rates among newcomers (Stoldolska, 2015). Communication - Social media and mainstream information channels tend to exclude many CALDs due to language and cultural barriers (Barrick et al, 2021). A disconnect exists between how sport administrators communicate relevant information to CALDs (Barrick et al, 2021).

Like many national sporting organizations, diversity and inclusion are at the forefront of the priorities and values. Additional research was carried out to investigate what other curling countries are currently doing in this area. Curling Canada has created definitions regarding Diversity, Equity and Inclusion, and while not identical to the definitions used in Australia

Figure 6: Curling Canada (2021)

Diversity, Equity & Inclusion — CURLING CANADA

DIVERSITY	EQUITY	INCLUSION
Setting *targets* for increasing the number of people who are underrepresented. Employment targets, boards and even in sport.	Seek to promote *equal access* to all opportunities, jobs, communities,, etc. Create fairness and impartiality in process, remove barriers.	An organizational effort to *socially* invite, accept and welcome individuals with different backgrounds. These individuals will be equally treated and valued.

Chapter 3 - Research Methodology

3.1 Introduction

This chapter outlines the justification for the theoretical approach taken and the rationale for the associated research methodology. This research paper is part of a larger project, *Integration of Newly Arrived Migrants through Organised Sport – From European Policy to Local Sports Club Practice* (INAMOS); however, this study only relates to the Australian Curling Component.

This project aims to close current research gaps and significantly advance the evidence on sport-based inclusion policies and best practises by drawing greater insight from what Australian curling clubs have developed and are developing. To achieve these objectives, the project asks two key questions (i) what factors are relevant in the successful implementation of programmes that support the inclusion of culturally and linguistically diverse participants, and conversely, what factors hinder the implementation of programmes? and (ii) how do sport-based inclusion practices change the sport club as an organisation, including the intended and unintended consequences that inform changes across the volunteer and member base? The comprehensive research approach will be followed to gain in-depth understanding of the underlying processes of two state curling associations in this country.

This project examines the different approaches to social inclusion through sport. The Australian project will eventually act as a point of comparison to the study's European partners as together we aim to significantly improve the evidence of sport-based social inclusion policy and practice. Further information can be found at www.inamos.org.

3.2 Theoretical Framework

Given the complex and often integrated concepts, a qualitative research method was considered to be the best methodology. In complement to the literature review, an audit of existing documentation within Australian Curling was undertaken to provide clarity on existing policies, strategies or programs. This proved to be unsuccessful as currently there is no strategy or policy specifically in place and instances of managing this process were found to be delivered on an ad hoc basis. As no information could be gathered, the research pivoted to an exploratory research approach. Exploratory research is not designed to deliver conclusive answers, rather it provides a range of causes and alternative options

for a solution of a specific problem (Dudovskiy, 2017) and exploratory research tends to tackle new problems on which little or no previous research has been done (Brown, 2006).

3.3 Research Methods- rationale

Case studies potentially provide more insight into the reality of sports clubs than would be possible with alternative approaches such as quantitative studies with larger sample size). Case studies investigate a contemporary phenomenon in detail and within a real-world context. This method also makes it possible to capture the complexity of the situation and underlying processes in order to develop a holistic understanding (INAMOS, 2021). As previously stated, this project part of a larger study, the research methodology has been replicated from this parent project.

3.4 Qualitative approach

Interviews and focus groups with two primary stakeholder groups were held. Interviews with club decision-makers (board members, directors, etc.) helped to understand if and how inclusion practices/programmes are introduced and followed in the club. Focus groups with club members, volunteers, and when accessible, culturally and linguistically diverse participants, helped understand how the inclusion practices/programmes influence the organisation culture, activities, social interaction, and overall attitude of club members towards social inclusion. Participating state associations were asked to support the delivery of this project in their club. Examples of this support included the provision of space to hold focus groups, distribution of information sheets to potential participants, and the identification of primary stakeholders. This also helps to understand how the participation and implementation of these initiatives are discussed and decided in the club.

3.4.1 Semi Structured Interviews

Semi-structured interviews were conducted with a sample of club officials who are responsible for implementing sport policy within their club. The interviews were 40-70 minutes. Kim Forge was the interviewer and the interviews were recorded (audio only).

The criteria for participant selection were experts, or board members who are mostly affected by the demands of the decision making at the state level. The two states where curling is the most popular

agreed to participate. Three experts from each state agreed to be interviewed. The 6 selected experts were contacted, informed of the aim of the research and asked if they would agree to participate in the research project to which 100% agreed. Interviews took place in November 2021; they were conducted virtually due to COVID restrictions. The interviews varied from 40 to 70 minutes in duration and were audio-taped. A list of questions is contained in Appendix 1. All participants signed a consent form, were advised that they would be anonymous and had the ability to withdraw from the survey at any stage. As such the experts for this section are identified below as Board A to Board F.

Table 2: Details of the stakeholder semi-structured expert interviews

WHO	CODE	WHEN	HOW	DURATION
Board VIC A	VAFA			
Board VIC B	VBMC	9/11/21	Webex	70 minutes
Board VIC C	VBMS			
Board WA D	WDMS			
Board WA E	WEMA	24/11/21	Microsoft teams	40 minutes
Board WA F	WFMA			

3.4.2 Focus Groups

The purpose of the focus group was to provide insights, reflections and different perspectives on the topics, themes and issues identified through the INAMOS project and the expert interviews. To address the research questions, extensive interviews with applicable members were conducted to better understand their experiences, knowledge and where they thought the club could improve on inclusive practices. It was necessary to consider availability, willingness to participate, and the participant's ability to communicate experiences and opinions in an articulate and reflective manner (Palinkas, Horwitz, Green, Wisdom, Duan, Hoagwood, 2016). It was a conscious effort to include both genders, diverse backgrounds and as broad of an age group as possible.

In the context of this research project, and the social distancing restrictions implemented for Covid-19, face to face interviews/focus groups for the purpose of this research were conducted two ways; either being conducted remotely via Teams in terms of Western Australia, or Face-to-face, as a group in Melbourne. The focus group participants volunteered to participate on their own accord, after having answered an expression of interest add from their state social media campaign.

The 10 club members were informed of the aim of the research and asked if they would agree to participate in the research project to which 100% agreed. Interviews took place in November 2021 and ranged from 40 to 70 minutes in duration and were audio-taped (see questions in Appendix 2. All participants signed a consent form, were advised that they would be anonymous and had the ability to withdraw from the survey at any stage. As such the participants for this section (members) are identified below as Members from A to J. Each participant contributed to the focus group question and answer session. Thus, the interview is an integral function of the research in obtaining meaningful data. The focus groups were a representative sample of curlers in two curling clubs in Australia. The interviewer was Kim Forge and the interviews were recorded (audio only). The purpose of the recording was to increase the accuracy of the data collection and to enhance the interactive nature of the interview by focusing on the conversation, thereby removing the disruptive nature of looking down and taking notes. All recordings were transcribed electronically.

The focus group interview, designed for the purpose of this study, was open-ended and the process allowed the interviewer the opportunity to: build a conversation within a particular subject area, assist in facilitating the flow of the interview, word questions spontaneously and within context, and establish a conversational style. The participants responded by building upon the comments of others and enhancing the articulation of the points and concepts provided by the expert group. The facilitator made certain that every participant had the opportunity to speak and that no one overpowered the group.

Table 3: Details of focus group interviews

WHO	CODE	WHEN	HOW	DURATION
VIC A	VAFA			
VIC B	VBFC			
VIC C	VCME	15/11/21	FACE TO FACE	70 minutes
VIC D	VDMA			
VIC E	VEMA			
VIC F	VFMC			
WA G	WGMA			
WA H	WHFI			
WA I	WIMU	25/11/21	Microsoft teams	40 minutes
WA J	WJMA			

3.5 Data Analysis approach

The semi-structured interview, and focus group interviews produced expressive qualitative data which was analysed, and reviewed into a list of varied responses emerging into key themes. These themes were also used in the INAMOS project.

The results from the focus group interviews supported the semi-structured interview data obtained previously. The results collated from the semi-structured interviews, and the focus group interviews, developed into the basis for the recommendations and the implementation strategy that are included in Chapter 5.

3.6 Ethical Considerations

Ethics approval to conduct this study was given by Victorian University in Melbourne, Australia. Consideration was given to privacy, confidentiality and the ability for participants to withdraw at any time. All participants were required to sign a consent form before participating and received a full explanation of the nature of the research and what the researcher was endeavouring to achieve as an outcome. As the researcher is also volunteer of the national organization, with a long history within the sport, there may have been certain biases and assumptions that were brought into the research which in turn may have influenced the direction of the research, subsequent questions and outcome of the research.

3.7 Summary of Research Methodology

This chapter has explained the research design and the underpinning epistemology and theoretical framework. It has also addressed several issues that relate to the use of the focus group methods, as well as to questions about ensuring validity and reliability in the collected data. Finally, attention was given to ethical questions in the research process. Findings are presented in the following chapter.

Chapter 4- Findings

4.1 Introduction

The aim of this chapter is to provide key findings and themes that emerged from the semi-structed interviews and the focus group discussions. These will be delivered in two parts, starting with the semi-structured expert interviews and followed by the focus group findings.

4.2 Semi-structured interview findings (expert groups)

The research analysis identified four distinctive themes from the interviews, these themes were in complement with findings from the INAMOS project.

Table 4: Expert interview findings

Research question	Theme	Findings	Evidence
Do you have specific targets for CALD participation? Do you have an integration policy for CALDs?	Sport entry and access	No mandate No policy for inclusion	"It's not that there is an unwillingness on our part. We don't need a mandate to say, oh, you have to do this. We want to do this, we just don't know how. It's more about knowledge and the maybe a bit of assistance in terms of finance and marketing" Maybe I'm too idealistic because I just don't see why we need to be specific to new migrants? But maybe that's because I'm an immigrant myself?" "I don't think we need to treat newly arrived migrants any differently than we treat any other member of our club. But I think we need to make sure that the experience is consistent for everyone who's involved."
How do you grow your membership? What strategies to you use?	Sport entry and access	Various points of entry tailored to participants needs	"We encourage larger groups to book" "We offer a 4 week learn to curl structured course for 1-hour sessions" "We actually have 3 points of entry"
What are the greatest strengths?	Willingness/ability for inclusion	-Human capital -Common focus -Enthusiasm -Financial sources	"Enthusiasm to us is a really big part of the collection of curlers" "We have grants that are spread across things well actually"

What are the greatest challenges?	Willingness/ability for inclusion	-Social networks -Facility limits -Scheduling -Bureaucracy	"It can be location if you don't live close to the city" "We compete against the interests of other sports" "There's almost a limit in terms of how many numbers we can actually handle" "Another big barrier for us to include new people is how late we have to play at night. It's quite inconvenient for people"
What is your strategy and plan for implementation?	Programming	-Marketing -Require action plan	"We have a plan to plan" What makes marketing inclusive? "the wording, where we show inclusive looking images and we actually don't promote the sport as elitist or aimed at exclusivity or high performance. We are trying to be non-exclusive"
What are the benefits of including CALDs in your club? What are the positive changes?	Intended outcomes	-Diversity -Financial benefits	"We just want more people to curl, we don't care who they are in the equity thing, right now it's just financial. The more curlers we might have more buying power to be able to demand more facility time and demand more" "The more diverse you are the broader the ideas that you'll collect in terms of how you could run the club" "Curling is an excellent opportunity for the mix of genders"

4.3 Focus group interview findings

The research analysis identified two distinctive themes with associated sub-themes.

Table 5: Club member findings

Research question	Sub -Theme	Findings	Evidence
How do people get interested in curling?	Sport entry and access	TV, word of mouth, living abroad, mixed media	"The Olympics, that's what inspired me, as I watched it on tv" "I found out about curling from Facebook, I don't know why Facebook, because I've never googled it" "I found out about curling in the USA. I'd been out once or twice there"
What factors influence participation?	Inclusion in sport	Tangibles Intangibles	"the initial entry and rules are pretty simple and there is certainty for fun" "I joined because the distance is definitely driveable"
What are the greatest strengths for curling?	Ability for inclusion	Curling the game itself Human resources	**Social** "I had no idea what type of people I could have met. The social part is probably what kept me here, rather than what brought me there" "to meet new people and have a social life is the priority, curling is the bonus" **Physical**

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			"curling is a natural transition from other sports (after physically not being able to play other ice sports anymore) "you can have fun without hurting yourself, so it's not destroying your body" **Intrinsic** "I like the competitive side of curling" "Everyone has a different opinion of what success is. I enjoy winning. I enjoy being competitive probably more than winning, being competitive and improving"
What are the greatest challenges for curling?	Ability for inclusion	Social networks Facility limitations	**Social networks** "curling can be intimidating for a new person" **Facility** "it can be location if you don't live close to the city" "ice rinks tend to be dominated by ice skating and ice hockey" "it can become cost prohibitive as well given the cost of the ice-time to have to commit to a number of different nights a week"
How could leaders promote curling and make it easier for new players?	Integration in sport	Resources	"we need an etiquette booklet for beginners" "Promotion? We've got a great facility. There's nothing around. There's nothing in the media" "I like to bring people to just watch" "contact embassies"

4.4 Summary of Findings

The data gathered from the focus groups built upon the responses from the semi-structured expert interviews. The focus group was more exploratory in nature and provided a different perspective from the semi-structured interviews. It was more casual and almost discussion-like, providing rich, further real-life insights to be used for assessing sport experiences and creating recommendations for policy makers.

The data analysis (thematic analysis) identified critical elements, specifically sport entry and access, the willingness/ability for inclusion, program implementation and consideration of intended outcomes. Linking back to the literature, in the study *Understanding the experiences in adult introductory sport programmes: a case study of learn-to-curl programs*, Barrick and Mair (2020), suggest that social connections and the desire for social connections, impact new curlers in differing ways. Some participants chose curling to strengthen existing social connections and foster new relationships

throughout their league involvement. While this may not have been the reason for beginning to curl, it is one of the main contributors for retention in the sport. This was the case with some of the data gained in this study, particularly in Western Australia.

Findings from *Striving for newcomer inclusion: a critical analysis of Canadian Intro to Sport programmes* (2021) indicate that with CALDs, sport administrators must also consider the wider socio-cultural context influencing newcomers' experiences as well as structural realities, which disproportionately impact newcomer access to sport, especially with a shortage of sport facilities, rising costs of programmes, and bureaucratic sport systems. This resonates with nearly all of the interviewees in this study. The lack of curling facilities in Australia is also a major barrier that must be addressed.

4.5 Discussion

The data suggest that both sets of groups (both experts and club members) clearly and repeatedly make mention of the importance of awareness of the sport and knowing what opportunities exist in curling. It is not surprising because curling is not a particularly common sport in a summer country like Australia. These findings directly speak of an organisation's need to develop awareness and communication plans, to make their offerings and resources known. This information is also mirrored in *The Sport for Life Framework* (2018) used in Canada, which speaks of the importance of developing an awareness and communication plan for every sport on offer, not just curling. The experts in Victoria made it very clear that they require expertise on marketing to be able to break through the current plateau in numbers specifically targeting CALDs.

Involvement ensures that individuals who are trying an activity for the first time have a positive first experience and stay engaged. This came across loud and clear in this study and is supported by similar research completed by Barrick and Mair (2020) in *Understanding the experiences in adult introductory sport programmes: a case study of learn to curl leagues*. Organizations need to train coaches and develop programs to provide a suitable orientation for individuals, help them feel confident and comfortable in their surroundings and feel welcome among their new friends and activity leaders. The human factor and the positive first experience is critical to be able to cultivate new membership.

Chapter 5 – Conclusion and Recommendations

5.1 Introduction

The data collected from the semi-structured interviews and the focus group interviews, together with the information obtained from the literature review provide a basis for the project's recommendations. The aim is to develop inclusive strategies and practises for culturally and linguistically diverse communities in Australian curling begins with creating an action plan. To be inclusive is ineffective without action.

Developing an action plan enables sporting organizations to make incremental positive changes. Using the research undertaken for this project, the proposed action plan draws on *Creating Inclusion of Newcomers in Sport and Physical Activity* is part of the Sport for Life project in Canada, initiated in 2018

5.2 Proposed Action Plan for Inclusion of CALD communities in Australian Curling

The data analysis identified central themes relating to; (1) the willingness/ability for inclusion, (2) sport entry and access, (3) program implementation and (4) the consideration of intended outcomes. Each theme also consisted of several sub-themes. The stages of the Action Plan designed from this study *(Map for the Strategic Action Plan for inclusion)* incorporates findings from the themes and illustrates how curling in Australia can best operate to demonstrate targeted inclusion best practices. The *Action Plan* and *Handbook* are the result of taking the findings within the interviews, categorising them into appropriate sections, and placing them in sequential order, in order to create a concise and practical document that club experts can implement.

Themes

1. The willingness/ability for inclusion – Vision statement

Inclusivity must be an organisational value and have leadership buy-in. A vision or statement of commitment provides long-term direction and infuses the organisation with a sense of purposeful action. The data from this study provides evidence that inclusiveness is practised and welcomed, but not necessarily intentional. A vision statement containing a deliberate statement of inclusion must underpin the organisation's strategic plan.

2. <u>Sport entry and access</u> – Complete a scan/ Understand barriers and potential solutions

To assist in creating a starting point, or benchmark, a community scan of the people, places and inclusive programs being offered in that area should be completed. Experts must be able to understand the diverse challenges that exist in overcoming barriers for the sport and pinpoint those challenges that are specific to CALDs. With deeper understanding these barriers can lead to potential opportunities for growth and success. Engaging in a local migrant agency from the onset in order to seek their expertise is a strong recommendation.

3. <u>Program Implementation</u> – Plan, Initiate and Evaluate

Quality sport and social inclusion is achieved when the right people do the right things at the right times, which leads to positive experiences for participants. Data obtained from this study's interviews provide evidence of best practice in curling. A checklist, composed of a number of core elements, has been designed (Appendix 6) with, people of any age, gender, ability or culture in mind.

4. <u>Consideration of Intended Outcomes</u> – Review, Reflect and Share

The *Map for the Strategic Action Plan for inclusion* is intentionally cyclical. Questions of how we measure the success, both tangible and intangible came from this section of data. How do we review and adjust the plan for the future if required?

Examples of how to measure the tangibles are; (1) determining the increased participation of CALD members by 2024, (2) Stakeholder engagement surveys (3), calculating new sponsorship revenue. Measuring intangibles can be addressed using the Value Management Cycle, also included in the Appendix. An overarching insight across the interviews is the centrality of sustainability of the sport as a key indicator of success.

Figure 7: Map for the Strategic Action Plan for inclusion

A detailed handbook (see Appendix 6) was developed from this research and for this project. This includes best practices and effective inclusion strategies for CALD communities in Australian Curling. This handbook can be used at the state and club level and will be fully endorsed by the Australian Curling Federation executive board.

5.3 Limitations of the research

This study focusses on social inclusion practises within the sport of curling and specifically curling in Australia. The Australian curling community is quite small as compared to typical NSOs. The sample size for data collection is small and evidenced in the table below.

Table 7: Research collection sample size

Objective/Question	Data	Method	Participants/Source
Which policies and strategies already exist in sport-based integration in curling for CALDs?	Policies Strategies	Document collection Best practice sport policies	National Curling Associations NSO policies (n=3)
How are sport-based inclusion programs "rolled out"?	Australian state experts	Semi-structured interviews	WA (n=3) VIC (n= 3)
What are the barriers to inclusion?	Australian curlers (members)	Focus groups	WA (n=4) VIC (n=6)
What factors are relevant for successful implementation "roll in"? What are the needs of the target group?	Members of target group	Focus groups Best practice sport policies	n=10 NSO policies n=3

Potential biases exist, as author holds connections for curling prior to this study and is deeply embedded in the sport as a former competitive national curler, as well as holding the current position as President of the Australian Curling Federation. The author is a member of the Victorian Curling Association and is known to most, if not all of the participants. This knowledge helped interrogate the nuances across the study context, however, the author continually maintained an objective approach ensuring that taken for granted assumptions were unpacked. The author is also a first generation Australian and immigrant from Canada.

It is hoped that the findings from this research will be transferable to other sporting organisations within Australia and other curling countries globally.

5.4 Conclusion

This project examines the best practices and most effective inclusion strategies for culturally and linguistically diverse communities in Australian curling. This information can be used to attract new participants, specifically those of a "non-white" background in order to more accurately reflect the current demographic of the Australian population.

The challenge for sport administrators is how to manage participation barriers in order to promote social inclusion. Leaders need to have a comprehensive understanding of the diverse backgrounds and motivations of prospective participants and create a program best tailored to the eclectic needs of the participants. The Strategic action plan and Map created from this research, as well as the handbook and checklist, can act as a guide for sports within Australia as well as other national curling bodies wanting to learn of sport specific best practises.

5.5 Implications for practice

Contrary to some other countries, Australia does not require a national or state policy for inclusion. Inclusiveness must be a core "value" of the organisation. A mandate is not necessary but it is an expectation that social inclusion and integration be practised actively within the country with the intention of building social cohesion binding families, communities, regions and the nation.

"Sport has the power to unite people in a way that little else can. Sport can create hope where there was once only despair. It breaks down racial barriers. It laughs in the face of all kinds of discrimination. Sport speaks to people in a language they can understand." Nelson Mandela

5.6 Future Research

While my research found that cultivating an inviting and welcoming atmosphere positively influenced the experience of new curlers, through their sense of belonging, more research is required to understand and explore the nuances of belonging.

There lies a distinction between development *through* sport and development *of* sport. Both approaches work to motivate individuals to become active, but their purpose or desired outcomes can

be different. While development *through* sport involves how a sport may contribute to wider community wellness, the development *of* sport focuses internally on how sport organizations work to ensure sustainability within their respective sport contexts. This study focused on the development *of* curling and its desired outcomes in Australia, and future research is required to learn more of development *through* curling. It would be interesting to compare the development *of* curling in various countries around the world and development *through* curling globally, making this sport specific.

This study focuses primarily on curling. It would be interesting to explore the experiences of CALD persons' participation in a range of sports.

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Appendices

Appendix 1

Interview Guideline
Problem-centred expert semi-structured interviews

State expert group interview - Curling
for the qualitative cross-national sports club study

Topic	Research question	Questions addressed to the CALDs
Introduction – warm up	Information to the group	information about the research project: The purpose is to understand the role of sport – positive and negative – in integration of CALDs To give advice to sports clubs etc You are anonymous – no one will recognise you No wrong answers, we want to hear your opinions and experiences
Opening question and general exploration Present sports activity introduction and roll out	Integration in sport:	Describe your sport Describe your club Do you have defined targets for participation? What are the key actors, decisions made in the club in regards to participation or inclusion/integration? Events that have affected decisions made What is the broad makeup of your board (Migrant Vs Non), membership (Migrant vs Non), can you give your explanation as to why?
Sports entry and access	Willingness for integration in the club	How did you grow membership? What strategies? Entry points? Come and try, beginner league or established league Potential sport for integration of CALDs? Why What does curling have to offer? Purpose and understanding of integration (participation/access vs social integration/quality of participation Understanding of integration (more assimilationist/pluralist? Dimensions of integration (potentials for interaction, culturation, identification, placement Which groups integrate? How important is integration into your club? (concepts of shared imaginations, perceptions, attitudes. Please describe what integration in the context of the club and in the context of society means to you? Do you think that the integration into the club also has an impact on the other areas of CALDs into other areas of society? if yes, how specifically? Do you have a specific integration policy for CALDs? What are the expectations and conceptions of the club members regarding new members such as CALDs? Are there any concerns? What support is given to new NAMS in the club? If you think about values and norms that are lived by within your club (what are the values and norms), what do you consider when initiating or implementing a program?
Abilities for the integration in the club	Integration through sports and beyond	in regards to the integration of CALDs, what are the greatest strengths of your club? What are the greatest

challenges?
Human resources
enthusiasm
common focus
human capital
continuity and succession
sufficient volunteers
Finance
financial sources
financial stability in revenue and expenses
Infrastructure
communication
formalization

Planning and Development
plans and strategy for implementation
creativity and ideas for implementation
Relationship and Network
engagement with partners
balance of partner relationship
dependability on partners
personal connections with partners
Which strengths are most important for the integration of CALDs to be successful?
Which challenges are the most hindering for retention?
Which challenges programme related?
are challenges related to integrating CALDs?
consequences of covid-19 pandemic for programme implementation
consequences of covid-19 pandemic for integrating CALDs implementation
How did you deal with these challenges?
Strategies/set processes for mitigating challenges?

Output and outcome (intended and unintended consequences)		Describe the consequences of the program for your club? What are the benefits of including CALDs in your club? Why? What is the motivation of purposefully including CALDs in your club? Do you need a policy for inclusion? What policies do you currently have in place? Please describe positive changes and consequences of including CALDs (Changes in capacity - New members New volunteers, social? Cultural? Monetary? Changes in external relationship? Please describe negative changes and consequences. Were any of these consequences unintended?
Outcomes: Future development	Planning	How will going forward with the integration of CALDs in the club? Do you know of any programs to support the integration of CALDs in sports clubs? What support/assistance do you need to succeed?
Conclusion		Is there anything else you would like to say on this subject? Did I forget to mention anything? What could be added?

Appendix 2

Interview Guideline
State Focus group member interviews – curling
for the qualitative cross-national sports club study

Topic	Research question	Questions addressed to the CALDs
Introduction	Information to the group	Information about the research project: The purpose is to understand the role of sport – positive and negative – in integration of CALDs To give advice to sports clubs etc You are anonymous – no one will recognise you No wrong answers, we want to hear your opinions and experiences
Present sports activity	Integration in sport:	Could you describe the sports activity in the group? What, where, how often? What do you like and dislike about the sports activity? What helps and hinders successful sports? Barriers? What do you think about the sport clubs: activity, organization... Why do you take part in sports? Important to you? How could sport be more available for migrants? What about specifically CALD migrants? How is sport important, to you, to other migrants and how could sport be made more important? What could be done to make sport more available/more inclusive?
Sports entry and access		How did you start sport in Australia? Who, how, recruitment... Why curling? What made you come out the first time? Entry point? Come and try, beginner league or established league Did you do any sports in your country of origin? What kind of, how?
Sport activity output	Integration through sports and beyond	What do you do after training? Do you meet "off the ice"? Do you have any role as volunteers in the club? Have people connected to sports helped you with issues outside sports (like getting a job, information etc) How have people connected to sports helped you with practical problems (housing, education, medical issues, plumber-like, ...)
Background information	Get background information to be able to know who we have talked to. Easy, less formal and threatening to do this as part of the interview.	First, explain why we need this information!: We are doing interviews in many clubs and many countries. To be able to compare clubs and countries we need some background information from you.

Appendix 3 – Interview background information questionnaire

Name:

Background information for focus group participants

What is your country of origin?

What is your age?

What gender do you identify with?

What is your working background? Employment status, notable previous work

Could you describe your educational background?

How long have you been in Australia?

Do you live by yourself or together with others?

Could you please describe your current network? Friends, family?

Plans for the future?

Thank you for participating! As mentioned in the introduction, all information will be anonymised. No one will recognise you in the report. We will write a report together with researchers from other countries about the role of sport in the integration of migrants.

Appendix 4 Interview research theme-based responses (coding) for expert group

Topic/Theme	Research question	Expert responses		
Opening question and general exploration	Integration in sport: *What is the broad makeup of your board (Migrant Vs Non), membership (Migrant vs Non), can you give your explanation as to why?*	"Definitely a benefit of having a combination of board members as it brings a different mindset. One of the mindsets is for those that have maybe a more historical, traditions sort of aspect for the sport"		
			VIC	**WA**
		Board	6	9
		Gender	Balanced	balanced
		Age group	30-45	30-50
		% born overseas	>50%	33%

"sadly, we were very very keen to have anybody that wanted to come down and play, I think that we are very much beyond that initial targeting that I sort of did in the early days, very much all inclusive." WA

"More people are coming into the sport later in life, if they haven't had a curling background, they've seen it during the Olympics or wanted to try something different. They may have done a corporate event" VIC

"Membership age is usually between 30-50, because it's not predominant in the schools and communities at a young level" VIC

"We heavily subsidize wheelchair and juniors" VIC

"We are very fortunate as we have an hour a week of public curling that anybody who wants to come, can." VIC

"We encourage larger groups to book" VIC

"We offer a 4 week learn to curl structured course for 1-hour sessions" VIC

"We actually have 3 points of entry" VIC

"The come and try, when people would come for an hour, and never been on ice before, we would say, *did you enjoy that? Excellent. Come and join our league.* We realize that no other sport would do that. You know, you suddenly ask people to play while it is still social, it's still a competitive league, people felt a bit pressured and were like *hell no*. I would like to come back, but I don't want to compete." VIC

"We are very zen. We're not going to train you very much. We're just going to let you make a fool of yourself and curl with a bunch with 40 other people who are also going to be making fools of themselves and we just try." VIC

"We want to make it low pressure" VIC

"We've done one or 2 watch parties with the members to try and get them involved, actually watching curling outside the club level as well" VIC

Topic/Theme	Research question	Expert responses
Willingness for integration in the club Sports entry and access	Do you have specific targets?	"I think that it's fair to say that we don't have specific targets, we have overall targets so that we can essentially cover the cost of the ice time, we have a soft target for." WA "We are happy to have anyone there. At one point there were more people with a non-Aussie accent curling, but that was more of a joke rather than a reflection on the demographic anatomy. So, it's not really been something that's in our consciousness" WA "We have defined targets for gender equity in the committee, but not for participation within the club" VIC
	Do you have a specific integration policy for CALDs?	"No not a written one" WA "No written policy but it is interesting, and slightly weird for a sport like curling where our original core membership were probably migrants from traditional curling countries and I guess that's with any minority sport throughout the world, whatever that sport is." VIC "We've never really thought of a need to try and think we actually needed to try and target. Uh, diversity, makeup of our participants, it's not something we've ever in as much as, because we don't care, you were welcome" VIC "We don't comment on the abilities/disabilities of others because we don't track that, and are not required to, we don't care, it doesn't make a difference, all are welcome" VIC
	Potential sport for integration of CALDs?	"We are happy to have anyone there" WA "The more diverse you are the broader the ideas that you'll collect in terms of how you could run the club" WA "Curling is an excellent opportunity for the mix of genders" WA "The feedback we then started to get was great. You know, we just had so much fun and, you know, we felt so relaxed and we didn't mind we fell over" VIC "We'd just like some advice and guidance. How do we target our sport better? We would love to learn. We'd all be up for this, we'd be a sponge. We just need to know who to ask to help us" VIC
	Entry points?	**WA** Come and try Beginner league Established league Volunteer Officiating/timekeeping **VIC** Drop in come and try Come and try Beginner league Established league Corporate events Volunteer Officiating/timekeeping
	What are the expectations and conceptions of the club members regarding new members such as CALDs? Are there any concerns?	"The only negative attitude that has come our way was an issue where someone from a very traditional club had some very specific ideas around what the rules of the league should be, that created a bit of tension" WA "Within our committees, sort of saying, we need to be much more relaxed and open, but it's sort of making sure that it's got the balance right and not trying to replicate, be too exclusive and intimidating" WA
	How did you grow membership? What strategies?	"One of our strengths is trying to find people that participate in sport historically. So, I suppose from our point of view, in the earlier days of our club, I was targeted to find those individuals that have played sport before because that's like low hanging fruit. But

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Category	Items	Quotes
		"humour and friendliness" VIC "It's not that there is an unwillingness on our part. We don't need a mandate to say, oh, you have to do this. We want to do this, we just don't know how. It's more about knowledge and the maybe a bit of assistance in terms of finance and marketing" VIC
Abilities for the inclusion in the club (through sports and beyond) *In regards to the integration of CALDs, what are the greatest strengths of your club? What are the greatest challenges?*	Human resources enthusiasm common focus human capital continuity and succession sufficient volunteers	"enthusiasm to us is a really big part of the collection of curlers" WA
	Finance financial sources financial stability in revenue and expenses	"we have grants that are spread across things as well actually. There's grants that you can tag inclusivity that we've not gone for yet" WA
	Infrastructure communication formalization	"there's plenty of upside improvement to be had with how we do it officially (in reference to formalization and planning) WA "Particularly after a learn to curl we should probably send out people a survey for feedback. It's probably a gap that we haven't addressed" VIC "We try and make sure that people are aware through Facebook and through in person conversations" VIC
	Planning and Development plans and strategy for implementation creativity and ideas for implementation	"We have a plan to plan" WA "The marketing plan came out of a few conversations and then outsourcing to others and doing it through grants" WA "We did a whole brand identity and curling inclusivity was a huge part of our brief. So, the whole look and feel of our brand and the way we talk about things is aimed at including people." WA What makes marketing inclusive? "the wording, where we show inclusive looking images and we actually don't promote the sport as elitist or aimed at exclusivity or high performance. We are trying to be non-exclusive" WA "We do have some people from non-Caucasian backgrounds playing sport and I think you are right when we use our photographs to various sessions, just obviously we are limited to who is there." WA "We just want more people to curl, we don't care who they are in the equity thing, right now it's just financial. It's just bums on seats. The more curlers we might have more buying power to be able to demand more facility time and demand more" VIC
	Relationship and Network engagement with partners balance of partner relationship dependability on partners personal connections with partners Which strengths are most important for the integration of CALDs to	"Language. There's not a lot of refereeing. The actual verbal instruction required is a lot lower than a lot of other sports". VIC

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Category	Question	Quotes
		"There are no concerns. Well, being a small enough club helps in that, we do know everybody or at least we know everybody by first name. We make sure that we're available for them to raise concerns as they come up. I think that members feel more secure as well" VIC
	How important is integration into your club? (concepts of shared imaginations, perceptions, attitudes. Please describe what integration in the context of the club and in the context of society means to you?	"I don't think we need to treat newly arrived migrants any differently than we treat any other member of our club. But I think we need to make sure that the experience is consistent for everyone who's involved." VIC "I think that it is part of the Australian psyche we all pretty much think we are equal and you wouldn't want to actively see the black guy specifically for the picture, do you know what I mean? I think that there is the assumption made whether that is, is that reality? I don't want to just figurehead." VIC Maybe I'm too idealistic because I just don't see why we need to be specific to new migrants? But maybe that's because I'm an immigrant myself?" VIC
	Do you think that the integration into the club also has an impact on the other areas of CALDs into other areas of society? If yes, how specifically?	"Basically, our members just turn up to curl and then go home again" VIC
Willingness for integration in the club Sports entry and access	Purpose and understanding of integration (participation/access vs social integration/quality of participation. Understanding of integration (more assimilationist/pluralist? Dimensions of integration (potentials for interaction, acculturation, identification, placement. Which groups integrate? What support is given to new CALDs in the club? If you think about values and norms that are lived by within your club (what are the values and norms), what do you consider when initiating or implementing a program?	"It sounded like it was more from a commercial perspective. There's no ideology here. Trying to sell ourselves into any kind of minority, this will be an opportunity for us" VIC "I always say to people, like, what brought you here today? So, we can build in it. Whether its social or those with Olympic aspirations. Or do they just want a fun date? VIC "As far as values, we are a fun club, we're not a sports club in the traditional sense. I'd like to have lots of people want to see a pathway to get perfect, but that's not what is important with us" VIC "It sounds like a good opportunity to get more people out there on the ice. We need to communicate better and then if we can learn how to do that it will just increase participants, especially at this point where we are looking at" VIC "We offer as close to 1 on 1 as we possibly can. We make smaller groups and make it a more personal setting" VIC "We deliberately make a point of having it very informal and unstructured, we don't over structure. We can get you curling in 20 minutes, but now you have to spend the rest of your life getting good at it." VIC "Where we can try and reduce that to small groups to make it more welcoming, particularly if we get migrants, for instance, maybe some English difficulties, it's hard to convey in large groups" VIC "We are purposefully the perception that you're trying not to be elite. Have fun and make jokes." VIC "There are shared responsibilities. We encourage all members to run come and tries. We all do it with

Table (top portion, continued):

| | consequences of including CALDs (Changes in capacity - New members New volunteers, social? Cultural? Monetary? Changes in external relationship? Please describe negative changes and consequences. Were any of these consequences unintended? How will going forward with the integration of CALDs in the club? Do you know of any programs to support the integration of CALDs in sports clubs? What support/assistance do you need to succeed? | "Maybe its these mysterious community leaders that you always see in the paper? It's these kinds of people we need to talk to" VIC |

Appendix 5. Interview research theme-based responses (coding) for focus group

Topic/Theme	Research question	Member responses
Sports entry and access	How did you get interested in curling? Grouped by subject area	**TV** "I got interested in curling while at a Bachelor party in Montreal after watching the Olympic trials on tv." WA "Watching curling and the Olympics on tv" VIC "The Olympics, that is what has inspired me to curl as I watched it on tv" VIC "During the 2018 Olympics I watched curling in Japan in a youth hostel. And I was there in the evenings watching it every night. Everyone that came in was talking and so I was explaining the rules and all the rest" **Social media** "I found out about curling from Facebook, I don't know why Facebook, because I don't think that I've ever googled it" – later we found out that Facebook posted to the club's target market – those being within 25 km of the rink WA Word of mouth/from a friend "I found out about curling from my clients, I did some work for them" VIC "I found out about curling from playing soccer with a curler, so entry from another sport. Curling was something I've always wanted to do, but never got motivated enough to go looking until then" VIC **Print media** "I originally learned about it from a newspaper ad in the local paper" WA "Actively sought it out" VIC "It was the only time I've lived in a city that actually had a curling rink, so yeah, I actively sought it out" VIC "I didn't know that there was curling in Queensland, if I did I would have tried a long time ago" VIC

Table (bottom portion, continued):

	be successful? What does curling have to offer?	"The initial entry the rules are pretty simple and there is a certainty for fun participation" VIC "You don't have to be a honed athlete. There is a good mixture of shapes and sizes. You wear what is comfortable. It's respectful for both sides"
	What are the biggest challenges? Are challenges programme related? are challenges related to integrating CALDs? consequences of covid-19 pandemic for programme implementation consequences of covid-19 pandemic for integrating CALDs How did you deal with these challenges? Which challenges are the most hindering for retention?	"We compete against the interests of other sports. It is particularly tricky when the individual who runs the arena is a skater and therefore has a soft spot for skating" WA "There's almost a limit in terms of how many numbers we can actually handle" WA "Another big barrier for us to include new people is how late we have to play at night. It's quite inconvenient for people" VIC "Barriers, it's costs and its around availability of the facility"
	Strategies/set processes for mitigating challenges?	"We work with other sports, like lawn bowls" WA
Programme/Measures	Initial event /motivation	Come and try "one of many come and try events that we hold every week. Saturdays, Sundays and a couple of school visits" WA Beginner league in excess of 20 sessions that were explicitly designed to encourage participation" "After a "6 week learn to curl program new comers participate alongside experienced players in order to make them feel more comfortable and give them some confidence in gameplay, and hopefully continue to play next year" WA
	Information and communication	
	Incentives	
	Support structures	
	Education and training	
Consequences Outcomes (intended and unintended) and future development	Describe the consequences of the program for your club? What are the benefits of including CALDs in your club? Why? What is the motivation of purposefully including NAMs in your club? Do you need a policy for inclusion? What policies do you currently have in place? Please describe positive changes and	"We don't have any follow up with our beginner program or come and try. There is to retention plan, but we have a plan to plan" WA "We do not track how many participants would fall into the NAM category. It's probably not a bad idea for us to track the types of people coming in general, that would be a nice thing, but I want to be able to justify collecting that information" WA "We have a limited amount of personal information. That is my choice and also by virtue of the fact that we need to limit exposure if personal information is breached" WA Assistance- "Government and non-government organizations who already know how to, you know, who are tasked with doing this in every other aspect of life. How do you assimilate?" VIC

		"People make different choices to participate and family commitments are a factor" VIC "Ice rinks tend to be dominated by ice skating and ice hockey" WA Costs "It can become cost prohibitive as well given the cost of the ice-time to have to commit to a number of different nights a week" WA Promotion or lack there of "Where is the promo? Where's the advertising? Where's the thrust? We've got a great facility. There's nothing around. There's nothing in the media?" VIC "The curling club seems to be at the bottom of the list for priorities in the building" VIC "Where's the little square block of advertising for each of the curing clubs at the bottom? VIC "To try and sport that you have no idea about you just need more exposure" VIC "The Olympics is a great marketing agent for us" VIC "Your best chance of being seen in a community is on the Olympic level. I feel that you have got to grow the homegrown base, curling here, the actual culture of the sport" VIC Social benefits - inclusion "It's good to have someone who has enthusiasm especially with new people" WA "It's a great social activity, it's a game that I've been interested in since way back" VIC "I had no idea what type of people I could have met. It wasn't for the social aspect, as I didn't know there was one when I started, but now I really enjoy it? So, the social part is probably kept me there, rather than what brought me there" WA "It's the group of people that we do have. It's just an enjoyable game with enjoyable people. It also keeps me connected with my North American roots" WA "It's good to be a cohesive team and meet other people and sort of fit it" VIC "Team sports is a way when you move to a new city, a new country you can find new people and have a social life" VIC "Sport is a great way to meet people and make new connections in Australia" VIC "To meet new people and have a social life is the priority, curling is the bonus" VIC "I certainly started for the social aspect. Curling to me was something that I never anticipated to take up long term. And I think it was the social aspect was the main reason to meet people. Then once I met people, I was like, oh, people here are actually really nice. Finding people that you can actually put up with 20 weeks of the year, every Monday for me, that was a big selling point for me on the social side." VIC "Curling is a game where you can actually talk to your team mates and your opposition during the game. I find most people here are actually really friendly and nice" VIC "Ever since I was a kid it's just something I thought I'd give a try. I didn't realise it was such a social sport" WA "For me it's the social aspect more than anything. It is a good way to meet people. And I really like the fact that after a game, you go up and have a drink, you have a bit of a chat with everyone and you meet new people. I think for me, as a new person who came to Melbourne, it was a reason and a chance to get out and meet people that I otherwise

Present sports activity Integration in sport	What factors influence participation in the sport? (grouped by subject area)	"I searched curling up online. I haven't been doing curling too many times here, but my sister curled in NZ, so I knew there might be a possibility of me doing it here." VIC Living abroad "I found out about curling in the USA. I'd been out once or twice there" WA "I started curling in Washington DC in 2010. The first think I looked up when I was moving to Australia. It there a curling club between DC and Melbourne? I did half of a season in Canada and a month of curling in South Korea" WA Facility and location (equipment) "It is a great facility, it is underutilized" VIC "I joined because the distance was definitely driveable. I played volleyball for a period of time, but it was much further away and I stopped because it was too much of a time commitment" WA "Cockburn ice rink is not particularly well connected by public transport, so that will mean there's a bit of selection there to whoever's got a car for example" WA "Many first-generation migrants are going to come from a background where they may not have a lot of access to resources, so they may not be playing organised sports. They may be more likely to play three on three basketball on a court where you can just go and play. You play soccer in the parking lot and have a good cricket ball. You don't have to spend money to pay sport, you've already got all these sports that you can access for next to nothing." VIC "The struggle with getting people here is the cost, location and timing" VIC "Can be location, if you don't live close to the city" VIC "Can be equipment, it is not readily available in Australia to purchase your own" VIC Scheduling "Seasonal is good. Having it all year might not be the right outcome" VIC "Sunday evenings at 6 is not a good time for me. I like to run a good chunk of learn to curls when they happen on Saturdays" WA "Right smack dab in the middle of the day, which is hard to plan stuff around, is very inconvenient". WA "We would like more regularity, we probably don't curl enough to sort of develop the skill" VIC "What we found was that when people join, you have initial enthusiasm and then you get a plateau" VIC "I think for people that want to train and get better, once a week makes it difficult to sort of change your skill set when you only come in once a week" VIC "Maybe you could have two days in a row? Monday nights for league and then Tuesday mornings for practice. That way the ice is prepared for use twice" VIC "It depends on whether or not you've got kids or you know what your work schedule looks like. And I guess it just fits in however it fits in to everyone's schedule." WA "I was hoping that there would be another day for training throughout the week" WA "There's a lot of people that come out and practise before the league and that's why I'm willing to volunteer to take on up to 16 at once because other people want to practise" WA "It works out pretty well in the sense that we come to the rink for the match, it's fun and its contained. It doesn't take up a huge amount of time, so it's got pros and cons" WA

stuff. Why not?" WA

"I'm not saying that it's not beneficial for the club, but having diversity is always better. But as far as I'm concerned, any new person is the diversity for me". WA

"Where is the promo? Where's the advertising? Where's the thrust? We've got a great facility. There's nothing around. There's nothing in the media?" VIC

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wouldn't have come across." VIC

"Most of the people are genuinely pretty nice people and they're up for having a good time and goofing around" WA

"I don't mind playing with new people. In fact, in Melbourne I only ever played with new people. I never had repeat players" WA

"After having lived in Melbourne, Adelaide and Western Australia are very cliquey (to use a very high school term) It is very hard to get into groups to get to know people if you are not from there" WA

"Especially when you're an adult without kids, because if you have kids, you can ride the kid train, meeting other parents, but when it's just you and your partner and trying to meet new friend groups, it's tough. Having a hobby helps, especially a very social one. I think that it is beneficial for new people coming into the area to have things that not only gets you to meet new people, but it also puts you into social situations where you can expand your network." WA

Physical benefits

"I felt like the learning curve to start having fun was relatively low. So, you can have fun without hurting yourself, it's not as it you're destroying your body" WA

"Curling is a natural transition from other sports (after physically not being able to play other ice sports anymore). I've always been a fan of the game" WA

Competition

"I like the competitive side of curling" VIC

"Everybody has a different opinion on what success is. I enjoy winning. I enjoy being competitive probably more than winning, being competitive and improving" VIC

"If you don't want to be competitive it can be daunting" VIC

"Curling can be intimidating for a new person. I would have thought that it would have been nice to integrate teams with people with experience rather than have 4 new players together on the same team, Not mentoring necessarily, just guiding us and giving us pointers along the way" VIC

"Shuffling up teams, I'm sure that they needed to incorporate new people on the teams, and rather than taking one person away from the team, they just shuffled everyone except for what appeared to be a favourite team who were always able to pay together. In some cases, this caused tension" WA

"One time we had a team of three new people who'd never been on the ice before in their life. Consequently, they got killed in every game. And I think that there was only one person that continued. No now we mix it up" WA

"It can be intimidating because you go from a learn to curl into a competition, and you turn up the first week and there's 8 people all wearing different national team jerseys, during the same competition, it's intimidating. And you're like, oh, I have 4 weeks experience. We have no idea what we are doing. We don't know half of the rules, and you're essentially being thrown out there. And etiquette is a big deal" VIC

| How should leaders promote curling and to make it easier for new players? | "We need an etiquette booklet for beginners" VIC

"We like the idea of having a few links and videos to watch before people go out on the ice so that they kind of have an idea" VIC

"I like to bring people to just show them what curling is all about" VIC

"Centralize things" VIC

"Contact embassies" VIC

"Bring a friend" VIC

"Cockburn should seek multiculturally diverse citizen, definitely, absolutely. It is a friendly place. It's good for inclusion multiculturally and |

Appendix 6 - Inclusion of CALDs in your club – Handbook

1. Create a vision for inclusion

> **What is your vision for the inclusion of CALDs in your organization?**

2. Complete a community scan

To assist in creating a starting point, or bench mark, complete a community scan, a scan of the people, places and inclusive programs that are being offered in the area. Who are the people that make inclusive sport happen in this area? Talk to them, each person has their own unique journey and experience to share. Finally, where is inclusive sport happening? What places, facilities or spaces are used to support inclusive sport. By going through this process strengths and opportunities will become apparent.

Community		
Population		
Estimate of the number of CALDs		
Estimate the number of CALDs participating in sporting activities in the area		
People (Names and roles of those who support inclusive sport)	**Places** (Where does inclusive sport happen?)	**Programs** (What is available and for what age groups?)

3. Understand common barriers and provide potential solutions.

Common barriers and inclusive strategies for best inclusion practises

Potential Barrier	Examples	Potential Solutions/Strategies and Possible Opportunities
Transportation and location	-families may not have a car or must be at work when activity occurs -families may not be comfortable using public transport -curling rinks are too far from residential areas	-public transport vouchers -provide public transport maps -car pooling or ride sharing -consider renting a bus or providing a mentor for public transport if a group of individuals live in the same area -build the cost of public transport into the registration package -collaborate with agencies and organisations to use their buses
Financial	-other priorities for adults (such as finding employment) -expensive fees -expensive equipment	-make subsidy information available -offer try before you buy membership -have payment instalments -offer a variety of programs at a different price -offer free programs to first timers -offer reduced rates for juniors -seek sponsorships/partnerships with businesses that share the same vision -provide sponsors with tax credits by using Australian Sports Foundation -fundraising -create scholarships
Language & Communication	Language barriers may prevent people from registering in activities. CALDs might also have difficulty finding information and dealing with the paperwork and communicating with leaders once they have registered. English language instruction for curling.	-provide print material in languages other than English (look at the demographics of the community that you are trying to attract) -invite interpreters to attend come and tries, practises and games -determine what the best method of communication is with the CALDs (email or phone) -only provide minimal verbal instruction, use demonstrations most of the time -consider leader-to-participant ratios, especially early on, trying to give as much individual attention as warranted -champions within ethnic communities can be advocates for programs -migration agencies can be key in letting people know what opportunities exist, establishing communication mechanisms when barriers are encountered. -identify coaches that are fluent in certain languages to assist in instruction and assist in spreading the word about advocating for opportunities in participation in your sport

Barrier	Description	Strategies
		- curling package with activities (both in person and virtual) - provide engaging orientation sessions - create relationships with immigration agencies to enhance the reach to newcomers - partnerships can be an opportunity to showcase the sport in a large community setting - develop a small team that could act as welcoming officers that could be the main point of contact for new members
Time commitment	Sport can demand too much time.	- provide schedule in advance to identify actual time commitment - explain benefits of making sport a priority (example, research suggests that academic performance improves with people who are engaged with regular physical activity - offer virtual instruction prior to the activity - offer drop-in programs - try to schedule/offer activity at an appropriate and convenient time of the day
Competing interests	CALDs may see education, work and learning a new language and culture is the priority over physical activity and choose not to participate as it's "too hard". Conflicts with time management and being offered at times not conducive for junior development (too late at night)	- requires individual conversation and discussion - spend time understanding where the CALDs have come from and what they have gone through to get to Australia - meet newcomers where they are at and listen to what they want but don't assume that you know where each one has come from an, what they have been through and what they are interested in - partner with afterschool programs that allow children to try sports - help educate CALDs on the benefits of being active and how this can assist in community connectiveness and aspiring to a sense of belonging - hold community events that involve partnerships with schools, community centres and sport organisations that allow for all members to learn about the different programs available - offer leagues, sessions or bonspiels where families can play together - be mindful of scheduling conflicts
Political and cultural views	Perception of certain sports that are rough or violent. Political and cultural clashes between countries can determine who CALDs are willing to play with and against	- foster inclusivity and openness in your sport. If CALDs feel segregated they will continue to isolate themselves and play with specific demographics of individuals - experts in cultural diversity should be consulted for each CALD will have different cultural practises. Figure 5: The Cultural Iceberg shows the different elements of

Barrier	Description	Strategies
Lack of information	People do not know how to get involved.	- be proactive and reach out to community members - promote the sport widely and connect with places where CALDs go such as migration assistance centres, universities, religious buildings, schools and community events - look for alternatives to web-based promotion and information that can be difficult to access - libraries and schools may be a good distribution point for information - create a plain language orientation - promote your organisation at community events and fairs - have a central phone system for disseminating information - invite newcomers to sit on local committees to ensure their voices are heard and included
Bureaucracy	Organizational policies and practises are too difficult to navigate and information might not be easily accessible.	- be aware of difficult to navigate practises - host meetings with participants to get feedback on how to improve the promotions and understanding of your organisation - engage with migrant agencies to act as a liaison between the family and the club - avoid online only registration process as internet can be a barrier - provide different payment options as opposed to credit card only (may not have a credit card) - work together with other sports so that you are not in competition with them - ensure information is easily accessible and available in different formats - understand how people discover your organisation and ask participants for feedback on how they originally heard about your sport - create multisport opportunities
Unknown sport	Many newcomers may not be familiar with the sports in their new country and find it difficult to engage without a basic introduction. Once basic skills and rules are learned, confidence and desire to participate in the sport may increase.	- provide school visits as this might be the first point of introduction between newcomers and sports - provide learn to curl floor curling in shopping centres or at community events - host clinics, preferable free-of-charge - provide free come and try events for beginners - recruit local champions to help market the sport - host open houses - provide free spectator passes for league games - educate teachers and provide a floor

	culture	-understand that cultural gender differences and disparities that may exist. Rules in regards to clothing (Hijab), playing with mixed genders and the availability of alcohol in social situations after the games -consider the timing of cultural festivals and religious observances as this can affect participation (Ramadan for example) -be aware of the politics that may exist within cultural groups and between the old country and Australia -use sport and physical activity as a vehicle to break down barriers -use educational opportunities to inform leaders, coaches and parents about cultural differences -promote by showcasing successes and triumphs -promote with community and advisory groups to emphasize benefits of sport and change flawed beliefs and perceptions -engage and empower youth, who may be unbiased towards different cultures, to be community leaders -make no assumptions about race, culture, sexuality or any other characteristics of a "typical" curler
Racism	CALDs can experience racism in sport and may not feel welcomed.	- be proactive in recruiting talent that is visually diverse -look at changing what is on the walls, or add imagery that illustrated the diversity in your facility -increase marketing so that segregation doesn't occur. -decision makers need to take a more proactive role creating environments that are free from flawed perceptions or biases. -be mindful of racial slurs and culturally inappropriate language and be prepared to act on any infractions. -showcase diversity at all levels -share testimonials from diverse populations in communication materials -make the National Integrity Framework courses a pre-requisite for board appointment -create a confidential reporting system where an individual can bring forward concerns in a safe and anonymous environment -make free or inexpensive training resources for inclusion education and training available

		-revisit inclusive policies and programming -ensure people are aware of the Codes of Conduct and Zero-tolerance policies surrounding racism and discriminatory acts
Integration into mainstream leagues	CALDs may not chose to participate in mainstream leagues due to comfort levels and familiarity. CALDs may choose to participate with others from their country of origin.	-establish age and skill tiered-divisions that can help familiarise newcomers to the sport -ensure proper facilitation of skill development -provide a positive learning experience -open up opportunities for volunteers to participate in other roles within the club -help CALDs understand the infrastructure of organised programs -market, recruit and educate – this may be the key to integration that with hopefully reduce the majority of barriers identified throughout this table -establish a mandate for your organisation to be inclusive, review existing policies to ensure they reflect this and ensure all members are familiar with the mandate -join or start partnerships with other organizations to determine ways to help CALDs access and get involved with existing programs

4. Plan, initiate and evaluate

The following checklist has key points that are useful when planning, initiating and evaluating quality sport programs. This list has been adapted from Sport for Life (2018) used in Canada.

At its essence, quality sport and social inclusion is achieved when the right people do the right things at the right times, which leads to positive experiences for participants. The following checklist is composed of a number of elements that lead to quality sport experiences in any sport program. It has been designed with everyone in mind, people of any age, gender, ability or culture.

The checklist below can be used as a tool by decision makers to assess and improve the quality of sport programming in a club setting. Information gained from this activity could be used for a SWOT analysis and therefore could also assist in creating a Strategic Action Plan that refers to inclusion.

QUALITY SPORT CHECKLIST FOR CLUBS
Based on Long-Term Athlete Development

Good programs, that are developmentally appropriate, are:	
Participant Centred	
	Ability, age, size, and maturity and cultural backgrounds are all considered when grouping participants.
	Facilities, equipment, and rules are modified for the ability, size, and stage of the participants.
	Participants are actively engaged in the game or activity and fully included by

Program runs on a regular basis and has appropriate attendance.

	teammates.
	Program runs on a regular basis and has appropriate attendance.
	Programs are tailored to the participants needs.
Progressive and Challenging	
	Participants are learning new things and building on their existing skills.
	Participants have options to make an activity more or less challenging based on their skills and capabilities.
	Coaches and leaders assess the developmental stage, enabling participants to develop appropriate skills.
	In the early stages, participants get to play different positions and/or try different events and sports.
Well Planned	
	Programs and practices are well-prepared, considering seasonal and annual plans.
	The program is aligned with the national sport organization's Long-Term Athlete Development framework, or when possible, has been designed by a national sport organization.
	The program connects participants to other programs and opportunities, either to different levels, types of play, competition, or activities.
	Opportunities to strengthen social connection and mingling are given. Promoting friendship, trust, cooperation and respect
	In the early stages, leaders emphasize skill development over winning.
Designed for meaningful competition (but not overly structured)	
	Based on stage of development, the participants are playing small-sided games with fewer players, competing in shorter distances, or playing for modified lengths of time.
	Rules are modified based on the ability and stage of the participants.
	In the early stages, teams, groups, lines, or categories are balanced so that participants of similar ability compete against each other, giving everyone a chance to succeed and improve.
	In the early stages, all participants get to play and practice equally.
Good people, who are caring and knowledgeable, include:	
Coaches, Officials, Instructors, and Teachers that	
	Commit to fair play and champion ethical conduct
	Promote inclusion, remove barriers and encourage participation, making it possible for everyone to get involved and stay involved.
	Are trained and qualified
	Are provided with ongoing learning opportunities
	Mentor and build capacity for future coaches, officials, instructors, and teachers.
	Are screened (have a working with children check) and follow policies and procedures on child protection and injury prevention
	Are aware and empathetic to cultural differences
	Foster healthy, active lifestyles and offer a variety of opportunities for inclusion
Parents and caregivers	
	Are knowledgeable about quality sport (activeforlife.com)
	Are respectful and demonstrate compassion
Partners	
	Work together with other programs and organizations in the community.
	Use sport for social change and community development
	Our organization has a formal process for MoUs for forming partnerships
	Partnerships reflect the local community
	Are actively sought with local community groups
Leaders	
	Ensure the organization operates with clear lines of responsibility and authority, with

	good reporting processes and measures in place to report on inclusion initiatives
	Regularly contribute to planned communication with stakeholders
	Met with and spoken to community groups about their needs
	Produce and distribute information in accessible and alternative formats
	Proactive in communicating positive messages to targeted population groups
	Are accountable for decisions, policies, risk management, and operational practices and have a good understanding of their responsibilities to address inclusion and discrimination issues.
	Regularly assess, continually improve, and modernize governance
	Support excellence and help members be the best that they can be
	Have gone through the process of developing a broad inclusion policy
	Develop cultural or disability awareness training program for members
	Have a flexible cost structure to accommodate disadvantaged participants
Good places, creating good feelings, are:	
Inclusive and welcoming	
	Everyone feels safe and that they belong regardless of ability and background
	Promotional and program materials include a diversity of images representative of the community
	The facility is accessible to participants of all abilities and provides clear navigation, by both staff and signage
	Access is affordable and barrier free
Fun and Fair	
	Leaders demonstrate the organization's stated principles (truesportpur.ca/true-sport-principles).
	Leaders ensure environments are FUN (Twitter: #FunMaps).
	Everyone uses constructive language, communicates equitably and clearly, and involves participants in discussion and feedback.
Holistic	
	All aspects of participation are considered, including mental (intellectual and emotional), physical, cultural and spiritual.
	Good social, communication, and leadership skills are demonstrated by everyone
Safe	
	Equipment is of appropriate size and in good condition
	Facilities are safe; the space is suitable, clean, well lit, and well maintained

Once participants have been recruited and CALDs begin to participate, Green (2005) theorises that motivation, socialisation and commitment are the central components of retention. Decision makers for sport must recognise that new curlers are motivated by many factors, as shown from the data gathered during the focus group interviews, and thus, programs catering to the diverse participants needs are critical.

Plan - Time to plan. Steps one to three of the Action Plan have been completed, the checklist has been reviewed, and now a targeted plan can be created in order to achieve the vision of inclusion within the club. What actions need to be taken? For each action, include an outcome that you hope to achieve and list who is responsible, who can help, the necessary resources and commit to a timeline for evaluation.

Initiate and activate - Actions to be considered using the following 6 themes.

Awareness: Create marketing and communication materials that represent the diversity that newcomers bring to their new communities. Plan communications that will engage newcomers and help them understand the opportunities in their community.

Examples of how to measure the tangibles

- Alignment of KPI's and Vision to delivery
- Increase participation of multicultural diverse members by 2024 (data collection by survey)
- Stakeholder engagement surveys
- Member feedback
- Success of launch party
- New in sponsorship revenue
- Increase in membership by 30% in 2024 (SMART Objective)

Intangibles can be addressed using the Value Management Cycle

Value Management Cycle

Value Identification:
- Inclusive sport played by all abilities, ages, genders, cultures
- Strong relationships with state associations
- Strong volunteer base/human capital
- Strong and desirable sport culture
- Welcoming/relaxed and friendly atmosphere in modern facility

Value Proposition:
- Positive interactions between cultures
- Create/promote cultural and social inclusion
- Provide meaningful experience
- Enhance brand and reputation
- Functional, social and psychological value

Value Delivery:
- Beginner league/come and try programs
- Drop in sessions
- Social and office activities
- Membership offers
- Media
- University/young adult focus
- Target newly arrived migrant population

Value Capture:
- Increased membership
- Social inclusion and connectivity
- Increased physical and mental wellbeing
- Membership satisfaction
- National harmony
- Cultural awareness and appreciation

Education and Training: Offer and encourage opportunities to frontline leaders that give them the tools and resources to effectively welcome and include newcomers in their programs.

Resources: Seek resources that will guide and support newcomer engagement in your programs.

Engagement and Programming: Facilitate, mentor, and collaborate to align cross-sectoral partner activities that support change and help leaders make a positive difference.

Policy and Strategy: Review and develop organizational policies and strategies that embed inclusive principles.

Evaluation and Research: Support evaluation to generate knowledge and measure the impact of inclusive programming at the community and individual level.

Action Plan worksheet

Program Vision

Action (Theme)	Outcome	Who is responsible for this action?	Who can assist? (refer to community scan)	What other resources can help? (people and money)	Projected timeline (when should this action be completed)	Target (What change will be seen?)
Example: I will contact the nearest university to Docklands Icehouse (Resources)	Gain an understanding of the CALD numbers in our area	Bruce	Any other current club members going to that university	Contact the local immigration agency to provide connections or introductions	(Nov, 2022)	This information will provide us with the numbers and names of potential CALDs in the area, in our target age group

Evaluate – Were the targets met and how will you know if your program is successful in the longer term. Proceed to the final stage of the Action Plan: Reflect, Review and Share.

5. **Reflect, Review and Share**

Time to reflect and celebrate the work that has been achieved. How do we measure the success, both tangible and intangible? How do we review and adjust the plan for the future?