



# Targeted Population Sport Engagement Model

Prepared by Harbour Sport's ActivAsian Team

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## BACKGROUND

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It was identified in Harbour Sport's strategic plan 2007-2010 that the Asian community was increasing rapidly in our region and consequently there needed to be a growing focus on

- supporting their sporting and recreational needs
- assisting sporting organisations in the North Harbour region to effectively negotiate the swiftly changing demographics and to consider what that means for sport in the region
- improving cultural understanding and communication

The ActivAsian project began officially in July 2009 however significant ground work was completed in the preceding year to establish networks, needs and understanding. The Chinese community was identified as the largest Asian population in the North Harbour region and so a decision was made to focus solely on this ethnic community first.

## THE KEY OBJECTIVES OF THE ACTIVASIAN PROJECT:

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- Improving access to information about sport and recreational opportunities for the Chinese community
- Improving sporting opportunities for Chinese people, with a particular focus on school aged children and their parents in order to encourage more Chinese people to participate in sport

A key part of the project to date has been developing a model which could be adopted and implemented by Regional Sports Organisations and clubs to assist in engaging the expanding Asian community surrounding them. It has become evident after developing the 'Asian Sport Engagement' Model that this model could be used by a sports organisation when wanting to target any specific ethnic community not just Asian. In light of this, the initial 'Asian Sport Engagement' Model (ASEM) has been adapted and is called the 'Targeted Population Sport Engagement' Model (TPSEM).

## WHAT IS THE TARGETED POPULATION SPORT ENGAGEMENT MODEL?

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This model has been developed to support sports organisations to effectively engage with ethnic communities. It is a check list with a brief explanation supporting each point. The check list can:

- Provide an indication of areas where a sport is already taking positive steps to proactively engage an ethnic community
- Highlight areas for sports to consider focussing on

## WHAT IS THE 'TOOL KIT' FOR ENGAGING THE CHINESE COMMUNITY IN SPORT?

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The Harbour Sport ActivAsian project team has developed a 'Tool Kit for Engaging the Chinese community' as a case study to support the 'Asian Sport Engagement' Model. It is a resource to work in conjunction with the Asian Sport Engagement Model to assist organisations in engaging the Asian community of the North Shore of Auckland into sport.

Although this tool kit has been developed with the Chinese community in mind there is significant ethnic data which relates to other ethnic communities. The tool kit provides a depth of detail and information that sports organisations may find helpful in implementing the Asian Sport Engagement Model. It can also be utilised as a template to develop other 'toolkits' for different ethnicities.

This tool kit is a living document and designed to be added to. If there is information that you feel would be useful to have included then please contact the ActivAsian team at Harbour Sport to discuss your ideas.

Please use the 'Targeted Population Sport Engagement Model' and 'Tool Kit for Engaging the Chinese community' however it would be appreciated if Harbour Sport was acknowledged if you do so.

For further information about the ActivAsian project please contact:

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## TARGET POPULATION SPORT ENGAGEMENT MODEL

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### Level 1:

- The sport organisation is aware of cultural differences and demonstrates this in how it goes about engaging ethnic communities.
- Ethnic data is collected by your sport.
- Planning within your organisation reflects the ethnic diversity of your community.
  - Annual plan.
  - Policies and procedures implemented.
- A Recruitment Strategy is developed which includes strategies to develop role models from within the ethnic community you want to engage.
- Consult with targeted ethnic communities to understand their needs as well as communicating sports capability to deliver.

### Level 2:

- Key information is accessible and useful.
- A translator is recruited from within sport to assist with translation.
- Translated information is available in target languages.
- Key information on website is translated.
- A volunteer is recruited from each targeted ethnic community who is prepared to be the contact for the sport.
- The targeted ethnic community is promoted and marketed to directly.
- A user friendly database for promotion is developed.

### Level 3:

- Events are developed that reflect the diversity of your community.
- Your sport identifies 'bridge builders'. These are people who are able to bridge the gap between cultures to achieve enhanced mutual understanding between cultures.
- Diversity is represented at all levels of your sport organisation.

## TARGET POPULATION SPORT ENGAGEMENT MODEL INFORMATION

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### Level 1:

- **The organisation is aware of cultural differences and demonstrates this in how it goes about engaging targeted ethnic communities.**
  - In the first instance cultural awareness is modelled by your organisations leadership team. This is essential in demonstrating that people of all ethnic communities are valued and considered important to the sport. There needs to be recognition that there are important cultural and sometimes religious issues for ethnic communities. An understanding of these differences and a respect for them is essential. (Spoonley and Taiapa July 2009)
  
- **Ethnic data is collected by your sport.**
  - To be effective in promotion and marketing so that your sport grows, it is imperative to have an understanding of the demographics of your sport. Ethnic data based on age, membership /casual, men/women, social/competitive is essential baseline data to gather, analyse, track and use for forward planning e.g. this may highlight either high or low participation rates in specific ethnic communities which could be key areas for potential growth. (Refer to tool kit for ethnic demographics)
  - Consider whether the demographics of your sport reflect the demographics of the community which surrounds it and consider why or why not.
  
- **Planning within your organisation reflects the ethnic diversity of your community.**
  - Annual plan.
    - In your annual plan consider the development of a marketing and communications plan for targeted ethnic communities and a Targeted Population Recruitment Strategy.
    - Include KPI's focused on the targeted ethnic community. (Refer to tool kit for sample KPIs)
  - Policies and procedures implemented.
  - Consider implementing the following:
    - Policies:*
      - Equal opportunity policy
      - Customer focus policy
      - (Refer to tool kit for sample policies)

*Procedures:*

- Communication procedures allow transparency and multiple methods of communication to meet varying ethnicities expectations and needs.
- Facility access policies ensure maximum access while maintaining levels of safety.
- Customer service training is provided to key staff. This may be as simple as advice and policies on ways to answer the phone or respond to questions particularly by people of other ethnicities. Tolerance, patience and respect are important when dealing with people for who English is a second language.
- Two-way communication between members/ participants/customers and the organisation which includes opportunities for customers to provide feedback in languages other than English.

The two-way communication needs to be in an accessible language and may include: website , quarterly open forums, supporters day, annual organisation activities calendar, internet blog or forum sites, contact details for board and staff/volunteers easily available.

- Systems for receiving and managing member/ customer feedback and complaints are in key languages aside from English e.g. open meetings, written complaints process.

- **A Recruitment Strategy is developed which includes methods to develop role models from within the targeted ethnic community.**

- Consideration needs to be given on how to best market and promote to Asians through Asian media (refer to tool kit for information regarding Chinese media) and appropriate channels e.g. flyers, brochures, advertisements, radio interviews, newsletters, regular membership drives in targeted language.
- Target identified known player sources e.g. schools with high percentages of specific ethnicities (refer to tool kit for ethnic statistics within schools), community organisations like Citizens Advice Bureaux (CABs) or Settlement Support Services who have strong links to new migrants.
- Resources and services provided for targeted ethnicities are based on their needs e.g. consider extending opening hours to accommodate alternative work hours, translate key information.
- Recruitment Strategy for targeted ethnic communities needs to be planned with a variety of membership options in place e.g. competitive, social, casual, youth/senior/masters, corporate, supporters.

- New migrants are not limited by regional boundaries but will link to cultural networks therefore you may need to consider marketing and promotional opportunities which exist outside your traditional boundaries.
  - Role models include coaches, volunteers, board members, administrators, umpires, players as well as employees.
  - Support the development of expertise from within targeted ethnic community e.g. Asian administrators and coaches who are able to provide leadership and support for their communities.
  - A regional approach across Auckland forming partnerships with other sports is worth consideration as a new governance structure for Auckland is formed. This will demonstrate a proactive and unified approach to meeting the sporting needs of the targeted ethnic communities in Auckland.
- **Consult with targeted ethnic communities to understand their needs as well as communicating sports capability to deliver.**
    - Do not make assumptions about what an ethnic community may want.
    - Have established processes for:
      - Consulting with and obtaining input from the participants and community. (e.g. participant surveys, online feedback, informal conversations, annual participant feedback meeting etc in key languages)
      - Establish links with key community representatives to assist with building a relationship with ethnic communities. This provides a channel for comments and suggestions from the community to your sport. It also allows for your sport to promote opportunities and recruit. (Spoonley and Taiapa July 2009)
      - Communicating what your sport is able to deliver to the ethnic communities is important so that the differences in sport delivery between New Zealand and the home country are made apparent. This is so that expectations are not above and beyond what your sport is capable of.

## Level 2:

- A translator is recruited from within your sport to assist with written translation work.
  - Ensure this person is proficient in the English language
- Translated information is available in target languages.
  - Use qualified translators and interpreters if necessary. (Refer to tool kit)
  - Consider translating:
    - Brochures about your sport
    - Information on facility doors
    - Signs in building (especially if they are directed at a specific ethnicity)
- Key information on website is translated.
- A volunteer is recruited from each targeted ethnic community who is prepared to be the contact for the sport.
  - This person would provide general information about your sport and contacts for clubs, coaches and volunteering opportunities.
- The target ethnic community is promoted and marketed to directly (Refer to toolkit). Utilise:
  - Ethnic media for advertising
  - Cultural Festivals
  - Community groups
  - Key leaders within ethnic communities
- A user friendly contacts database for promotion and marketing is developed (refer to tool kit) and made available to clubs.

### Level 3:

- Events are developed which target specific ethnic communities.
- Your sport identifies 'bridge builders'. These are people who are able to bridge the gap between cultures to achieve enhanced mutual understanding between those cultures.
  - These are people from the ethnic community who have integrated well into New Zealand society and are able to enhance the understanding of both cultures and be a conduit for both cultures. Successful integration is the product of a two way adjustment; not a one way process. (Spoonley and Taiapa July 2009)
  - To assist with promoting volunteering as a method for enhanced integration into New Zealand.
- Diversity is represented at all levels of the sport organisation
  - Participants
  - Members
  - Coaches
  - Volunteers
  - Employees
  - Club managers
  - Administrators
  - Umpires and referees
  - Board members

## REFERENCES:

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Sport and Cultural Diversity: Responding to the Sports and Leisure Needs of Immigrants and Ethnic Minorities in Auckland - Paul Spoonley and Catherine Taiapa July 2009

[www.arpass.org.nz/Doc/ARPASSfinalReport20Nov09.pdf](http://www.arpass.org.nz/Doc/ARPASSfinalReport20Nov09.pdf)