Eastern Metropolitan Region

Cultural Planning Tool

Action Plan

2001-2003

Analysis Report

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hacc
home and community care

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1. Introduction:

The Department of Human Services (Eastern Metropolitan Region) (EMR) through the Multicultural Equity and Access Program (MEAP) at the Migrant Information Centre (Eastern Melbourne) (MIC) developed a Cultural Planning Tool (CPT) Action Plan Framework in 2001. The framework was adopted by EMR in 2002. All Home and Community Care (HACC) funded agencies were asked to use the framework for the 2001/2002 CPT plans. The framework included a software program for analysis of the CPT returns.[1]

EMR received an impressive response rate (100%) of the CPT action plans for the year of 2002/2003. The scope of these plans varied. For example one agency submitted a high quality plan that identified one strategy and identified specific actions for implementation and evaluation. The objective was to increase the knowledge of cultural and linguistically diverse (CALD) communities of their services. The agency identified three CALD communities in the neighbourhood and invited community groups representing the three communities to attend a social function. Through this process the agency made contact with the three groups and although only one group accepted the invitation, a relationship has been established which will enable further contact.

Another agency included comprehensive planning, implementation and monitoring procedures to identify and meet the needs of the CALD communities in their catchment. The strategy identified for example use of interpreters, collecting cultural resources, establishing ongoing relationships with representatives from CALD communities and staff training.

This report will provide information on the strategies implemented across EMR in 2001 to 2003, including statistics about the frequency of each strategy across returns. In addition, a more detailed analysis of the actions identified under three objectives is provided. The focus of this report is to provide a showcase of strategies implemented across EMR and to provide ideas and examples for agencies in planning and implementing their CPT action plans.

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[1] The pilot CPT database was not designed to aggregate the data and provide reports. The Migrant Information Centre (MIC) manually collated the results from the plans for 2001/2002 and 2002/2003. EMR and MIC are reviewing the analysis functions of the CPT database and identifying the reporting functions required. The database will be modified to include the identified reporting requirements.

2. Statistics of CPT Action Plan Returns

Total number of CPT action plans returned

Year	Number of agencies that needed to submit CPT plan	Number of plans returned to DHS	
		Mainstream Agency	Ethnic Agency
2001-2002	86	67	10
2002-2003	86	73	13

The data indicated that in the initial phases of developing CPT action plans agencies emphasised strategies under the objective of Planning/Access. A number of agencies also nominated and implemented strategies against the following objectives:

- Interpreters/translators are utilised as required
- Involvement in decision making
- Dissemination of promotional material
- Staff recruitment/development

For the percentage of strategies submitted under each objective, please see Appendix 1.

The data indicated that fewer agencies identified strategies under the objectives of:

- Service Imagery
- Use of Technology
- The lowest number of strategies identified was under Innovative Action Plans

In their plans, agencies identified a number of CALD communities that they wished to work with. The objective of the work was to increase the communities' knowledge of available HACC services. The most common communities identified by agencies were Italian, Greek, Chinese and Polish. These four communities have the largest number of people aged 65+ in the EMR.

3. A summary of strategies that have been nominated by agencies from 2001 to 2003

In EMR, HACC funded agencies identified a number of innovative strategies. For this report EMR selected three objectives for further analysis. The selection reflected the two objectives that received the highest response rate:

♦ The service has documented information relating to ethnic communities in the catchment
♦ Interpreters/Translators are utilised as required

and the objective that received the lowest number of responses:

♦ Service Imagery

3.1 Objective: The service has documented information relating to ethnic communities in the local catchment area

Key Objectives	Percentage of valid strategies	
	2001-2002	*2002-2003*
The service has documented information relating to ethnic communities in the local catchment area	78%	90%

3.1.1 Summary of strategies nominated by agencies:

A.   Strategies relevant to the objective:

❖ Obtained/updated statistics on CALD communities in Victoria by region or city councils via Australian Bureau of Statistics (ABS) census/MIC/City Councils/EMR/ethnic groups.
❖ Obtained resource listings of local ethnic networks/ethno specific services from MIC or Ethnic Communities Council of Victoria (ECCV).
❖ Information obtained from MIC on the CALD communities' customs, beliefs and religions.
❖ Developed and reviewed Cultural Resource Kit/Resource library - resources listing local ethno-specific and multicultural organisations made available to staff.
❖ Developed community profiles of CALD communities in EMR.
❖ Collected ethnic community agency's contacts from Primary Care Partnership (PCP) directories.
❖ Staff attended cultural diversity training and also met with local CALD communities to gather information about CALD communities.
❖ Attended local ethnic networks.
❖ Contacted ethnic groups for directories and information.

❖   Encouraged formal and informal connections with specific ethnic groups.
❖   Analysis of membership of ethnic senior citizen centres.

B.   *Strategies that were put under an incorrect area or do not have sufficient details to monitor:*

❖   Met with local schools
❖   Running a day program for senior citizens from CALD backgrounds.
❖   Placing "Welcome" on door in various languages.
❖   Included other languages on agencies promotional flyers.

3.1.2 Analysis:

The objective "Service has documented information relating to ethnic communities in the local catchment area" received the highest response rate in 2001/2002 and in 2002/2003. 90% of agencies (76 agencies) nominated strategies under this objective.

A summary of the strategy agencies proposed and implemented is listed above. In the period 2001 to 2003, seventy out of eight-six agencies stated they obtained statistics and information of CALD communities from various sources, for example, MIC/MRC, Local Government, ethnic organisations, ECCV and ABS. Almost all of these agencies reported they had successfully collected relevant information and statistics about CALD communities. Some agencies also nominated "update/review CALD statistics and related information" as an ongoing strategy under this objective.

Developing Cultural Resource Kit/Resource Library was another common strategy under this objective.   A number of agencies developed resource kits/libraries, however only a few agencies identified particular strategies/plans to encourage their staff to use the resources developed. In 2004/2005 EMR will monitor the CPT plans submitted by agencies who nominated the development of resource kits/libraries in their previous plans to identify the strategies agencies have adopted to encourage staff to access the cultural resources developed in the previous plan.

Six agencies identified strategies that involved participating in local ethnic networks and meeting with ethnic/multicultural agencies. The objective of the meeting was to increase the agency knowledge and to inform the service response to the needs and issues faced by CALD communities. However, five out of the six agencies did not indicate which ethnic networks or meetings they attended. Four agencies that stated they had contacted ethnic agencies did not state which agencies had been contacted and how the contact had occurred. As the strategies lacked detail it will be difficult to measure the progress of their implementation in future years. For example, where the strategy in the 2001/2002 action plan is "Contact ethnic groups in the region" and the result in the 2002/2003 monitoring form is "task completed" – it is unclear what actually occurred. It is not possible from the information provided to identify the number and culture of the groups contacted and whether the contact was successful.

It is recommended that the nominated strategies include more detail in future years. The monitoring of the nominated strategy should reflect the number and the culture of the groups that the agency has contacted and what projects/plans/actions have been taken.

For example:

♦ **Strategy:** Contact two community groups (Polish and Greek), invite the groups to visit the service and to attend two functions.
   Result: Five representatives of the Polish group attended the Christmas party, one meeting was held with two representatives of the Greek community to exchange information on respective roles. Agreement has been reached for the agency and representatives of the Greek community to meet bimonthly to identify specific actions that will increase the community's access to the agency's services. The first meeting will be held in June 2004.

♦ **Strategy:** A cultural resources kit that includes demographic information and cultural and religious fact sheets was developed. Information was sourced from MIC, ABS and local councils. The kit was discussed with staff at three staff meetings in 2003/2004.
   Result: Staff feedback indicates that 26 staff used the resources kit in 2003/2004 to learn about the culture of individual clients as well as to assist in the planning of promotional activities for CALD communities.

Strategies that included attending networks/meetings would identify the networks/ meetings attended and the initiatives considered or implemented.

A couple of agencies nominated strategies of displaying "welcome" signs in different languages or translating flyers under this objective. These strategies were valid strategies in terms of cultural planning but they should be put under other objectives. For example, translated "welcome" sign could be put under "Service Imagery" and translating flyers could be put under "Dissemination of promotional material".

3.2   Objective: Interpreters/Translators are utilised as required

Key Objectives	Percentage of valid strategies	
	2001-2002	2002-2003
Interpreters / Translators are utilised as required	78%	86%

3.2.1 Summary of strategies listed:

A.   Strategies relevant to the objective:

❖   Obtained Victoria Interpreting Translating Services (VITS) language map and Translating and Interpreting Service (TIS) language card and displayed them in reception area/waiting room.

❖ Obtained a Personal Identification Number (PIN) from VITS/TIS to access interpreting services.
❖ Application made for Credit Line Funds (DHS Language Access Services).
❖ Obtained information on how to use appropriate interpreter/translator services.
❖ All staff provided with information on how to access telephone and book on-site interpreters.
❖ Staff undertook training on the use of interpreters.
❖ New staff who require training on use of interpreters to be identified and assisted to access relevant training.
❖ Train staff to engage translating services.
❖ Translated information on government services is available for clients.
❖ Provided information about the availability of interpreter service for consumers.
❖ Reviewed signage in the Centre to include "interpreters are available for clients".
❖ Newsletters were translated in CALD languages.
❖ Roll out revised Policy & Procedure (P&P) to all sites, including information about privacy legislation and signing client consent forms with an interpreter present for clients with a CALD background. (Interpreter to counter sign agreement form).
❖ All Aged and Disability Services staff were provided with a translation card with them when visiting client's homes.
❖ To ensure funds are committed to translation services.
❖ A proportion of the budget was allocated for the use of interpreters or translates promotional materials each year.
❖ A keypad telephone facility was available in the office for the staff to arrange interpreter service. A conference call can be arranged for a three-way conversation if required.
❖ The VITS/TIS phone numbers were displayed on the phone.

B. Strategies that were put under an incorrect area or do not have sufficient details to monitor:

❖ To encourage staff to learn another languages, e.g. using Italian phrases.
❖ Conducted a project to track frequency of use of internal staff as interpreters. Update information on staff language profiles.
❖ Use staff or volunteers with the language skill to do the interpreting.
❖ Survey current students to ask if they would be prepared/able to translate documents.

3.2.2 Analysis

This objective received the second highest response rate in both years. From the strategies identified agencies work under this objective focused on increasing the appropriate usage of language services.

Over 55 agencies nominated a number of quick and easy initiatives to improve the language services for clients. For example, displaying a language map or language

card; obtaining a PIN number from interpreting services; applying for Credit Line Funds and obtaining information on using interpreter/translator services. 90% of these agencies indicated that their tasks were completed and the strategies were easy to implement. Over 25 agencies also identified organising training on using interpreters/translators as a strategy in the future.

A small number of agencies nominated some strategies that required greater agency commitment. For example including using interpreters/translators in the orientation training of new staff and allocating a budget for language services.

A few agencies nominated strategies to use volunteers/students as interpreters. Some of these agencies reported that this strategy was not effective when implemented, as volunteers/students did not have the skills to interpret accurately and did not feel comfortable acting as interpreters. Interpreting is a profession requiring specific training and skills, strategies to use non professional interpreters are not encouraged. However, it is appropriate to recruit bilingual volunteers/students to work as facilitators in implementing programs, activities and engaging clients socially.

3.3   Objective: Service Imagery

Key Objectives	Percentage of valid strategies	
	2001-2002	*2002-2003*
Service Imagery	51%	59%

3.3.1 Summary of strategies listed:

A.   Strategies relevant to the objective:

❖ Photos of people from CALD backgrounds were used in service marketing.
❖ Internal signage where possible was to include images of people from diverse cultures.
❖ Alter signage both internal and external included some diverse languages.
❖ Pamphlets/information on government services were displayed in a range of languages.
❖ Information in different languages on display in the reception area.
❖ Language identification map was displayed.
❖ Ensure Brochures and posters display interpreting service options.
❖ All publications advertised availability of interpreters.
❖ Added a welcome on the front-page in Chinese and Greek to the specific brochure for the program.
❖ Public relations and marketing committee to develop a promotional plan for CALD clients incorporating above actions and investigating other options.
❖ Improved CALD recruitment profile by using CALD staff in promotional material.

❖ Investigated funding opportunities to expand the collection of photos of people from CALD backgrounds to be used in service marketing.

B.   *Strategies that were put under an incorrect area or do not have sufficient details to monitor:*

❖ Revised logo and implement changes appropriately.
❖ All programs /leaflets to carry some logo's style of presentation.

3.3.2 Analysis

The "Service Imagery" objective received the lowest response rate in both years. The majority of strategies agencies nominated were valid and easy to implement. For example, 24 agencies displayed information in different languages, 16 agencies displayed pictures of people from CALD backgrounds around the centre and/or on promotion materials, 12 agencies displayed interpreter's service available for clients and 11 agencies added multilingual internal/external signage.

A small number of agencies (6 agencies) demonstrated a strong commitment to improving their organisational image. For example, investigating funding opportunities to expand the collection of photos of people from CALD backgrounds to be used in service marketing, replacing temporary laminated signage with permanent signage promoting "Interpreter available upon request" at each office site and developing a promotional plan for CALD clients.

A few agencies also indicated that their organisations needed further assistance to identify specific strategies under this objective or needed assistance in implementing the strategies, for example where to find information in diverse languages and images of people from CALD backgrounds.

4. Summary of ethno specific CPT action plans and some comparison

In this section the CPT action plans of the 13 ethno-specific agencies in EMR are reviewed. The CALD sector has been looked at separately because of their unique approach to the CPT process. Ethno specific agencies are not looking to increase the access to their services by CALD clients but to examine the potential to work with mainstream to better meet the needs of their clientele through partnership and information.

4.1 Objective: The Service has documented information relating to ethnic communities in the local catchment area

4.1.1 Summary of Strategies nominated by ethnic agencies:

A.   Strategies relevant to the objective:

❖   Obtain population profiles from councils, MIC, DHS and ABS.
❖   Collecting statistics on CALD background members/clients in Eastern suburbs.
❖   Develop resource lists of CALD specific services available to staff.
❖   Set up resource library to document information relating to mainstream and ethnic communities in our catchment area
❖   Continuing to build on the data analysis undertaken in previous years.
❖   Prepare information regarding Senior Citizens Clubs.

B.   Strategies that were put under an incorrect area or do not have sufficient details to monitor:

❖   Ensure improved access by clients on waiting lists by regular contact and offering mainstream services as an alternative.
❖   Information provided about the planned activity group.
❖   Members living all over Melbourne and they are notified about our meetings through the newspaper about our meetings and SBS radio station.

4.1.2 Analysis

Ethno specific agencies had similar demographic data sources via councils, MIC or EMR. Most of the ethno specific agencies only collected data for their community. The data also demonstrated that the ethno specific agencies have established significantly stronger relationships with their community leaders compared to mainstream agencies. Ethno specific agencies identified that these relationships allowed them to understand more about the population distribution and needs of the community.

> Ethno specific agencies identified referring clients to mainstream agencies as a strategy to promote equity of access to services. For this to work effectively it is critical for clear referral protocols to be in place and for the agencies to have developed a strong relationship where there is a clear understanding of the services each provides.
>
> Ethno specific agencies specified in their work plans their strong commitment to working with mainstream agencies in the delivery of services to their communities.

4.2 Objective: Interpreters/Translators are utilised as required

4.2.1 Summary of Strategies nominated by ethnic agencies:

A.   Strategies relevant to the objective:

❖   Train staff to engage interpreting and translating services when required.
❖   Provide information to consumers on the availability of interpreters.
❖   Bilingual staff are encouraged to communicate with the clients and their families.
❖   The membership of the organisation has limited interpreting/translating ability. We shall start collecting information on professional interpreting and translating agencies for the use of our members.
❖   Internal newsletters and advertisements are produced in both languages.

4.2.2 Analysis

> A number of ethnic groups noted that this objective was not applicable to them. However, bilingual staff/volunteers often interpret for clients, for example, when they accompany clients to allied health appointments. EMR does not accept such practice as appropriate, an interpreter should be used to communicate between service providers and clients.

4.3 Objective: Service Imagery

4.3.1 Summary of Strategies nominated by ethnic agencies:

A.   Strategies relevant to the objective:

❖   Our association does not have a permanent office. Display material is usually taken to the venue of the meeting on portable display boards and distributed as handouts.
❖   Displayed the language map in reception and internal signage is in place.
❖   External signage in both languages will be displayed. All signs are bilingual.

- ❖ Preparing a display or pamphlets regarding services for elderly and disabled in both languages.
- ❖ We can leave a flier at local government offices and HACC offices etc and with the MIC. Our radio programs are very effective.

B. ***Strategies that were put under an incorrect area or do not have sufficient details to monitor:***

- ❖ Include name of agency and its logo on all literature developed within the agency.
- ❖ To keep our excellent track record of being a most professional and flexible quality provider of a whole range of services.

4.3.2 Analysis

Ethnic groups promotional activities focussed on use of ethnic media (newspapers, TV and radio), newsletters and providing doctors from their cultural background with service information. Some ethnic groups also nominated putting their service brochures in council offices, libraries and other service agencies to increase access and referral to their groups.

Some ethnic groups, especially senior citizen groups, did not have offices or permanent venues. Therefore it was difficult for the group to develop a strategy in terms of service imagery.

5. Conclusion:

The CPT provided a framework for HACC funded agencies to develop their action plan. Agencies in EMR identified a number of innovative strategies demonstrating creativity in enhancing service provision to be more culturally sensitive.

"Planning and Access" was the most common strategy used in the CPT. The objective "Service has documented information relating to ethnic communities in the local catchment area" received the highest response rate, 90% of agencies (76 agencies) nominated strategies under this objective. Seventy agencies indicated that the agencies had documented information related to CALD communities.

"Language services" was the other major focus as more than 55 agencies identified quick and easy initiatives to improve language services for clients and 90% of these agencies indicated that the strategies were easy to implement.

Even though only half of the agencies nominated strategies on "Service Imagery", most of the strategies nominated were valid and easy to implement.

From a planning point of view, cultural planning is a long-term process. Agencies will be able to build on their CPT strategies and through "trial and error" services will become more accessible to people from CALD backgrounds. It is anticipated that the new database that enables the analysis of the CPT will also be beneficial in sharing information and providing opportunities for learning.

__Appendix 1__

Percentage of strategies submitted under each objective:

1. Planning and Access		
Key Objectives	*Percentage of valid strategies*[2]	
	2001-2002	*2002-2003*
1.1 The service has documented information relating to ethnic communities in the local catchment area	78%	90%
1.2 The service has a specific Service Plan, Policy or Strategy developed on improving services to people from a CALD background	70%	84%
1.3 The service has information about the needs of specific ethnic services	62%	83%

2. Language Services		
Key Objectives	*Percentage of valid strategies*	
	2001-2002	*2002-2003*
2.1 Interpreters / Translators are utilised as required	78%	86%
2.2 Guidelines are in place for the use of Interpreters	65%	67%
2.3 Availability of Interpreters actively promoted in multiple languages	58%	65%

3. Consultation with Clients		
Key Objectives	*Percentage of valid strategies*	
	2001-2002	*2002-2003*
3.1 Involvement in decision making	68%	84%
3.2 Quality Assurance	60%	71%
3.3 Processes in place to assist and encourage CALD clients in consultation processes	68%	72%
3.4 Processes in place for coordination and / or referral with other relevant agencies, eg., ethnic & advocacy agencies	65%	77%

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[2] The percentage of valid strategies represents the number of valid response for a particular objective over the total number of agencies that submitted the action plans for the year. For example, 76 agencies included valid strategies under the objective 1.1 in 2002-2003, the percentage will be 76/86 x 100% = 90%.

4. Service Development		
Key Objectives	*Percentage of valid strategies*	
	2001-2002	*2002-2003*
4.1 Staff Development and Recruitment	74%	84%
4.2 Data is relevant to the needs of CALD clients	60%	69%
4.3 Understanding the needs of clients from a CALD background	61%	78%

5. Marketing and Promotion		
Key Objectives	*Percentage of valid strategies*	
	2001-2002	*2002-2003*
5.1 Dissemination of promotional material	75%	85%
5.2 Service Imagery	51%	59%
5.3 Use of Technology	53%	59%

6. Innovative Action Plans		
Key Objectives	*Percentage of valid strategies*	
	2001-2002	*2002-2003*
6.1 Resource Development	47%	60%
6.2 Research	34%	50%
6.3 Other innovative ideas/projects	43%	59%