



Social Network Analysis

Greater Newcastle Culturally & Linguistically
Diverse (CALD) community services network



Acknowledgment of country

Project overview

Research objectives

- Social Network Analysis (SNA), complimented by qualitative research, was used to better understand how the network of organisations that provide services to people of CALD backgrounds is working together to meet community needs and what are the opportunities for improvement or strengthening.
- Research commissioned by City of Newcastle Council in collaboration with Dr Jennifer Waterhouse, Dr Robyn Keast and Hannah Murphy, associated with the University of Newcastle and Southern Cross University, and expert input from Northern Settlement Services.

What is Social Network Analysis?

- Social Network Analysis (SNA) is a research methodology that focuses on the connections and relationships that exist between entities, such as people or organisations.
- Understanding the structure of a network can help to identify opportunities and maximise collaborative efforts to better serve communities or stakeholders.
- SNA can 'map' a network → network members/organisations are 'nodes' and they are connected by 'ties' (lines)

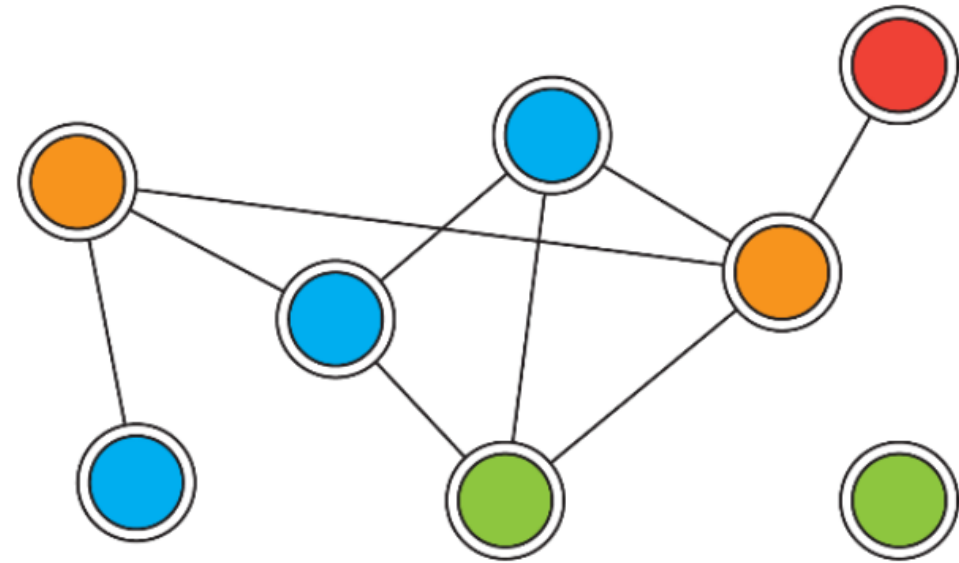


Figure 1. Example of a simple network map showing the connections between organisations in a service-delivery network

Approach

- Online survey distributed → identified relationships that exist within CALD service delivery network:
 - 50 known organisations were listed in survey.
 - 36 organisations completed the survey.
 - Additional organisations were listed by survey respondents, increasing the network to 74 organisations.
- Patterns of connections and structures of relationships were analysed using social network analysis measures → **1) information sharing, 2) joint funding, 3) joint planning & analysis, 4) joint projects, 5) referrals in/out, 6) shared resources.**
- Sense-making workshop with participating organisations → tested understandings of the maps and metrics.



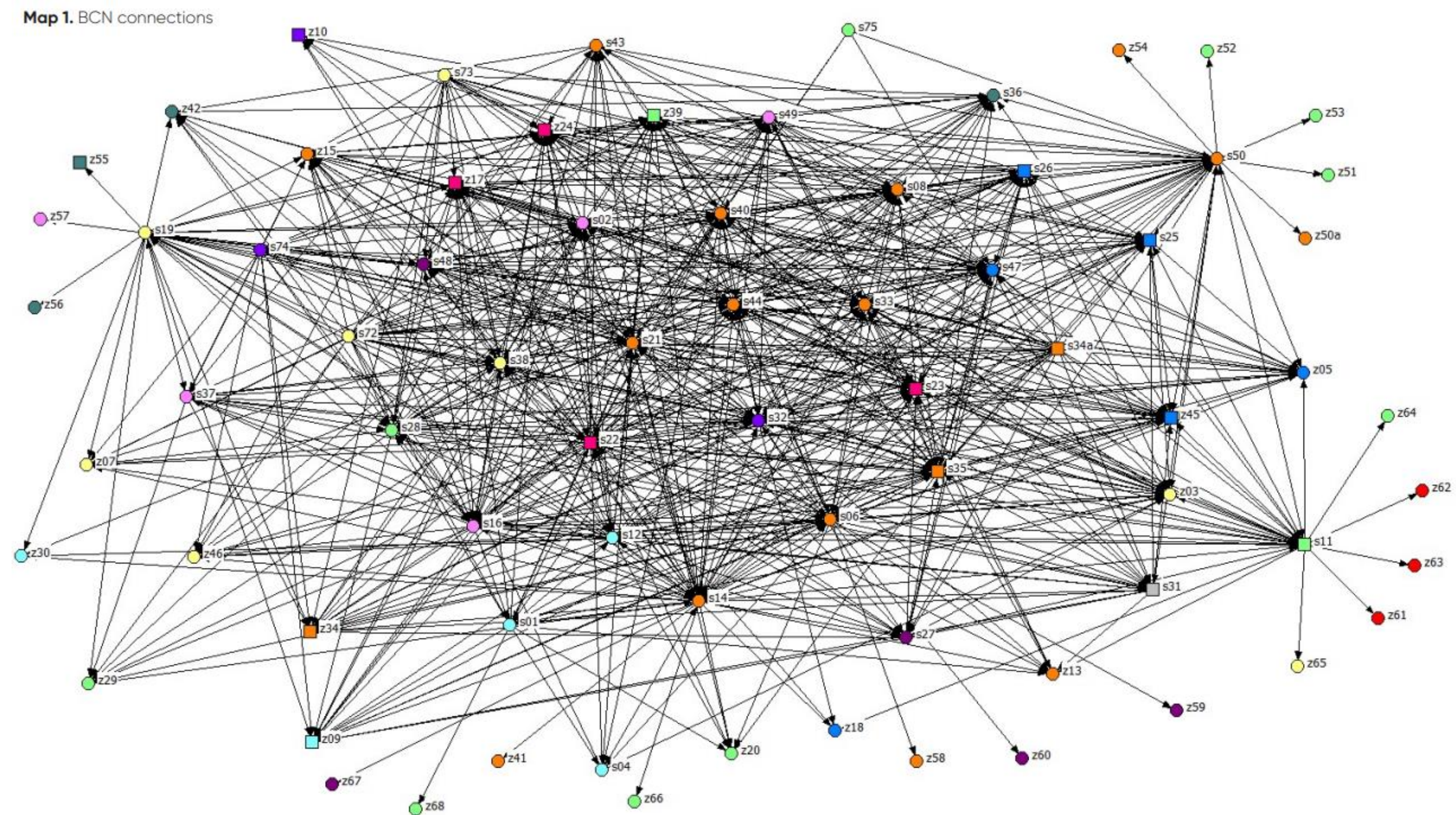
Project findings

Network composition

Node colour	Subcategory (round = NGO, square = Gov)
Orange	CaLD Services
Yellow	Community Development Services
Green	Community Services
Light Blue	Disability Services
Bright Blue	Education Services
Bright Pink	Government Services
Plum	Health Services
Teal	Housing/Homelessness Services
Red	Indigenous Services
Grey	Interpreter Services
Bright Purple	Legal Services
Pink	Women's Services



Map 1. BCN connections

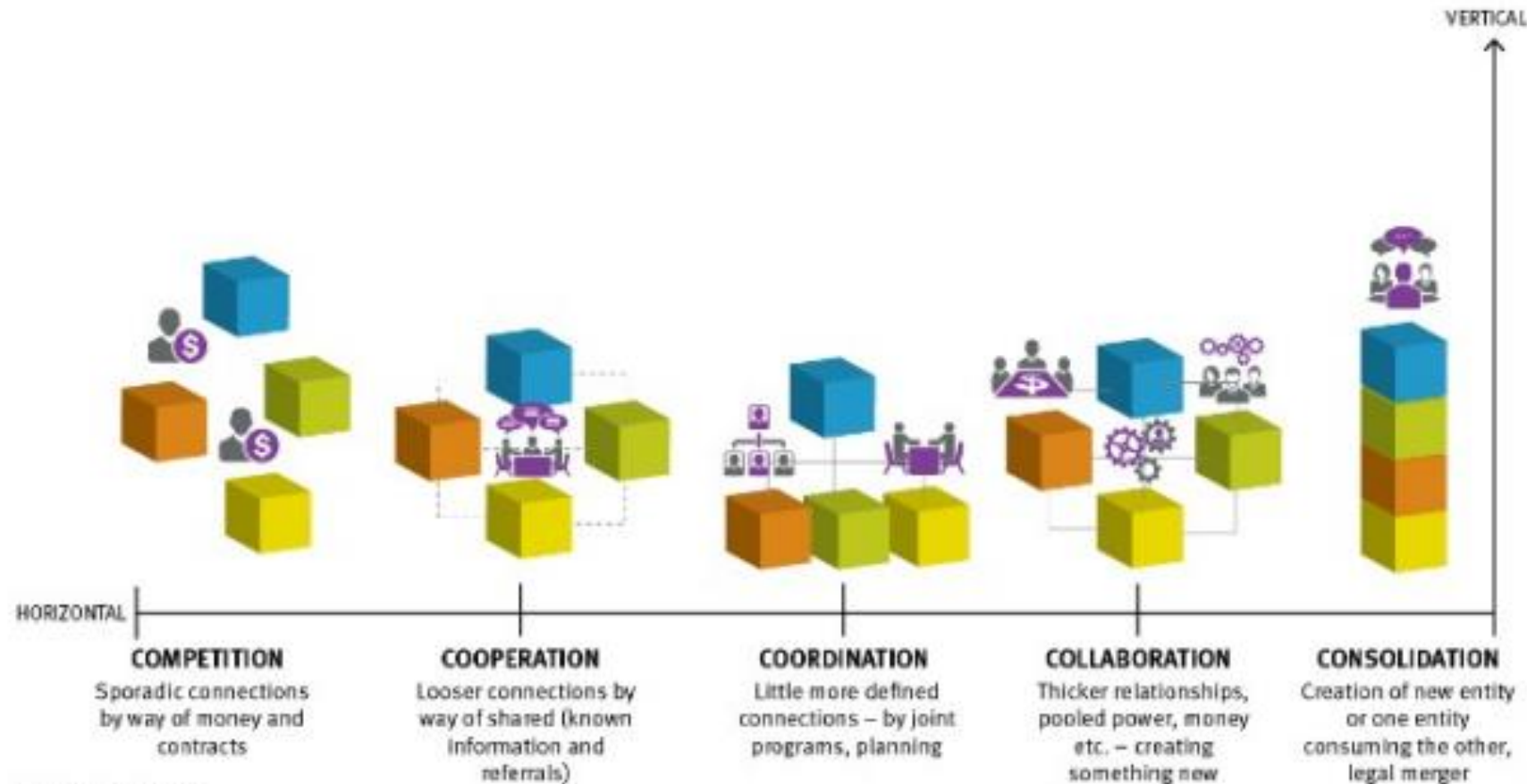


How the network is functioning

- Network maps highlight overall level of connectivity – indicator of cooperative working relationships.
- Mature network, relationships at a functional level, providing similar but largely not overlapping services, suggesting little duplication.
- Low to mid-level density (general level of integration/connection in a network) – suggests efficiency in for example how information is shared, and resources mobilized.
- Network is quite decentralized with no single organization/group 'controlling' or 'coordinating' the network, however, several organisations are well positioned to nurture and maintain the network by sharing information, activating relationships and mobilising resources when required.
- Network's strength comes from organisations connecting with each other across all different types of exchange relationships, rather than just 1 or 2 → information sharing, joint funding, joint projects, joint planning and analysis, referrals and shared resources.

Inter-Organisational Relationships Continuum (5Cs Model)

- Each 'C' has merit.
- Collaborating when organisations only need to cooperate will waste resources and harder to sustain.
- Newcastle CALD network positioned at the **cooperation/coordination** level → shows the sectors capacity to work together to achieve both organisational and sectoral goals and outcomes.

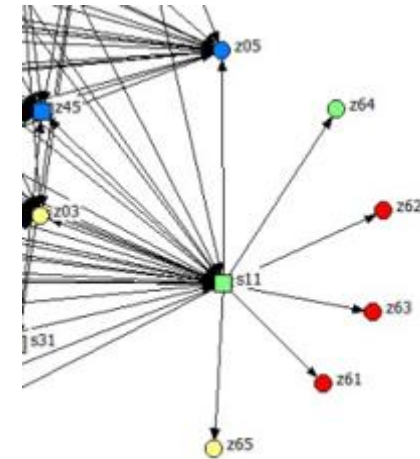
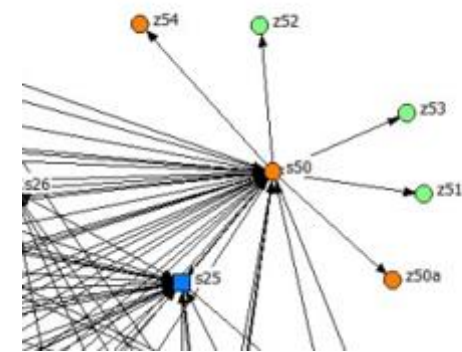


Opportunities for strengthening

- Participants identified a stronger preference for coordinated activities in relation to planning and analysis.
- Workshop participants noted the growing challenges of resource scarcity (e.g. funding, human resources) and increasing service delivery needs:
 - Nonetheless, the network data indicate the network has current capacity to mobilise relationships and resources for activities, challenges or opportunities as they emerge.
 - The network maps and measures show that the limited resources the sector has access to are shared well among the network participants. Subject to access to required funding and resources, this finding indicates the network has a good foundation on which to build capacity to meet future demand.

Opportunities for strengthening – cont'd

- Possible isolation of periphery organisations:
 - 19 organisations nominated by survey respondents (not part of initial 50 organisations identified).
 - Majority were mainstream community organisations, but also included unfunded, volunteer organisations providing services to particular ethnic or religious groups.
 - These organisations are often only linked to network by one connector – risk of further isolation.



Greater Newcastle Multicultural Action Group (MAG)



Value of CALD Social Sector Analysis

- To the MAG – Greater Newcastle
 - Affirmation and evidence of the high level of collaboration
 - Researchers' reflections on building collaboration based on organisational relationships, not just individual relationships
 - Exploring engagement with “periphery” agencies
- To government, regional centres and multicultural sector organisations
 - Size and nature of the service sector
 - Collaboration and Partnership vital in regional settlement
 - Engagement of CALD specific organisations and mainstream services



Further questions?

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