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performance report against
critical success factors
of the corporate plan





PERFORMANCE REPORT against the CORPORATE PLAN

**Critical success
factor 1:**

**AN INNOVATIVE LEADER IN
COMMUNITY RELATIONS**

Strategic Corporate Objective:

1.1 Achieve a high profile as a point of reference for information provision

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Increase the capacity and competency to provide advice, information, models and publications on local, interstate and global community relations:</p> <ul style="list-style-type: none"> • <i>increase in number of models of information dissemination, publications and information packages.</i> • <i>representation of CRC at conferences.</i> <p>(July 2002 - June 2006)</p>	<p>Developed <i>MediaLink</i> for the distribution of non-English and community media reports through the internet to build understanding of issues which affect the culturally diverse community of NSW and provide opportunities for better interaction within the community of multicultural communities.</p> <p>Published and distributed on CD-ROM <i>The People of New South Wales – Statistics from the 2001 Census</i>.</p> <p>The Commission was represented at the:</p> <ul style="list-style-type: none"> • Juvenile Crime Prevention Conference • National Committee on Human Rights Education • Local Government Community Services Association State Conference • Regional Certifying Bodies Conference on Regional Migration.
<p>Facilitate the participation of communities and government in community relations through provision of accessible information:</p> <ul style="list-style-type: none"> • <i>development of an interactive website.</i> 	<p>The Commission completed the development of three online projects aimed at facilitating participation of communities and government in community relations:</p> <ul style="list-style-type: none"> • <i>CommuniLink</i> for hosting community websites. <i>CommuniLink</i> will provide a common portal for information for community organisations in New South Wales. It will enable the Government to communicate directly with the culturally diverse community through one entry point and in their own language. The website www.communilink.org.au came online in June 2004.

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<ul style="list-style-type: none"> <i>provision of information in linguistically appropriate languages for targeted Commission services.</i> <p>(July 2002 - June 2004)</p>	<ul style="list-style-type: none"> <i>MediaLink</i> for the distribution of non-English and community media reports through the internet. The reports are published in English and are accessible 24 hours a day. The service is scheduled for launch in 2004-05. Online Language Services to allow customers to book interpreters and translations on the internet. The system was completed and implemented internally during 2003-04 and is scheduled for pilot with selected customers and translators in 2004-05.
<p>Promote the role, function and services of the CRC:</p> <ul style="list-style-type: none"> <i>increase in responses to, and participation in, Commission activities.</i> <p>(July 2002 - June 2006)</p>	<p>The Commission undertook a number of initiatives to promote its services to the community, including:</p> <ul style="list-style-type: none"> development of a proposal to enter into a partnership with the NSW State Library to promote the Commission's online resources through public libraries. organising and conducting grants and language information sessions in regional centres. ongoing community programs and contacts of the Commission's Regional Advisory Councils. participation at a number of regional community festivals.

1.2 Develop extensive networks and partnerships

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Establish and support regional advisory councils:</p> <ul style="list-style-type: none"> <i>Regional Advisory Councils established.</i> 	<p>Regional Advisory Councils identify and provide advice to the Commission on multicultural issues affecting people in the region. They monitor and report on the implementation, value and effectiveness of Commission initiatives and on local and regional issues.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<ul style="list-style-type: none"> • <i>Regional Advisory Council deliberations referred to the Commission.</i> <p>(December 2002)</p>	<p>The 10 regional advisory councils cover the regions of Albury, Central West, Griffith, Hornsby–Wyong, Hunter, Illawarra, Penrith–Blacktown, Macarthur–Liverpool, New England and Northern NSW.</p> <p>Membership of a council may comprise up to eight community representatives appointed for a three-year term and up to seven representatives of significant regional government agencies appointed for a two-year term. One government representative is from local government.</p>
<p>Conduct forums and regional consultations:</p> <ul style="list-style-type: none"> • <i>increase in range of issues and opinions raised at various locations throughout the state.</i> • <i>increase in number of forums conducted.</i> <p>(April 2002 - June 2006).</p>	<p>The Commission conducted the following:</p> <ul style="list-style-type: none"> • in December 2003, in conjunction with the Victorian Multicultural Commission, hosted a one-day forum in Albury to identify issues, strategies and solutions relating to multicultural issues in Albury and Wodonga. Approximately 100 people representing communities and local interests attended and a number of significant recommendations reflecting the needs of the community were made. • the annual Community Relations Symposium was held in October 2003 at the University of Technology, Sydney. The Commission uses the symposium as a key mechanism to consult with leaders and workers from a wide range of fields on community concerns, and to provide an opportunity for the community to participate in policy and decision making. This year's forum included workshops showcasing community initiatives and possible future strategies, such as those relating to organisational management and community leadership.
<p>Seek input and advice from religious heads and community leaders:</p>	<p>At the invitation of the Premier, Imam Feisal Abdul Rauf visited NSW from 21 March to 3 April 2004 to engage in and promote interfaith dialogue and community harmony.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<ul style="list-style-type: none"> • <i>increase in number of consultations held and advice provided.</i> <p>(July 2002 - June 2006)</p>	<p>The Imam is founder of the Cordoba initiative, a multi-faith effort to increase intercultural communication, tolerance and peace in the USA. Imam Feisal has been at the forefront of interfaith dialogue in the USA and is recognised as a leader of his community who establishes contact and works on promoting community harmony between Jews and Christians, especially in New York.</p> <p>The Commission organised his Sydney visit, which included an interfaith Service at St Mary's Cathedral, leading Friday prayers at Imam Ali Mosque in Lakemba, and delivering two public lectures to broaden awareness of Islam and promote interfaith dialogue. The Imam also attended a breakfast in his honour at the University of Technology Sydney with guests, including religious leaders from the Jewish, Christian, Buddhist and Islamic faiths, as well as senior management from print, radio and television outlets.</p>
<p>Organise networks of agencies to help each other to improve their Ethnic Affairs Priority Statement (EAPS):</p> <ul style="list-style-type: none"> • <i>increase in number of networks supported.</i> <p>(Annually)</p>	<p>The Government Relations Team is developing strategies for the creation of EAPS networks for agencies seeking advice and guidance on development of their EAPS. Using the network they will be able to contact agencies of similar size and with similar service concerns. An increasing number of agencies are putting EAPS on their websites.</p>
<p>Establish, or facilitate the establishment of, partnerships between communities, government agencies, business and tertiary institutions to address community relations issues:</p>	<p>The Commission continued to perform a leadership role and provide support to facilitate partnerships between communities and agencies on a number of projects including:</p> <ul style="list-style-type: none"> • the Broken Hill Migrant Heritage Committee received funding to record and preserve the city's immigrant history. In conjunction with a photographic exhibition, stories of people from culturally diverse backgrounds in Broken Hill have been recorded and brought together in a book, <i>Sharing the Lode: The Broken Hill Migrant Story</i>.

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<ul style="list-style-type: none"> <i>increase in number of partnerships and issues addressed.</i> <p>(July 2002 - June 2006)</p>	<p>The tapes of original interviews are now held at the Outback Archives at the Charles Rasp Library in Broken Hill, making them available for future research.</p> <ul style="list-style-type: none"> The Cabramatta CityWatch program brings together community groups and other government service providers to work with the police. It also operates as the Police Community Accountability Team for the Cabramatta Local Area Command. It aims to identify local safety concerns and crime issues and work with the local community and businesses to resolve issues impacting on community safety and policing in Cabramatta. <p>Community liaison is an ongoing process to update the local community and relevant groups on the project's development.</p> <p>Over 100 people attended the 2004 Cabramatta CityWatch Police/Community Forum in June 2004. These included representatives from government, local business and residents, including community and religious leaders. Recommendations from the forum have been documented, and implementation will be reported in future meetings.</p> <p>The Commission has developed a CityWatch website, which includes minutes of meetings, survey findings, reports and details of actions on www.crc.nsw.gov.au/crc/citywatch/minutes/index.htm</p> <ul style="list-style-type: none"> The Youth Partnership with Arabic-speaking Communities is a joint initiative of the NSW Government and Arabic-speaking communities, and aims to provide opportunities and improve life choices for young Arabic-speaking people and their families.

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<p>The Commission is the lead agency for the following projects:</p> <ul style="list-style-type: none"> • Youth Liaison Teams which are made up of Muslim and non-Muslim community members who engage young people in places where they gather, eg. streets, shopping malls, and railway stations. They provide information, support and referral to support services. The teams cover Auburn, Bankstown, Liverpool, Parramatta and Darling Harbour. • community liaison strategy of co-forums that are held by Arabic community organisations to engage the community, provide update on progress, exchange information, and obtain feedback to assist in the development of future initiatives. • development of cultural diversity training which is designed to identify and address specific needs that will improve the capacity of Government agencies to respond to the needs of vulnerable young people.
<p>Participate in networks of government agencies involved with community relations issues:</p> <ul style="list-style-type: none"> • <i>increase in number and type of networks.</i> <p>(July 2002 - June 2003)</p>	<p>The Commonwealth-NSW Working Party on Migration to Sydney and Regional NSW was established to put forward options to divert skilled and business migration from Sydney to regional NSW, and reduce temporary and permanent migration to Sydney.</p> <p>The working party has representatives from the Commonwealth Government (Department of Immigration and Multicultural and Indigenous Affairs, the Department of Employment and Workplace Relations and the Department of Transport and Regional Services), the NSW Government (The Cabinet Office, Premier's Department, Community Relations Commission For a multicultural NSW, Department of Education and Training, and Department of State and Regional Development) and local government, as well as regional representation.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<p>Under its terms of reference, the working party (co-chaired by The Cabinet Office and Department of Immigration and Multicultural and Indigenous Affairs) examined:</p> <ul style="list-style-type: none"> • past, current and projected immigration trends to Sydney and each major region of NSW, as well as emigration from Sydney to regional NSW. • strategies to divert the level of skilled and business migration settlement from Sydney to regional NSW. • strategies for a whole of government approach to encourage skilled and business migration in regional NSW through broader regional planning. • the possibility of piloting the aforementioned strategies in specific regional areas of NSW. <p>The Premier has requested that the Commission coordinate the input of NSW Government agencies to achieve full implementation of the report's recommendations, and to work collaboratively with the Commonwealth.</p> <p>A monitoring group, comprising Commonwealth and NSW officials, has been established to oversee progress in implementing the report's 29 recommendations. Local government representation on this group is also being sought. The monitoring group will meet quarterly, and held its first meeting in May 2004.</p>

1.3 Anticipate and respond effectively to community issues

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Develop a crisis disaster management plan for the culturally diverse community:</p> <ul style="list-style-type: none"> <i>disaster management plan prepared and circulated to all chief executive officers.</i> <p>(July 2003 - July 2004)</p>	<p>The Premier directed the Commission to establish the Community Harmony Reference Group to develop a coordinated and rapid response should there be a breakdown in community harmony.</p> <p>At the first meeting in October 2002, working groups were formed to examine and act upon issues of community concern. The working groups are Arabic, Islamic, Education, and Public Discourse.</p> <p>The group requested the Commission develop a Community Relations Crisis Management Plan, which aimed “to maintain and manage community harmony within New South Wales in response to local or international events which impact on relationships within the community and between people”.</p> <p>The plan was developed within five months and was signed off by CEOs of participating agencies, resulting in a swift commitment by the relevant Government agencies to the plan.</p> <p>The Commission is liaising with the NSW State Emergency Management Committee to incorporate the crisis management plan as a subsection of the NSW Displan (Disaster Management Plan). The plan is currently being examined by the Crown Solicitor to ensure its legal standing with other State disaster plans.</p> <p>The Community Harmony Reference Group won a Commendation from the Premier’s Public Sector Awards. The Commission has established the capability to provide 24 hour hotlines with message bank capabilities for individuals who are victims of harassment or vilification based on race or religion.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<p>Since establishing a permanent bilingual hotline in response to the attacks in Bali, the Commission can increase the capacity of telephone lines if warranted by any escalation in community tensions. There is also the capacity to hire additional bilingual information and referral officers to staff the phones on a 24 hour basis, if needed.</p>
<p>Monitor and respond to community relations issues in the media:</p> <ul style="list-style-type: none"> • <i>issues identified and action taken.</i> <p>(July 2002 - June 2006)</p>	<p>During 2003-04, the Commission responded to a number of media related issues, including:</p> <ul style="list-style-type: none"> • hosting the visit of Imam Feisal Abdul Rauf. • ongoing management of the Canterbury-Bankstown Community Harmony Round Table Project and the Youth Partnership with the Pacific Island Communities. • acting as secretariat of the Cabramatta City Watch Program. • organising a working group with Liverpool police and the Arabic and Serbian communities to resolve conflicts.
<p>Encourage communities to respond to their own issues:</p> <ul style="list-style-type: none"> • <i>assistance provided through the grants program.</i> <p>(July 2002 - June 2006)</p>	<p>The Community Grants Program aims to encourage the participation of people from multicultural communities in all aspects of life in New South Wales. In 2003-04 the program provided \$1,038,150 to 98 community-based projects. A full list is in Appendix 6.</p> <p>Development of a new grants database was completed to facilitate information sharing and processing. A website is currently being developed to allow community organisations to lodge applications electronically.</p>
<p>Participate in forums and consultations:</p> <ul style="list-style-type: none"> • <i>action taken on the issues raised.</i> <p>(July 2002 - June 2006)</p>	<p>The Commission participated in the NSW Government's Grants Administrative Review and was one of four pilot agencies to implement the Government's standard grants application form.</p>

1.4 Improve level of performance in EAPS Standards Framework

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Refine and implement an Ethnic Affairs Priority Statement (EAPS) plan:</p> <ul style="list-style-type: none"> <i>improve the standards framework.</i> <p>(June 2002 - June 2006)</p>	<p>Under the <i>Community Relations Commission and Principles of Multiculturalism Act 2000</i>, it is the Commission's responsibility to assess annually and report on the effectiveness of public authorities in observing the Principles of Multiculturalism in the conduct of their affairs.</p> <p>The Principles now apply to some 240 public authorities in NSW.</p> <p>Under the Government's EAPS program, each agency is expected to address the needs of a culturally diverse society, according to its charter.</p> <p>Sixteen agencies are designated as key agencies by the Premier because of their important work in providing essential services to the NSW community, or because they have a lead role in delivering the Government's key objectives.</p> <p>Following progress on EAPS reporting, eight Key Agencies have now been placed on a two-year cycle for reporting against the Standards Framework. This timeframe provides an opportunity to measure significant change by agencies.</p> <p>The Commission is working with NSW Health and Area Health Services towards a framework for the whole health system, allowing for EAPS development and reporting against the EAPS Standards Framework. Stage one of this project in 2003-04 included the Commission and NSW Health EAPS holding assessment meetings with selected Area Health Services.</p> <p>The Commission continued to conduct EAPS workshops in regional and rural areas at Bathurst, Griffith, Hornsby, Picton and Windsor.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
Conduct internal training sessions on EAPS requirements: <ul style="list-style-type: none"> • <i>all staff trained.</i> (2002 and then bi-annually)	EAPS information sessions were held in 2003-04 for the Commission's Information and Management Division, Language Service Division and the Community Relations Service Division.
Monitor and assess agency compliance: <ul style="list-style-type: none"> • <i>performance reported in Community Relations Report.</i> (March 2003-March 2006) <ul style="list-style-type: none"> • <i>electronic lodgement of EAPS reports.</i> (June 2003)	<p>The <i>Community Relations Commission and Principles of Multiculturalism Act 2000</i> requires the Commission to prepare annually a report to the Minister for Citizenship on the status of community relations affected by cultural diversity.</p> <p>The Community Relations Report 2003 <i>Value in Diversity</i> has been tabled in Parliament. It:</p> <ul style="list-style-type: none"> • provides an overview of trends and directions in community relations in NSW. • presents a systematic account of the performance of Key Agencies against the Standards Framework of the EAPS program. • highlights over 100 initiatives undertaken by public sector agencies in 2003, grouped under the four principles of multiculturalism. • highlights activities of Government in rural and regional areas. • reports on the status of EAPS annual reporting compliance of Government agencies. • contains an awards section which shows how government agencies recognise and reward the skill and contribution by people from culturally diverse backgrounds in NSW.
Provide best practice in EAPS: <ul style="list-style-type: none"> • <i>increase in number of activities promoting best practice in EAPS.</i> (July 2002-June 2006)	The Community Relations Report 2003 presented models of best practice among key EAPS agencies and highlighted initiatives undertaken by over 80 agencies.

Strategic Corporate Objective:

2.1 Implement information, records and knowledge management programs to support and enhance service

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Audit and improve standards in information, records and knowledge management to achieve recommended standards:</p> <ul style="list-style-type: none"> <i>audit report and recommendations submitted to the Executive.</i> <p>(January 2002 - January 2003)</p> <ul style="list-style-type: none"> <i>standard achieved by December 2003</i> 	<p>In accordance with the <i>State Records Act 1998</i>, the Commission revised the Records Management Strategic Plan for 2004-2006 to include the two new Standards issued by State Records in April 2004: No. 8, Standard on Managing a Records Management Program, and No. 7, Standard on Full and Accurate Records.</p>
<p>Develop an action plan that will facilitate and simplify information, records and knowledge management for all users:</p> <ul style="list-style-type: none"> <i>plan approved by September 2002.</i> <p>(April - August 2002)</p>	<p>The Records Management Action Plan was updated to meet the State Records requirements, the majority of which are to be implemented by December 2004.</p> <p>An Information Management Strategy was developed to review the Commission's existing information management regime with the aim of moving to a knowledge managed environment as a longer-term strategic initiative. Steps have been taken to improve the extraction, collection, analysis, distribution and understanding of a broad range of data and information through:</p> <ul style="list-style-type: none"> revision of the records management strategic plan for 2004-2006. a website redesign project. development of the Online Language Services project.

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<ul style="list-style-type: none"> • development of the Customer Information Management System. • development of a functional disposal authority. • development of a Commission-hosted internet site for communities.
<p>Provide technological solution for information, records and knowledge management that integrates with existing systems:</p> <ul style="list-style-type: none"> • <i>system developed by June 2003.</i> • <i>system fully deployed by December 2003.</i> <p>(October 2002 - December 2003)</p>	<p>The Commission deployed the Customer Information Management System and replaced the databases for grants, EAPS and the mailing list. The system will prepare the Commission for online lodgement of grant applications and EAPS reports.</p> <p>A Website Re-design Project commenced to support the Information Management Strategy and electronic business transactions.</p> <p>Upgrade of the TRIM Records Management System commenced in preparation for the implementation of electronic document management throughout the organisation.</p>
<p>Implement an ongoing training program on information, records and knowledge management:</p> <ul style="list-style-type: none"> • <i>training conducted and system used by staff.</i> • <i>training reflected in the induction manual.</i> <p>(December 2003, then annually)</p>	<p>The first Annual Training Plan was prepared and approved by the executive for implementation during 2003-04. The plan identified and prioritised training that supports the deployment of new technological solutions and e-business initiatives.</p> <p>A training facility has been established to promote individual and one-on-one training and computer based training programs were purchased to support the plan.</p>

2.2 Deliver an integrated information technology system

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Establish an information portal for staff and customers of the CRC, including Government agencies, community organisations and the public:</p> <ul style="list-style-type: none"> customers able to access relevant information via the internet by December 2004. <p>(July 2003 - December 2004)</p>	<p>The Website Re-design Project focuses on gaining an understanding of the Commission's stakeholder needs, which will be classified and analysed to provide a basis for assessment of website technology requirements.</p> <p>The project provides a basis for determining community access to the Commission's entry point to online services, including the <i>CommuniLink</i> web hosting, Online Language Services and <i>Medialink</i>. The project will facilitate efficient and effective provision of a wide range of community information, enabling the Commission to fulfil its principal legislated responsibility to promote community harmony.</p> <p>The project may also provide the opportunity to improve the effectiveness of Government agencies in communicating directly with the culturally diverse community of New South Wales.</p>
<p>Ensure that the CRC's system contains all relevant information, is kept up-to-date and accessible:</p> <ul style="list-style-type: none"> policy guidelines for the management and maintenance of the system developed by December 2002 and procedures in place by December 2003. <p>(December 2002 - December 2004)</p>	<p>The electronically published Commission's policy guidelines are accessible by all staff. These guidelines are updated regularly to reflect the changes adopted during 2003-04. Relevant procedures which are also available in the system continued to be updated as needed.</p> <p>New guidelines were also developed and published as a result of e-business projects. During 2003-04, guidelines were developed on the use of the <i>CommuniLink</i> site and approved contracts in relation to <i>CommuniLink</i> web hosting and <i>MediaLink</i> transactions.</p>
<p>Deliver a system that is technologically advanced to keep up with industry trends and standards:</p>	<p>Work on implementing the Commission's Information Management & Technological Strategic Plan continued with a number of initiatives completed.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<ul style="list-style-type: none"> • <i>system review completed and improvements implemented by December 2005.</i> <p>(December 2004 - December 2005)</p>	<p>Offices in Newcastle, Wollongong and Punchbowl were connected to the head office via a high speed virtual private network, providing remotely located staff with secure access to information and the standard operating environment of the Commission.</p> <p>Server based computing was extended to more staff as legacy applications were upgraded.</p> <p>Microsoft Exchange was implemented, replacing Novel GroupWise.</p>
<p>Benchmark the CRC's information system:</p> <ul style="list-style-type: none"> • <i>participated in benchmarking activities by 2006.</i> • <i>conduct of client survey.</i> <p>(January 2005 - December 2006)</p>	<p>The Commission continued to participate in relevant forums to ensure it keeps abreast of current trends and issues. The Commission's Quality Management Program is being overhauled to accommodate the requirements of its new technology and e-business initiatives.</p>

2.3 Establish a continuous learning work environment

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Create opportunities for learning to use online facilities:</p> <ul style="list-style-type: none"> • <i>identification of projects and activities.</i> <p>(January 2004 - December 2005)</p>	<p>The internal implementation of the Online Language Services introduced staff to the online processing of business transactions. This will continue in 2004-05 when online booking of interpreting and translation assignments will be performed by customers, external interpreters and translators.</p> <p>The <i>MediaLink</i> Project enabled online submission of media reports. In 2004-05 the entire business transaction will be performed online by the Commission and its customers.</p> <p>The Website Re-design and Electronic Document Management System projects will provide more opportunities for online transactions.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Encourage participation of staff in planning and user group activities:</p> <ul style="list-style-type: none"> • <i>user groups representing cross section of the Commission established by June 2004.</i> • <i>members of user groups participated in strategic and project planning activities.</i> <p>(January 2002 - June 2005)</p>	<p>The Commission continued to support staff participation in project teams. During 2003-04, staff from various business areas were represented in the following projects:</p> <ul style="list-style-type: none"> • Online Language Services • <i>CommuniLink</i> • <i>MediaLink</i> • Customer Information Management System • MS Exchange Implementation. <p>The deployment of new technological solutions required the re-establishment of an executive endorsed user support group to meet the new and emerging requirements of users.</p>
<p>Develop links with other agencies to improve performance:</p> <ul style="list-style-type: none"> • <i>Participated in inter-governmental projects by end of 2006.</i> <p>(January 2006 - December 2006).</p>	<p>The Commission was one of the four agencies that piloted the NSW Government's Standard Grants Application Form. The pilot project will lead to development of a government-wide system that will enable electronic lodgement of grant applications.</p> <p>During 2003-04, the Commission collaborated with the NSW Government's Better Service Delivery in implementation of the Commission's <i>CommuniLink</i> web hosting project.</p>

Critical success factor 3:

RESPONSIVE TO THE NEEDS OF OUR CULTURALLY DIVERSE SOCIETY

Strategic Corporate Objective:

3.1 Drive and advise on policy decisions and program implementation according to the needs of a culturally diverse society

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Implement outcomes following review of White Paper and Government’s directives:</p> <ul style="list-style-type: none"> • <i>preparation of White Paper outlining community relations directions.</i> <p>(May 2002 - November 2003)</p>	<p>In May 2002, a Green Paper <i>Cultural Harmony The Next Decade 2002-2012</i> was widely distributed for public consideration and comment. The Green Paper included the <i>Evaluation of the Ethnic Affairs Plan of Action 2000</i>.</p> <p>Consultations were held with public sector agencies and peak community organisations, and written submissions were received from 93 organisations or individuals.</p> <p>The submissions informed development of a draft White Paper, <i>Community Relations Plan of Action 2012</i>, that has been circulated for comment to Government agencies.</p> <p>The draft White Paper, which will be considered by Cabinet prior to release, will set the broad guidelines for community relations and the implementation of the Principles of Multiculturalism for the next eight years.</p>
<p>Inform communities of opportunities that may arise for programs or projects to meet their needs:</p> <ul style="list-style-type: none"> • <i>publicise CRC programs in the media.</i> <p>(July 2002 - June 2006)</p>	<p>An extensive campaign to inform the community about the Community Development Grants Program included advertising the program in mainstream, regional and community language papers in NSW and conducting information sessions across the State.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Address issues raised at the annual CRC Forum:</p> <ul style="list-style-type: none"> <i>undertake activities to follow-up issues raised at the Forum.</i> <p>(Annually)</p>	<p>The Commission has written to key government agencies drawing their attention to the issues raised by participants and service groups.</p>
<p>Provide advice to the Government agencies on how to reach multicultural communities:</p> <ul style="list-style-type: none"> <i>provision of advice.</i> <p>(Six monthly)</p>	<p>The NSW Government's Youth Policy for 2002-06 sets out the Government's vision for young people.</p> <p>Government agencies, including the Commission, have reported against the policy's strategies and key directions to assist the Government to develop an annual plan for implementation of the policy.</p> <p>The Commission is also represented on the Commonwealth/State Youth Policy Forum. The purpose of the forum is to ensure State and Commonwealth policies avoid gaps and overlaps, and complement and support each other.</p>
<p>Promote Community Language Allowance Scheme (CLAS) to all levels of the Government:</p> <ul style="list-style-type: none"> <i>increase in number of candidates nominated.</i> <p>(Once per year)</p>	<p>The Community Language Allowance Scheme is a key Government strategy to recognise and value the linguistic skills of public servants as an important resource for the benefit of the whole State, particularly in service delivery.</p> <p>In 2003-04 the number of candidates increased by 65 per cent from the previous year with the Commission receiving nominations from 34 agencies, and testing 163 candidates in 33 languages.</p> <p>The Commission will train additional CLAS examiners in late 2004 in the Croatian, Italian, Japanese, Punjabi and Serbian languages.</p>

3.2 Consult, research and action community relations issues with the Government and the community

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Research and provide advice to Government on community relations issues as appropriate or when requested:</p> <ul style="list-style-type: none"> • <i>number and range of issues.</i> • <i>timely and accurate response to requests.</i> <p>(July 2002 - June 2006)</p>	<p>The Commission provided responses to 752 requests for briefing information from the Minister and Minister Assisting.</p>
<p>Research issues identified by government and communities to develop and implement action plans as appropriate, including a specific strategy to address racism:</p> <ul style="list-style-type: none"> • <i>number of projects initiated or supported by the Commission.</i> <p>(July 2002 - December 2003)</p>	<p>Projects initiated or supported by the Commission include:</p> <ul style="list-style-type: none"> • Cabramatta CityWatch • Canterbury-Bankstown Community Harmony Round Table Project • Community Harmony Reference Group • Youth Partnership with Arabic-Speaking Communities • Youth Partnership with Pacific Island Communities • Engaging with the Ethnic Media.
<p>Develop mechanisms to ensure the ongoing involvement of the community in issues affecting them:</p> <ul style="list-style-type: none"> • <i>publication of mechanisms and models.</i> <p>(July 2003 - December 2004)</p>	<p>Information was placed on the Commission's website on:</p> <ul style="list-style-type: none"> • Youth Partnership with Arabic-Speaking Communities • NSW Council for Pacific Island Communities • Cabramatta Citywatch • Multicultural Marketing in Australia • Community Harmony Reference Group • The People of NSW: Statistics from the 2001 Census • Operation of the EAPS program. <p>The following reports are available:</p> <ul style="list-style-type: none"> • Community Harmony Reference Group Report • Use of Interpreters in Domestic Violence and Sexual Assault Cases: a Guide for Service Providers.

3.3 Identify new opportunities for partnerships, agreements or other co-operative initiatives across government, the community and the private sector

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Conduct, or assist the community to conduct, forums and discussions on relevant issues:</p> <ul style="list-style-type: none"> <i>identification of issues and forums conducted.</i> <p>(2002 - 2005)</p>	<p>The Commission hosted a number of forums in 2003-04:</p> <ul style="list-style-type: none"> Community Relations Forum 10 Regional Advisory Councils that discuss and resolve local issues affecting our culturally diverse community and recommend policy matters for the consideration of the Commission Albury-Wodonga Multicultural Forum Engaging with the ethnic media.
<p>Invite communities, private sector and the Government to implement projects jointly with the CRC:</p> <ul style="list-style-type: none"> <i>projects developed and implemented.</i> <p>(July 2002 - June 2003)</p>	<p>The Commission participated in a number of joint projects throughout the year, including:</p> <ul style="list-style-type: none"> in partnership with the Premier's Department, a two-year Canterbury-Bankstown Community Harmony Round Table Project designed to promote community harmony across cultures and generations. Managed by the Commission, the project commenced in October 2003 and is now located at Punchbowl Boys' High School with other Commission managed projects. Members of the program were officially announced at a public launch on the 27 April 2004. the highly successful Streets Festivals project continued under the auspice of the Commission. Due to strong support by Councils and to establish the festivals as regular events, the Commission resolved to offer three years consecutive funding to a local government area. The proviso is that the festival be run for an additional two years. The OneWorld @ Hornsby Food and Wine Festival in October 2003 and the Global Table at Bondi Junction Mall in April 2004 were held during 2003-04. The Commission is waiting for proposals from Dubbo and Penrith Councils for street festival funding in 2004. under the newly-established NSW Council for Pacific Communities, the NSW Youth Partnership Project with Pacific Island communities commenced in August 2003 with the aim of facilitating a coordinated government and community approach to issues affecting them.

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<p>The Council will establish communication links between Pacific communities throughout NSW, and between these communities and the NSW Government. It will identify needs, issues and opportunities and promote coordinated, innovative approaches to addressing them. The establishment of the Pacific Islander Youth Network is another major focus of the Commission that uses existing youth networks in the community.</p>

3.4 Support and promote community initiatives

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Showcase initiatives in community relations on the CRC website and through issue of press releases and Community Relations Report:</p> <ul style="list-style-type: none"> <i>appearance of community relations initiatives in appropriate media.</i> <p>(Annually)</p>	<p>The website continued to publish important community relations initiatives and host websites for projects, such as the Cabramatta City Watch and the NSW Council for Pacific Island Communities.</p>
<p>Recognise the benefits of cultural diversity and the contributions of individuals through a range of awards:</p> <ul style="list-style-type: none"> <i>offer a range of awards.</i> <p>(Annually)</p>	<p>To promote the benefits of cultural diversity, the Commission sponsors or contributes to a number of annual awards:</p> <ul style="list-style-type: none"> Sydney Film Festival Award for a short film (\$3,000) to Lina Caneva who directed <i>The Mascot</i> about Alex Kurzem of Melbourne, who set out to reclaim his childhood, lost in wartime Europe. Premier's Literary Award (\$15,000) won by Ghassan Hage for his book <i>Against Paranoid Nationalism: Searching for Hope in a Shrinking Society</i> that is a timely discussion on the notion of caring, and of society as a mechanism for the distribution of hope.

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<ul style="list-style-type: none"> • Premier’s Literary Translation Award (\$7,500) won by Julie Rose for her translation of literary works from French to English. Awarded bi-annually in the memory of Radmilla Domonkos, an interpreter who lost her life in a fire at the Commission’s premises in January 2002. • Dorothea Mackellar Poetry Award (\$250) to a school student and won in 2003 by Lamia Hossain of Homebush West Public School for her poem <i>Aussie Difference</i>. • Australian Film, Television and Radio School Award for a graduating student (\$2,000) won by Jacquetta Hayes, who worked with five other producer students to make <i>My Big Fat Australian Wedding</i>, a five-episode television series.
<p>Assist communities to implement programs and projects that assist in addressing their needs:</p> <ul style="list-style-type: none"> • <i>an evaluation of programs and projects indicates success.</i> <p>(Annually)</p>	<p>Significant achievements of the Commission in providing support to committees include:</p> <ul style="list-style-type: none"> • allocation of \$628,000 towards community relations projects with a western Sydney focus, including Canterbury-Bankstown Community Harmony Round Table, Cabramatta CityWatch and components of the Arabic Youth Partnership Scheme. • allocation of \$250,000 over three financial years for the NSW Youth Partnership with Pacific Island Communities to facilitate a whole-of-government and whole-of-community approach to issues affecting these communities. • improved communication between the community and government through Regional Advisory Councils. For 2003-04, \$53,470 has been allocated for the operation of Macarthur-Liverpool and Nepean-Blacktown Regional Advisory Councils. • under the Commission’s Community Development Grants Program, 28 community agencies based in western Sydney were funded for 2004-05 for the development of projects and services totalling \$177,287.

Critical success factor 4:

PRODUCTIVE, PROFESSIONAL AND FOCUSED WORKFORCE

Strategic Corporate Objective:

4.1 Improve staff participation in consultation and decision making

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Communicate to staff any changes that may impact on them or the organisation:</p> <ul style="list-style-type: none"> <i>communication undertaken as appropriate.</i> <p>(July 2002 - June 2003)</p>	<p>Effective management practices ensure the dissemination of information to all staff, including:</p> <ul style="list-style-type: none"> monthly Commission meetings held throughout 2003-04. Division Heads attended these meetings where divisional reports formed part of the agenda. These reports were made available to staff. weekly executive meetings held to discuss major initiatives and address outstanding issues and plan major projects. regular meetings by divisions and business units discuss operational issues and issues affecting the organisation as a whole, and seek and provide feedback on policy and work practice related issues. regular Regional Coordinators meetings to discuss issues of common concern. Chairperson's meeting with staff monthly to provide an opportunity to raise concerns. continued support of the electronic mail system to ensure efficient communication across the organisation.
<p>Engage staff in corporate and operations planning processes of the organisation:</p> <ul style="list-style-type: none"> <i>increase in staff participation.</i> <p>(July 2002 - June 2004)</p>	<p>The participation of staff is both sought and encouraged in the operational planning processes.</p> <p>Staff of the Commission participated in the Commission's strategic planning. Reports on the achievements in key performance areas were prepared quarterly with input from members of staff.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	The Commission maintains a Strategic Management Planning Calendar to inform staff of the Commission's regulatory and corporate reporting requirements. The Commission's internal budget process involves input from all divisions.

4.2 Improve staff knowledge on the whole organisation

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Increase staff awareness and involvement in CRC projects:</p> <ul style="list-style-type: none"> <i>improvement of knowledge and awareness of CRC initiatives indicated by results of staff survey.</i> <p>(Annually)</p>	<p>A number of technology-based projects during 2003-04 brought together staff from various business areas to provide input to the development or management of projects:</p> <ul style="list-style-type: none"> MS Exchange – replaced the Groupwise email system with Outlook. The project team comprised representatives from all business areas and involved a survey of training needs to assist with development of the training program, followed by a questionnaire to evaluate effectiveness of the training. Citrix – implemented server based computing across the organisation. The project team conducted a survey to identify issues and implemented a feedback mechanism to ensure all issues are addressed. Customer Information Management System – replaced legacy databases. Consultations were held between the project team and users of the system to identify requirements for the development of new guidelines, training programs and user support mechanisms. records management – implemented enhancements to recordkeeping systems to ensure compliance. Consultations were held between Records Unit and business areas to identify areas of vulnerability and improvement. As a result, procedures were updated and recordkeeping systems were enhanced.

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Recognise the skills and attributes of staff:</p> <ul style="list-style-type: none"> <i>number of staff participating in job rotation, temporary appointments, and higher duties allowances.</i> <p>(July 2002 - June 2006)</p>	<p>The Commission advocates whenever possible achievable job rotation and temporary internal appointments. A number of staff members received higher duties allowances throughout the year:</p> <ul style="list-style-type: none"> staff receiving higher duties allowances - 21 Temporary relief in other duties - 20 Job rotation opportunities - 6
<p>Make CRC information readily and easily accessible to all staff:</p> <ul style="list-style-type: none"> <i>reduction in enquiries by staff.</i> <i>information is provided in an appropriate and user friendly means.</i> <p>(July 2002 - June 2006)</p>	<p>Information was made more accessible by providing information electronically through a shared directory and access to the Commission's website.</p>
<p>Encourage cross-divisional developmental opportunities within the Commission:</p> <ul style="list-style-type: none"> <i>number of development opportunities offered.</i> <p>(July 2002 - June 2006)</p>	<p>Two staff members were involved in cross-divisional opportunities throughout 2003-04. In addition, a number of expressions of interest were circulated.</p>

4.3 Implement an integrated approach to staff development

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Develop a training plan that focuses on upgrading skills level of all staff:</p> <ul style="list-style-type: none"> <i>development and implementation of a training plan.</i> 	<p>Training and development programs for 2003-04 focused on technology-based training to support e-business initiatives and compliance-related training. Training priorities included:</p> <ul style="list-style-type: none"> online language services Customer Information Management System

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<ul style="list-style-type: none"> • <i>identification of training priorities for CRC.</i> <p>(March 2004)</p>	<ul style="list-style-type: none"> • e-mail system • Citrix (server-based computing) • occupational health and safety. <p>In addition, training sessions were provided to assist staff in career planning. These included selection techniques and job evaluation skills.</p> <p>During 2003-04, work was completed on the Commission's dedicated computer training room. Also a training procedures manual was developed to inform staff on training available, and how to access the training program and resources.</p>

4.4 Provide a healthy and supportive work environment

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Encourage staff participation in workplace committees including Joint Consultative Committee and Occupational Health and Safety Committee:</p> <ul style="list-style-type: none"> • <i>reduction in workers compensation claims and injury reports.</i> <p>(December 2002)</p>	<p>The 12 active workers compensation claims on 30 June 2004 were no increase on 2003.</p> <p>The Commission's Occupational Health and Safety Committee held regular meetings and performed workplace inspections across the organisation.</p> <p>The Joint Consultative Committee met four times during 2003-04 and performed an active role in the Commission's workplace relations processes.</p>
<p>Explore the provision of an employee assistance program:</p> <ul style="list-style-type: none"> • <i>establishment of an employee assistance program.</i> <p>(July 2002 - June 2004)</p>	<p>The Commission engages the services of Workcare Australia through an annual contract to provide an employee assistance scheme to staff and their immediate families.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Comply with all relevant legislative requirements including occupational health and safety, (OH&S) equal employment opportunity (EEO), and Disability Discrimination Act:</p> <ul style="list-style-type: none"> <i>strategies and policies in place to comply with requirements.</i> <p>(July 2006)</p>	<p>The Commission complies with its obligations under OH&S, EEO and the <i>Disability Discrimination Act</i> by actively advocating and facilitating the operation of an OH&S Committee that undertakes regular workplace inspections and raises matters of concern. The executive has a strong commitment to providing a safe and enjoyable work environment and attends to any requirements as a priority.</p> <p>EEO policies and procedures are embedded in selection processes and training is held to ensure supervisory employees are aware of their responsibilities.</p> <p>The Commission has a current Disability Action Plan which is being finalised in consultation with the Public Service Association.</p>
<p>Ensure staff are aware of grievance resolution, harassment and bullying policy:</p> <ul style="list-style-type: none"> <i>appropriate policies developed and staff informed and trained.</i> <p>(July 2003)</p>	<p>All policies are circulated to all staff in respect of grievance resolution, harassment and bullying. These policies are linked to the standard public sector provisions.</p>

Critical success factor 5:

PRODUCTIVE UTILISATION OF OUR PHYSICAL RESOURCES

Strategic Corporate Objective:

5.1 Optimise opportunities for cost recovery

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Market the video conferencing facilities in Government and private sector:</p> <ul style="list-style-type: none"> <i>marketing strategy implemented.</i> <p>(June 2002)</p>	<p>The Commission contributed to the joint agencies video conferencing brochure and continued to pilot the facilities with other agencies.</p>
<p>Develop a cost reduction policy:</p> <ul style="list-style-type: none"> <i>policy documented and distributed.</i> <p>(March 2003 - target finish).</p>	<p>The Commission has recently had to review its cost reduction strategies as a result of Treasury Global Savings that were implemented across the public sector. As a result, thorough analysis of functions within each of its business areas has been undertaken and final negotiations with the Public Service Association are under way with a view to enabling the Commission to achieve the levied cost cuts.</p> <p>In addition, during 2003-04 the Commission highlighted a number of areas for review, including a review of the mobile phone plan which was completed, resulting in annual savings.</p>
<p>Develop further opportunities for user pay services:</p> <ul style="list-style-type: none"> <i>new initiatives implemented.</i> <p>(July 2002 - June 2006)</p>	<p>A press media reporting service, <i>MediaLink</i>, was developed to provide reports in English of articles in non-English newspapers. A synopsis of each article in electronic format is published and a facility for a full translation of the article into English is provided. User-pay for the service will be introduced in 2004-05.</p>
<p>Establish online facility for electronic fund transfer (EFT) transactions:</p>	<p>One of the main reasons for the undertaking of the optimisation review was the implementation of EFT. The Commission processes its payroll via EFT and will be implementing EFT payments for creditors during 2004-05.</p>

5.2 Improve financial management and control

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<ul style="list-style-type: none"> <i>processing of online EFT transactions - payroll, creditors, debtors etc.</i> (September 2002)	Westpac facilities were established last year and the implementation of processes through SUN will complete this facility together with business processes.
Review and revise the risk management and internal audit plan: <ul style="list-style-type: none"> <i>risk Management Plan and Internal Audit Plan documented and distributed.</i> (June 2002)	The Commission's Internal Audit Plan forms part of the risk model facilitated by Deloitte in 2003-04. As part of the Commission's internal audit plan, the Financial Services and the Language Services Divisions were subjected to an internal audit review in 2003-04. Both reviews resulted in positive reports that highlighted opportunities for improvements which have been addressed.
Review existing financial policies and procedures: <ul style="list-style-type: none"> <i>revised budget signed off by Executive, updated on system and reported.</i> (July 2002 - June 2006).	A major review of all policies and procedures was commenced and undertaken by all financial and corporate services divisional staff. The procedures are available to divisional staff on the common drive.
Review and revise budget as required on a quarterly basis: <ul style="list-style-type: none"> <i>revised budget signed off by Executive, updated on system and reported.</i> (July 2002 - June 2006).	The budget was prepared in a consultative manner with cross divisional input. However, as a result of the global savings cuts levied by Treasury a process is currently under way to factor these savings into the Commission's internal budget allocation.

5.3 Maintain optimum output of plant and equipment

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
Develop and implement an Asset Management Plan: <ul style="list-style-type: none"> <i>Asset Management Plan implemented.</i> (July 2003 - June 2004)	The Commission has developed components of its Total Asset Management Plan. The Office Accommodation Plan for 2005-06 was completed with input from Department of Commerce and Treasury.

Critical success factor 6:

EFFICIENCY AND EXCELLENCE IN LANGUAGE SERVICES DELIVERY

Strategic Corporate Objective:

6.1 Increase use of interpreting and translation services

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Develop a promotions and marketing strategy for Language Services Division services:</p> <ul style="list-style-type: none"> <i>marketing strategy developed.</i> <p>(July 2004 - June 2005)</p>	<p>Language services were promoted through:</p> <ul style="list-style-type: none"> the Public Information Services Functional Area, Sub-Committee meeting the Refugee Health Improvement Network the Rural and Regional Forum in Wollongong. <p>The Commission also contributed to the Justice Agency Video conferencing Brochure.</p>
<p>Utilise new technologies for the delivery of language services:</p> <ul style="list-style-type: none"> <i>new technology implemented.</i> <p>(July 2002 - June 2006)</p>	<p>A number of new systems were implemented during 2003-04:</p> <ul style="list-style-type: none"> the Online Language Services System was deployed internally. scanning personal documents and sending them to translators for translation was piloted. Callscan was implemented in Language Services to monitor and analyse incoming calls. trial of the fully operational video conferencing facilities between the courts, Department of Corrective Services and the Commission's Interpreting Services continued. Policies and guidelines are being developed.
<p>Seek new business opportunities:</p> <ul style="list-style-type: none"> <i>increase in the use of services.</i> <p>(July 2002 - June 2006)</p>	<p>The Commission supplied interpreting services to all NSW Courts as requested.</p> <p>Two major clients, the Department of Housing and the Roads and Traffic Authority, were retained for block booking of interpreting services.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<p>The Commission won major translation contracts including:</p> <ul style="list-style-type: none"> • NSW Government agencies - Department of Ageing and Disability Home Care, Department of Commerce, Department of Education, Science & Training, Dust Diseases Board, Health Care Complaints Commission, NSW Fisheries, NSW Police, State Rail Authority, Sydney Catchment Authority, TAFE, Waterways Authority. • local government agencies - Liverpool City Council, Willoughby City Council. • not for profit agencies and companies - GSA (Australia) P/L, Illawarra Ethnic Communications Council Inc, Illawarra Legal Centre, SDN Children's Services Inc, St George Migrant Resource Centre Inc, Australia Council for the Arts, Technical Solutions P/L, Gymea Community Aid & Information Service.

6.2 Improve customer service delivery

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Review and evaluate customer service delivery and standards:</p> <ul style="list-style-type: none"> • <i>feedback mechanism established.</i> • <i>review conducted annually.</i> <p>((July 2002-June 2006))</p>	<p>A Memorandum of Understanding between the Commission, The NSW Attorney-General's Department and The Office of the NSW Director of Public Prosecutions was developed. The memorandum explains the provision of interpreting services in all NSW Courts and outlines the roles and responsibilities of each agency.</p> <p>The Interpreting Record Book records customer comments on individual interpreters. These comments were collated, analysed and evaluated daily.</p> <p>The Commission liaised and sought feedback from customers to evaluate standards of service including:</p> <ul style="list-style-type: none"> • community legal centres

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<ul style="list-style-type: none"> • Court User Forum for the Downing Centre and Central Local Court • Deaf Society of NSW • Department of Housing • Deputy Registrar of Downing Centre Court • Registrar from Victims of Crime Bureau • Roads and Traffic Authority.
<p>Update complaints handling procedures:</p> <ul style="list-style-type: none"> • <i>procedures documented and implemented.</i> <p>(July 2002-June 2003)</p>	<p>In 2002, the document <i>Complaints Handling Policy and Procedures for Casual Interpreters and Translators</i> was developed and distributed.</p> <p>During 2003-04, the 56 formal complaints received by the Commission were dealt with in accordance with the complaints handling policy and procedures.</p>
<p>Provide ongoing customer service training for staff:</p> <ul style="list-style-type: none"> • <i>100% staff trained.</i> <p>(January 2003-December 2003)</p>	<p>The training plan prioritised staff training in core business systems, including Outlook and CHRIS systems. Deployment of Online Language Services required ongoing training, for example document scanning, attaching and uploading.</p>
<p>Develop a communication plan with clients:</p> <ul style="list-style-type: none"> • <i>plan developed in consultation with clients by December 2003</i> • <i>implemented by June 2004</i> 	<p>Liaison is progressing with agencies, including the Attorney-General's Department, Court User Forum, Macquarie University and University of Western Sydney. To enable collection of further data and the development of a communication plan, the number of clients has to increase.</p>

6.3 Retain and increase client base

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Promote service to government and non-government organisations:</p> <ul style="list-style-type: none"> • <i>increase in clients.</i> <p>(July 2002 - June 2004)</p>	<p>The Language Services division performed 19 150 interpreting and 20 284 translation assignments. Comprehensive language statistics are listed in appendix 9 on pages 123-124.</p>
<p>Continuously improve quality of service:</p> <ul style="list-style-type: none"> • <i>percentage of customer satisfaction from customer survey.</i> • <i>service improvements identified and implemented.</i> 	<p>The Commission acted upon all instances arising from the Interpreting Record Book feedback forms.</p> <p>During 2003-04, a number of service improvements were implemented, including:</p> <ul style="list-style-type: none"> • development of a new publication, <i>Policy Guidelines for Translators, April 2004</i> which was distributed to new panellists. • recruitment of 47 new casual interpreters/translators in languages of demand. • in October 2003, 10 interpreters/translators in the Bengali, Chinese, Finnish, Japanese, Kannade, Mandarin, Somali, and Portuguese languages were selected for the casual panel. • participation in the Macquarie University <i>Language of Limited Diffusion Interpreter Course</i> which was developed in cooperation with Centrelink and the Health Care Interpreter Service. • a five-day workshop in <i>Specialist Legal Interpreter Training</i> for the Commission's casual panel interpreters. • development and implementation of a procedure publication, <i>Booking and Registration of Community Relations Commission Interpreters at the Downing Centre Local Court</i>, by the Registrars of Downing Centre, The Attorney-General's Department and the Commission.
<p>Provide LSD services on the internet:</p> <ul style="list-style-type: none"> • <i>services available on internet.</i> 	<p>The website provided up-to-date information on language services, including, <i>Guidelines - Exemption from Payment for Language Services</i>, the <i>Code of Ethics for Interpreters and Translators</i>, and industrial award conditions.</p>