



performance report against critical success factors of the corporate plan

CRITICAL SUCCESS FACTOR 1: An innovative leader in community relations	36
CRITICAL SUCCESS FACTOR 2: Best practice in information, records and knowledge management	46
CRITICAL SUCCESS FACTOR 3: Responsive to the needs of our culturally diverse society	50
CRITICAL SUCCESS FACTOR 4: Productive, professional and focussed workforce	58
CRITICAL SUCCESS FACTOR 5: Productive utilisation of our physical resources	62
CRITICAL SUCCESS FACTOR 6: Efficiency and excellence in language service delivery	65



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> 	<p>Under the NSW Youth Partnership with Arabic-speaking communities, Youth Liaison Teams were managed by the Commission and operated from May 2002 to June 2005. Teams made up of Muslim and Christian volunteers operated in Auburn, Bankstown, Liverpool, Parramatta, and the Sydney central business district. They engaged with more than 6,000 young people in places where they gather, providing information and referrals for young people as was appropriate.</p> <p>As part of an exit and sustainability strategy, Youth Liaison Team members undertook training and skills assessment at Bankstown TAFE to identify and accredit the skills developed during their work.</p> <p>To address the long-standing issue of access to public space for young people, in May 2005 the Commission entered into an agreement with the Department of Community Services under phase two of the NSW Youth Partnership with Arabic-speaking Communities. It will build on existing work developed by government and non-government agencies by developing a training module for those involved in engaging young people.</p> <p>The Commission's office at Punchbowl Boys High School coordinates the Arabic Youth Partnership teams, Pacific communities and Canterbury-Bankstown Community Round Table projects. A community consultation was hosted by the school's P&C Association in September 2004.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<ul style="list-style-type: none"> • <i>representation of CRC at conferences.</i> 	<p>The Commission met with community members and the Mayor of the City of Dubbo to explain the role festivals play in promoting community harmony and understanding of the positive aspects of migration and diversity. As a result, a community committee was set up to oversee the organisation of multicultural festivals in Dubbo for the next three years.</p> <p>In conjunction with Young Shire Council, the Commission organised a briefing session on services available to the Afghani community who have been granted permanent residency in Australia.</p> <p>The Commission contributed to the policy on regional skilled migration and its impact on economic and social development in the Riverina and Central West of NSW. The Commission also liaised with government agencies and community groups on issues relating to the settlement of African background communities in the Hunter area.</p> <p>The Commission was represented at the following:</p> <ul style="list-style-type: none"> • Premier’s Regional Coordination Group (RCMG) conferences in the Central Coast, Hunter and North Coast and New England areas • Whole of Government Conference, Premier’s Department • Community Forum on Racism, University of Newcastle • Congress of the Federation of Ethnic Communities Councils of Australia • Local Government Multicultural Forum.
<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>Following consultation with stakeholders to identify needs and expectations, a website was designed comply with Government accessibility guidelines.</p> <p>The website allows creation of multilingual content including:</p> <ul style="list-style-type: none"> • information on Premier’s Chinese Community Services Awards in English and Chinese;

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> 	<ul style="list-style-type: none"> promoting the Community Development Grants Program to Regional Advisory Councils and regional groups through electronic networks; information on the Canterbury-Bankstown Community Harmony Round Table was promoted on the CRC website. <p>Five community safety seminars were conducted at Cabramatta in Khmer, Laotian, Mandarin and Vietnamese.</p>
<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>As part of the partnership with the State Library to promote the Commission's online resources and general initiatives in public libraries, the State Library has distributed bookmarks promoting the CRC website and issued regular bulletins on CRC initiatives to NSW public libraries.</p> <p>Commission staff attended inaugural meetings of the Goulburn and Young Multicultural Networks and briefed them on Commission services and other relevant networks and interagencies.</p> <p>The Commission's Symposiums 2004 and 2005, grants program, the Multicultural Marketing Awards, and the Volunteers Awards were promoted around NSW, including the Regional Advisory Councils, regional agencies and community organisations.</p>

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>Ten Regional Advisory Councils have been established. As the terms of community members of the first Regional Advisory Councils expired in 2004 new community members were appointed. Issues raised by the Councils include:</p> <ul style="list-style-type: none"> arrangements for interpreting via video conferencing at Griffith and Lightning Ridge the impact of the Pacific Highway project on the Punjabi Sikh community the need for a community-based multicultural radio station in the Central Coast

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<ul style="list-style-type: none"> • <i>Regional Advisory Council deliberations referred to the Commission.</i> 	<ul style="list-style-type: none"> • greater awareness of Ethnic Affairs Priorities Statements (EAPS) issues in the Central West and Albury • multicultural youth issues in Griffith • development of an implementation plan for the Albury-Wodonga Multicultural Forum • a joint project by NSW and Victoria on access to aged services by people from culturally and linguistically diverse backgrounds in Albury and Wodonga • better awareness of relevant service providers and government agencies for issues of concern to the refugees in the Illawarra area • recommendations by an ethnic youth project on improving services for young people from culturally and linguistically diverse backgrounds. <p>The Councils are also an important conduit for information on regional settlement for the NSW Government Immigration and Settlement Planning Committee.</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>In line with its legislated responsibilities to consult systematically and widely with its culturally, religiously, linguistically and racially diverse community, the Commission held symposia in July 2004 and June 2005 at Parramatta. Over 200 delegates from community, religious, academic and private sector organisations participated in each.</p> <p>The 2005 Symposium, <i>Promoting Cultural Harmony</i>, had a strong youth focus, with many workshops led by outstanding young leaders. The keynote speaker was Ms. Chrisanthi Giotis, a young journalist whose topic was <i>Identity Issues for the Younger Generations and Forming Cultural Partnerships</i>.</p> <p>Conference participants discussed issues raised in the NSW Government White Paper <i>Cultural Harmony, The Next Decade 2002 -2012</i>. Symposium themes and outcomes will be considered by the Commission and shared with other NSW government departments.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<p>Other consultations include:</p> <ul style="list-style-type: none"> • a major consultation with the Turkish community of Griffith; • a community consultation in Orange, attended by key people from the Central West • participation in the NSW Police Northern Regional Crime Managers and Local Area Commanders meetings where a paper was presented on community relations and humanitarian immigration.
<p>Seek input and advice from religious heads and community leaders:</p> <ul style="list-style-type: none"> • <i>increase in number of consultations held and advice provided.</i> 	<p>The Canterbury-Bankstown Community Harmony Round Table meets quarterly to discuss local community harmony issues.</p> <p>The NSW Premier's Iftar dinner to celebrate the end of fasting for Ramadan was held on 20 October 2004.</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>Detailed advice and assistance on the development and implementation of their EAPS was provided to over 70 agencies.</p> <p>In late 2003, the NSW Premier and Minister for Citizenship requested the Department of Local Government and the Commission to work together to assist and assess the effectiveness of local councils in NSW in observing the Principles of Multiculturalism.</p> <p>The project, <i>Implementing the Principles of Multiculturalism Locally</i>, commenced in March 2005. A framework is being developed to assist local councils in implementing the Principles, which will then be piloted with a selected number of metropolitan and regional councils.</p>
<p>Establish, or facilitate the establishment of, partnerships between communities, government agencies, business and tertiary institutions to address community relations issues:</p>	<p>A major achievement of the Interim NSW Council for Pacific Communities was the drafting of a constitution for a permanent Council following extensive consultations with community leaders and ministers of religion as well as Pacific communities across Sydney, the Illawarra, Newcastle and Griffith.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<ul style="list-style-type: none"> <i>increase in number of partnerships and issues addressed.</i> 	<p>The establishment of a Pacific Youth Network Committee was priority for the interim Council. The PYNOC consists of 30 to 40 young people aged between 12 to 30 years representing a broad range of communities and geographic locations.</p> <p>The PYNOC organised the Pasifika Youth Day in November 2004 which attracted several thousand people from Pacific communities and the general community to the State Sports Centre. The event showcased Pacific talent in the areas of cultural song and dance and involved students from high schools throughout metropolitan Sydney, Newcastle and Griffith as well as groups from Canberra, Melbourne and Pacific artists from New Zealand.</p> <p>The Cabramatta CityWatch program continues to bring together the Police, Premiers Department, Fairfield City Council, elected local government and State Parliamentarians, business agencies, residents and community groups to address the community issues of Cabramatta.</p> <p>The project consults and builds relationships with businesses to identify safety and security concerns.</p> <p>An annual Police and community forum, jointly organised by the Community Relations Commission and Cabramatta Police, took place on 23 June 2005.</p> <p>Five community safety seminars were conducted with Police and Fairfield City Council in response to issues raised by local residents and focus groups.</p> <p>A CityWatch brochure and four CityWatch Update newsletters were produced.</p> <p>An innovative component of the Canterbury-Bankstown Community Harmony Round Table is its Partner Agency element. Eight partner agencies assist the Round Table to develop and implement the projects for the area. The partner agencies, for a period of two years, are:</p> <ul style="list-style-type: none"> Australian Arabic Communities Council

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<ul style="list-style-type: none"> • Bankstown Multicultural Youth Service·B a n k s t o w n Youth Development Service • Canterbury-Bankstown Migrant Resource Centre • Chester Hill Neighbourhood Centre • Chinese Australian Service Society Co-op Ltd • Greek Orthodox Community of NSW· H o r i z o n Theatre Company <p>The Round Table, together with the Bankstown Multicultural Youth Service and the Culturally and Linguistically Diverse Women’s Leadership Project of Bankstown City Council, organised a leadership conference in December 2004, attended by 90 people. An Intercultural Sports and Activities Day, an initiative of the Commission through the Round Table, and the Department of Tourism, Sports and Recreation was held in February 2005 in Wiley Park.</p> <p>In Liverpool, meetings were held with police, religious and community leaders to address potential conflict between young people from Lebanese and Serbian backgrounds.</p> <p>The Commission and the Victorian Multicultural Council endorsed the implementation plan for the recommendations by the Multicultural Forum held in Albury in 2003.</p> <p>In Griffith, a Multicultural Youth Council was established as the result of a youth consultation organised by the Commission.</p>
<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>The Standing Committee of Immigration and Multicultural Affairs held in November 2004 considered issues raised by NSW on the settlement of African refugees.</p> <p>All States and Territories agreed to establish a bilateral working parties on settlement planning issues.</p> <p>To address settlement planning in NSW, the Premier approved the establishment of a NSW Government Immigration and Settlement Planning Committee, chaired by the Commission, so as to increase the efficacy of the Commonwealth Department of Immigration, Multicultural and Indigenous Affairs consultations with NSW agencies.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<p>The Commission is represented on the:</p> <ul style="list-style-type: none"> • Albury-Wodonga and Riverina Immigration Settlement Planning Committee • Premier's Regional Coordination Management Groups in the Central Coast, Hunter, the New England-North West and the North Coast areas.

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>At the suggestion of the Community Harmony Reference Group, a Community Relations Crisis Management Plan was developed that aims 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 endorsed by the CEOs of participating agencies, for swift commitment by the relevant Government agencies if necessary.</p> <p>The Commission can provide 24 hour hotlines with message bank capabilities for individuals who are victims of harassment or vilification based on race or religion and can engage at short notice bilingual information and referral officers in the appropriate languages.</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>Soccer NSW conducted an inquiry into crowd disturbances at the Sydney United Sports Centre on Sunday 13 March 2005. The panel into the inquiry comprised Mr Stepan Kerkyasharian, AM, Commission Chairperson; Ms Irene Moss, former Commissioner of the Independent Commission Against Corruption; and Mr Kevin Waller, former NSW Magistrate and State Coroner.</p> <p>The Inquiry's report was tabled in Parliament on 4 May 2005 and Soccer NSW stated that it would implement all its recommendations that include strong measures to minimise the occurrence of spectator misdemeanours at soccer competitions under Soccer NSW's jurisdiction.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<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>The 2004-05 Community Development Grants Program provided \$1,084,199 to 111 non-profit sharing community organisations to assist with community-based projects. The Commission introduced changes to the application process by opening the 2005-06 program with a call for expressions of interest from community organisations. The changes significantly reduced the amount of time required to complete and process an application.</p> <p>An initiative of the Canterbury-Bankstown Community Harmony Round Table is the Get to Know Your Neighbour project through which organisations, community groups, schools, and places of worship in the Canterbury and Bankstown are eligible for grants to assist with hosting community projects.</p>
<p>Participate in forums and consultations:</p> <ul style="list-style-type: none"> <i>action taken on the issues raised.</i> 	<p>All projects of the Canterbury-Bankstown Community Harmony Round Table were developed in consultation with the local community.</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>Under the <i>Community Relations Commission and Principles of Multiculturalism Act 2000</i>, the Commission is responsible for assessing and reporting on the effectiveness of some 207 public authorities in observing the Principles of Multiculturalism.</p> <p>The Ethnic Affairs Priorities Statement (EAPS) program is a Government policy that requires each agency to address the needs of a culturally diverse society, according to its charter.</p> <p>During 2004-05, 17 agencies were designated as Key Agencies by the Premier because they provide essential services to the NSW community.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<p>To better measure significant change, nine key agencies are on a two-year reporting cycle.</p> <p>Considerable progress was made against the EAPS Standards Framework with several agencies meeting criteria at level 4 in several key areas of the five-level grading scale (level 5 indicates best practice).</p> <p>The Commission conducted EAPS workshops in regional and rural areas such as Albury, Orange and Wyong.</p>
<p>Conduct internal training sessions on EAPS requirements:</p> <ul style="list-style-type: none"> • <i>all staff trained.</i> 	<p>EAPS information sessions were held in 2004-05 for the Commission's Community Relations Service Division.</p>
<p>Monitor and assess agency compliance:</p> <ul style="list-style-type: none"> • <i>performance reported in Community Relations Report.</i> • <i>electronic lodgement of EAPS reports.</i> 	<p>Under the <i>Community Relations Commission and Principles of Multiculturalism Act 2000</i> the Commission is required to report annually on the status of community relations in NSW to the Minister for Citizenship.</p> <p>The Community Relations Report 2004, <i>Harmony in Diversity</i>:</p> <ul style="list-style-type: none"> • provides an overview of trends and directions in community relations in New South Wales • contains a systematic account of the performance of Key Agencies against the Standards Framework of the EAPS program • shows how government agencies recognise and promote the skill and contribution of people from culturally diverse backgrounds in NSW. <p>In 2004 a new section was introduced to highlight multicultural initiatives undertaken by local councils.</p>
<p>Provide best practice in EAPS:</p> <ul style="list-style-type: none"> • <i>increase in number of activities promoting best practice in EAPS.</i> 	<p>The Community Relations Report 2004 presents models of best practice and highlights initiatives undertaken of over 80 NSW government agencies and 23 local government agencies.</p>

Critical success factor 2:

BEST PRACTICE IN INFORMATION AND KNOWLEDGE MANAGEMENT

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>The Records Management Program audit identified initiatives to improve the management of information, records and knowledge for all users. Accomplishments include:</p> <ul style="list-style-type: none"> A records security audit undertaken and controls that have been established and implemented for the protection and safeguard of sensitive information, which addresses aspects of security, integrity, confidentiality and availability. A forms management program developed to improve quality, consistency and control of all forms and to set a corporate standard. The adoption of a privacy policy and management plan including training of all staff on privacy legislation. <p>Guidelines for the management of publications that identifies systematic and sound administrative practices.</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>The updated Records Management Action Plan ensured conformity with standards and legislative requirements and in complimenting corporate objectives.</p> <p>The review of the existing information management regime commenced to move toward a knowledge-managed environment. The development of an information management framework to manage the life cycle of information, to meet the needs of stakeholders and to promote efficiency and economy maps the approach to be taken for the holistic management of information and provides the basis for managing information as a strategic resource.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<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 and fully deployed by December 2003.</i> 	<p>The upgrading of recordkeeping systems resulted in compliance with the requirements of good record-keeping standards.</p> <p>The completion of the records management system upgrade to TRIM Context provided the platform to launch a full electronic document management system.</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>The Commission's Corporate Training Plan for 2004-05 gave priority to training on information systems and management.</p> <p>Relevant staff completed training on the use of TRIM Context when the system was deployed.</p> <p>Staff attended a compulsory training on the Privacy and Personal Information Protection Act and Health Records and Information Privacy Act.</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"> • <i>customers able to access relevant information via the internet by December 2004.</i> 	<p>The promotion of the Commission's programs, projects, activities, vacancies and publications on the website contributed to the increased participation of stakeholders in Commission initiatives.</p> <p>Applicants to the Community Development Grants Program accessed necessary information and forms from the Commission's website. The Commission accepted responses to the program's call for expressions of interest from community organisations via electronic mail.</p> <p>The <i>CommuniLink</i> web www.communilink.org.au host websites of 17 peak organisations in NSW. Viewers of the community and CRC sites can access information such as events, discussions and other information through the internet. The service is used as a tool of communication between the Government and the communities.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<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"> <i>policy guidelines for the management and maintenance of the system developed by December 2002 and procedures in place by December 2003.</i> 	<p>The Customer Information Management System – contacts database recorded up-to-date information of all Commission contacts with the community.</p> <p>The development of CIMS policy guidelines ensured that the quality of information in the system is protected and compliant to relevant legislation and corporate requirements. It also delivers quality information through the implementation of standard procedures.</p>
<p>Deliver a system that is technologically advanced to keep up with industry trends and standards:</p> <ul style="list-style-type: none"> <i>system review completed and improvements implemented by December 2005.</i> 	<p>Projects completed include upgrade of network server hardware, upgrade of the network infrastructure, enhancement of the network security and the extension of remote access capabilities.</p> <p>Most desktop computers are managed and network users can access the Commission common operating environment.</p> <p>The enhancement of <i>www.communilink.org.au</i> upgraded the Commission's website to meet the W3C standard.</p> <p>The review of the Commission's IM&T Strategic Plan produced a progress report that meets the Government's Strategic Management Framework.</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>The CommuniLink program conducted surveys to evaluate the effectiveness of the system in providing technical and non-technical support mechanisms to webmasters. The positive outcome of the survey indicated the Commission's achievement in delivering an accessible and user-friendly system that caters for the needs of non-English speaking users.</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>Online Language Services automates the processing of translation and interpreting assignments from booking to payment. It enables the online provision of interpreting and translation services of the Commission. Staff use it for processing interpreting and translation requests.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<p>The MediaLink service introduced an online reporting and publication of news items that appear in the non-English newspapers and publications.</p>
<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>The establishment of an Application User Support Group provided a structure to support the CRC's succession plan.</p> <p>Members of the Group play a strategic role in the implementation and evaluation of ICT initiatives across the Commission and in their respective business areas.</p> <p>The Group facilitated the resolution of users' issues and enhancement of users' skills in the use of the Commission's computer systems and business applications.</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>Representation of the Commission in the Government's Grants Operations Group enabled the better operational and technological planning of the grants program.</p> <p>The CommuniLink service is linked with the NSW government website <i>www.communitybuilders.nsw.gov.au</i>. Events on the CommuniLink site are accessible through the multicultural events calendar and Create Stronger Communities sections of the community builders site.</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>Following extensive consultations, the NSW Government released in December 2004 the White Paper, <i>Cultural Harmony The Next Decade 2002-2012</i>.</p> <p>The White Paper includes the <i>Plan of Action 2012</i> which sets out four key objectives – leadership, community harmony, access and equity, and economic and cultural opportunities – for public sector agencies to target as part of their planning and program delivery.</p> <p><i>Cultural Harmony The Next Decade 2002-2012</i> focuses on the need for appropriate regional and rural programs and whole-of-government approaches to address the needs of ethnic communities in geographically isolated areas. It also recognises that ageing people from language backgrounds other than English need services in appropriate languages.</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>The Community Development Grants Program was publicised to Regional Advisory Council members, community leaders and interagency networks and was advertised widely in the English language and community language press.</p> <p>CommuniLink was widely promoted among Regional Advisory Councils and two Central Coast community groups were provided with the web-hosting opportunities.</p> <p>Information from the Canterbury-Bankstown Community Harmony Round Table was promoted in the mainstream and ethnic media, especially events like the Round Table launch, greeting card art competition, Intercultural Sports and Activities Day and the Auburn Bankstown Canterbury Leadership Conference.</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>The evaluation report of the 2004 Symposium is on the Commission's website, <i>www.crc.nsw.gov.au</i>. An evaluation report of the 2005 Symposium is being prepared and relevant NSW Government agencies will be advised of outcomes. Networks and issues will be promoted within the community.</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>The Commission provided advice to, amongst others, the:</p> <ul style="list-style-type: none"> NSW State Disaster Recovery Committee; the Serbian Australian community in Lightning Ridge; relevant authorities on issues of concern to the African Refugee Association in the Illawarra; Independent Commission Against Corruption to promote its services and raise awareness in the Illawarra region; Walgett Shire Council, the local community and the Department of Communications to extend SBS Radio services to Lightning Ridge; A race hate pamphlet was brought to the attention of the Anti-Discrimination Board.
<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>The Community Language Allowance Scheme is a key strategy to recognise and value the linguistic skills of agency employees who assist in the provision of access to services by all agency clients.</p> <p>In 2004-05, nominations from 15 agencies for testing 125 candidates in 38 languages were received.</p> <p>To expand the CLAS service, the Commission trained additional examiners in the Croatian, French, Italian, Punjabi, Romanian, Samoan, Serbian and Spanish 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>The Commission provided responses to more than 600 requests from the Minister and the Minister Assisting the Premier on Citizenship for briefings on ethnic community events and activities.</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>Policy and program advice was provided on 26 occasions including:</p> <ul style="list-style-type: none"> • Premier’s Department on Drug Action Tool Kit; • Ministry of Police on the <i>Weapons Prohibition Act, 1998</i>; • NSW Ombudsman on the Review of <i>Police Powers (Drug Detection Dogs) Act</i>; • NSW Ombudsman on the Discussion Paper, <i>The Police Powers (Internally Concealed Drugs) Act 2001</i>; • NSW Health on the distribution of guidelines for the funeral industry: <i>Disposal of Bodies Regulation Act 2002</i>; • NSW Medical Board on the draft Code of Professional Conduct; • Premier’s Department on the NSW Public Sector Workforce Planning Strategic Framework and Action Plan 2004-2006; • Department of Education and Training on “Excellence and Innovation” a consultation paper on public education; • inquiry into community-based sentencing options for rural and remote areas; • NSW Ombudsman on the Review of the <i>Crimes (Administration of Sentences) Amendment Act 2002</i> and <i>Summary Offences Act 2002</i>; • Attorney General’s Department on the Quarter Way to Equal Review Report;

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<ul style="list-style-type: none"> • Department of Ageing, Disability and Home Care for the development of the Healthy Ageing Framework 2005-2010; • review of the <i>Liquor Act Amendment</i> proposals; • Board of Studies on the “Mandatory Outcomes in the K-6 Curriculum” discussion paper.
<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>Information was placed on the Commission’s website on the range of projects and documents it holds.</p>

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>In response to discussions at the Northern Regional Advisory Council, the Commission is planning a forum on community relations and regional migration with the Department of Immigration, Multicultural and Indigenous Affairs in the North Coast region in 2005-06.</p>
<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>Street festivals celebrate the cultural, linguistic and religious diversity of local communities. Hornsby Council hosted a street festival on 5 November 2004 and Waverly Council on 16 April 2005.</p> <p>Interpreting via video conferencing was established in Griffith. The Commission has developed a brochure on how to access this service and other relevant interpreting services in Griffith.</p> <p>Negotiations are under way with the Greater Western Area Health Service to provide access to its video conferencing facilities for police and legal interpreting matters by the local authorities.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<p>The Commission's Canterbury-Bankstown Community Harmony Round Table was involved in organising the following:</p> <ul style="list-style-type: none"> • Auburn Bankstown Canterbury Leadership Conference on 8 December 2004 for 90 people; • an Intercultural Sports and Activities Day with the Department of Tourism, Sport and Recreation on 26 February 2005 for some 250 people; • developing with partner agencies and community members a theatre production about community harmony that will convey a positive message about the resilience of the community and the strengths of the Canterbury-Bankstown area; • Leadership Pilot for Year 5 and 6 students at seven primary schools in the Greenacre area. <p>The Ethnic Communities' Council of NSW was funded to update 102 community profiles in partnership with the Commission. These are used to inform briefings for the NSW Government and used as an internal information source.</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>The website continued to publish information on community relations issues and host websites for projects such as Cabramatta CityWatch and the NSW Council for Pacific Communities.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<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>To promote the benefits of cultural diversity, the Commission sponsors or contributes to a number of awards.</p> <p>The Multicultural Marketing Awards acknowledge and reward businesses that are successfully developing and promoting their services to meet the needs of a culturally diverse society. The winners at the 2004 MMA were:</p> <p>Grand Award and Integral Energy Community Award Chabad House, Christian Interfaith Education and Forum on Australia's Islamic Relations</p> <p>Government Award Waverley Library and the Metropolitan Public Libraries Association</p> <p>Commercial Big Business Award Cantarella Bros.</p> <p>Office of Fair Trading's Commercial Small Business Award and Export Award Messages On Hold</p> <p>Advertising Award LOUD Multicultural</p> <p>Technology Award Etranslate</p> <p>The 2005 NSW Premier's Chinese Community Service Awards invited nominations from the diverse Chinese communities in NSW in the following categories.</p> <ul style="list-style-type: none"> • <i>Victor Chang Community Service Award</i> won by Ms Rose Yeung; • <i>Jack Wong Sue Award for Voluntary Community Service Beyond the Chinese Community</i> won by Dr Tony Goh; • <i>Quong Tart Lifetime Achievement Award in Community Service</i> won by Mr King Fong; • <i>Young Chinese Volunteer</i> won by Ms Connie Kaki Tung; • a Special Commendation was awarded posthumously to Mr George Cumines.

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<ul style="list-style-type: none"> • Premier’s Literary Award (\$15,000). Tony Kevin won the 2005 Commission award for his literary work <i>A Certain Maritime Incident</i>, which is an account of the sinking of the SIEV X in the seas between Australia and Indonesia in 2001 when 353 asylum seekers drowned. • Dorothea Mackellar Poetry Award (\$250) was won by Ms. Caely Stevens of Strathfield South Public School for her poem, <i>Colours</i>. • The Australian Film, Television and Radio School (\$2,000) was awarded to Alejandra Canales, the writer and director of <i>Switch on the Night</i>, a film that tells of the impact of detention in immigration centres on young children. • The Sydney Film Festival award (\$4,000). The winner was <i>Jewboy</i>, written and directed by Tony Krawitz, which explores the experiences of a Jewish young man and his painful encounters in life. <p>CRC Awards for Volunteering in four categories, to honour those individuals who have enhanced the cultural and social wellbeing of their migrant communities. The winners of the first round of awards are due to be announced in September 2005.</p> <p>Community Harmony Greeting Card Art Competition. Young people are eligible for prizes to \$400 for each age group and the artwork is to be reproduced on professional greeting cards.</p>
<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>A review by the Premier’s Department found that the Youth Liaison Teams were effective in meeting their goals. An exit strategy of the Youth Liaison Partnership with Arabic-speaking communities provided a training course and skills assessment for Youth Liaison Team members.</p> <p>The Cabramatta CityWatch program consulted with the local community and obtained views on issues affecting safety and security.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<p>The showcasing of Pacific culture at the November 2004 Pasifika Youth Day was an outstanding event.</p> <p>The Canterbury-Bankstown Community Harmony Round Table successfully conducted a leadership conference in December 2004 and a sports activity day in February 2005.</p> <p>Implementing the recommendations of the Albury-Wodonga Multicultural Forum will strengthen the ethnic communities of both these adjoining cities.</p> <p>Following consultations with the community, a Youth Council in Griffith was established.</p> <p>The Street Festivals projects with councils and their communities attracted strong local support.</p>

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>Various business areas conducted formal and information briefing sessions to inform staff of new initiatives and changes to work practices under legislation and guidelines introduced by the Government or policy and procedures adopted by the Commission. Examples include communicating security changes to the email system, advising the impact of facsimile integration on records distribution, announcing the privacy policy in a training session, distributing internal circulars to inform staff of seminars, forums and events, announcing staffing changes, conducting staff meetings at the CEO, divisional and team levels and advising and communicating Commission decisions.</p> <p>Divisional representatives participated in the restructuring of the Commission following budget implications.</p> <p>Employees were involved in implementing the recommendations of an optimisation review which included E Pay, bank reconciliation module and Activa fixed asset register. Divisional staff also performed online language service projects and testing new application upgrades.</p>
<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>Staff participated in the corporate planning and reporting processes as well as planning activities involving risk management, division operations, system resource and succession management, funding program planning and evaluation, performance management, privacy management planning, information management and occupational health and safety management.</p> <p>All divisional staff participated in the implementation of a Financial and Corporate Services Division Procedures Manual. The budgeting process also involved all divisions.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<p>The recommendations of an optimisation review were implemented with input of all finance staff.</p> <p>Regional staff provided active input into the restructure proposals for the Community Relations Regional Service.</p>

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>Projects implemented during the year that involved representatives of relevant business areas included providing input into the stakeholders' consultation for the website re-design project, piloting e-business initiatives and testing and writing procedures for newly developed system applications.</p>
<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>A number of staff have cross-trained in other positions. There were eight instances of higher duties allowances paid and five expressions of interest were circulated for temporary replacements within the Commission in 2004-05.</p>
<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>As part of preparation for development of the new intranet site, the structure of the electronic directory management was improved to make the Commission's information readily and easily accessible to all staff.</p> <p>Human Resources and Finance and Accommodation units continually participate in dissemination of information to staff of the Commission.</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>Five expressions of interest were offered to Commission staff in the first instance during 2004-05.</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>Under the Corporate Training Plan, in 2004-05 priority was given to training in information management and information systems, particularly newly developed systems that support delivery of the Commission's core services.</p> <p>The Commission has an enterprise-wide training plan. A performance management plan was introduced to integrate training as part of staff development.</p> <p>The Commission coordinated a ministerial briefings and speeches seminar for all staff. Representatives from The Cabinet Office and the Premier's Office gave presentations on best practice in preparing ministerial briefings and speeches for the Government.</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>The numbers of workers compensation claims have not increased from 2004-05.</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>The Commission has an Employee Assistance Program that is available to all staff.</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>The Commission is committed to ensuring that all its legislative requirements are adhered to. The Commission has an active occupational health and safety committee.</p> <p>During 2004-05 the Commission gained the support of the Public Service Association for its Disability Action Plan.</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>Information on counteracting harassment and bullying was distributed to all staff.</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>The Language Services Division started development of a marketing strategy for its video conferencing facilities in 2004-05.</p>
<p>Develop a cost reduction policy:</p> <ul style="list-style-type: none"> <i>policy documented and distributed.</i> 	<p>The Commission undertook a review of its expenditure in 2004-05 through the preparation and submission of a purchasing plan to NSW Treasury.</p> <p>Since then on two occasions the Commission has been affected by global budget reductions.</p> <p>In implementing these, the Commission has had restructures within each of its Divisions resulting in changes to positions that reduce staff related costs.</p> <p>Cost reduction is a major consideration in purchasing decisions.</p> <p>Savings in mobile phone accounts were realised and further potential savings are expected by continuing to purchasing through Smartbuy and government contracts.</p>
<p>Develop further opportunities for user pay services:</p> <ul style="list-style-type: none"> <i>new initiatives implemented.</i> 	<p>The Commission continually seeks to develop new opportunities for user pays services. An example includes Medialink.</p>

5.2 Improve financial management and control

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Establish online facility for electronic fund transfer (EFT) transactions:</p> <ul style="list-style-type: none"> <i>processing of online EFT transactions - payroll, creditors, debtors etc.</i> 	<p>The Commission undertook an optimisation review of its financial systems to identify the facilities that needed to be updated.</p> <p>Since this optimisation review the infrastructure in the Commission's information technology system has been updated to enable electronic payment of all creditors' payments, a procedure and policy have been devised and Audit Office and internal audit endorsement have been obtained.</p> <p>The electronic payment system is being rolled out progressively.</p>
<p>Review and revise the risk management and internal audit plan:</p> <ul style="list-style-type: none"> <i>risk Management Plan and Internal Audit Plan documented and distributed.</i> 	<p>A risk assessment matrix in compliance with auditing and accounting standards was prepared with the involvement of senior and middle management and operational staff across all divisions of the Commission.</p> <p>Risk reviews were completed of the Financial and Corporate Services Division and the Language Services Division.</p>
<p>Review existing financial policies and procedures:</p> <ul style="list-style-type: none"> <i>revised budget signed off by Executive, updated on system and reported.</i> 	<p>The Financial and Corporate Services Division prepared a divisional manual on procedures. This is now an on-going document of the Division.</p>
<p>Review and revise budget as required on a quarterly basis:</p> <ul style="list-style-type: none"> <i>revised budget signed off by Executive, updated on system and reported.</i> 	<p>The year's budget process incorporating global budget considerations was completed within the allocated time frame.</p>

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>	The Commission's first Asset Management Plan was completed and submitted to The Treasury in 2004.

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>Language services were directly promoted through:</p> <ul style="list-style-type: none"> • Hunter Regional Advisory Council via teleconferencing; • the AUSIT professional development program; • a presentation and discussion via teleconferencing with 15 language students at TAFE Coffs Harbour; • a presentation and workshop with 26 Regional Commanders and Local Area Commanders from the NSW Police; • The Arabic Carnival opening day where Language Services staff manned an information booth; • Community Relations Symposium 2005; • promotional material and information was distributed to numerous organisations and events.
<p>Utilise new technologies for the delivery of language services:</p> <ul style="list-style-type: none"> • <i>new technology implemented.</i> 	<p>LanguageLink activities during 2004-05 included:</p> <ul style="list-style-type: none"> • providing free service requests for translation enhancement. • scanning all documents to be translated and forwarding them via e-mail to the translators. • conducting a pilot program with 11 panel translators who processed translation assignments via Online Language Services. • progressing the online customer pilot for requesting interpreters electronically with the Office of Director of Public Prosecutions.

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Seek new business opportunities:</p> <ul style="list-style-type: none"> • <i>increase in the use of services.</i> 	<ul style="list-style-type: none"> • The Commission continued to provide interpreting and translation services to all Government departments and agencies, private and commercial organisations, community groups and individuals • Two major contracts were won by the Commission which will provide interpreting services throughout NSW with the Roads and Traffic Authority of NSW and the Land and Housing Corporation. • The Commission won major multilingual translation projects with: Anti-Discrimination Board of NSW, Attorney General's Department, Australian Federal Police, Australian Broadcasting Authority, Australian Government Solicitor, Department of Education and Training, Department of Community Services, Department of Housing, Department of State and Regional Development, Dust Diseases Board, Association to Resource Cooperation Housing, Energy and Water Ombudsman, NSW, Greenfield Lawyers, Hakki Nami Solicitor, Health Care Complaints Commission, Illawarra Legal Centre, I-View, John D Hancock Solicitor, Legal Services Commissioners, Local City Councils, Nguyen & Co Lawyers, NSW Ombudsman, NSW Police Service, Office of Director of Public Prosecution, Office of the Protective Commissioner, People with Disability, Public Trustee, St George Migrant Resource Centre, Starena International Pty Ltd, Stellar Interact, STEPTHURU, The Benevolent Society, The Hills Grammar School, Thomas & Betts, TrssCox Lawyers, Uniting Care Burnside.

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> 	<ul style="list-style-type: none"> • The interpreter's record book is an effective tool for the Commission's customers to provide feedback and comments while certifying the attendance and performance of Commission interpreters. The Commission continued daily monitoring of comments or feedback received from clients and took action where appropriate. • During 2004-05, the Commission began evaluating the casual interpreters' and translators' panel and when no appropriate accreditation was evident, the Commission offered NAATI upgrading. • Senior Language Services staff met with many Registrars of local courts to improve communication, exchange information and seek feedback.
<p>Update complaints handling procedures:</p> <ul style="list-style-type: none"> • <i>procedures documented and implemented.</i> 	<ul style="list-style-type: none"> • All 70 formal complaints received by the Commission were dealt with according to the complaints handling procedures.
<p>Provide ongoing customer service training for staff:</p> <ul style="list-style-type: none"> • <i>100% staff trained.</i> 	<ul style="list-style-type: none"> • A one-day training course <i>Working Together in Language Services</i> was conducted for all Language Service staff. • Deployment of the LanguageLink enhancement required on going training, for example scanning, reporting and processing requests for free service.
<p>Develop a communication plan with clients:</p> <ul style="list-style-type: none"> • <i>plan developed in consultation with clients</i> 	<ul style="list-style-type: none"> • The Commission continued to contribute to the Cross Justice Agencies Videoconferencing committees and to pilot the fully operational video conferencing facilities. Policies and guidelines are under development.

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>The Language Services Division performed 18,779 interpreting and 21,751 translation assignments. Comprehensive language statistics are listed in appendix 10.</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> 	<ul style="list-style-type: none"> • The Commission acted on all complaints received by telephone, letter or facsimile and the interpreter's record book. • During local court visits all Registrars were asked to provide written comments in an evaluation form. • At meetings of Language Services Division staff, continuous improvement of services are debated and followed up with written directives. • All staff attended the training session <i>Working together in Language Services</i> and management training for supervisors was undertaken. • Specialist legal interpreter training for the Commission's panel of casual interpreters was undertaken. • Recruitment to increase the panel of casual interpreters and translators commenced. • Developed a one-day orientation course and training day for casual interpreters and translators. • The Commission participated in a project to investigate the option of national qualifications and competency standards for translators and interpreters.
<p>Provide LSD services on the internet:</p> <ul style="list-style-type: none"> • <i>services available on internet.</i> 	<ul style="list-style-type: none"> • The Commission's website provided information on interpreting and translation services including a list of languages available. • All interpreting and translating vacancies were advertised on the Commission's website.