

performance report against critical success factors of the corporate plan

CRITICAL SUCCESS FACTOR 1: An innovative leader in community relations	42
CRITICAL SUCCESS FACTOR 2: Best practice in information and knowledge management	53
CRITICAL SUCCESS FACTOR 3: Responsive to the needs of our culturally diverse society	57
CRITICAL SUCCESS FACTOR 4: Productive, professional and focussed workforce	65
CRITICAL SUCCESS FACTOR 5: Productive utilisation of our physical resources	68
CRITICAL SUCCESS FACTOR 6: Efficiency and excellence in language service delivery	70

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>Following the unrest at Cronulla on 11 December 2005, the Premier met with the Sutherland Shire Council, religious and community leaders, NSW Police and the Community Relations Commission to discuss strategies to restore community harmony. The Community Liaison Officer program was developed from these meetings and is being coordinated by the Community Relations Commission. Teams were created to engage the community at the beach. Each team consisted to two people, one of an Arabic-speaking background.</p> <p>The Community Liaison Officer program aims to avert and manage potential conflicts, and interact with people from diverse backgrounds gathering in public spaces in the Cronulla area. The teams work with the local community as well as government and non-government agencies to help resolve issues, try to dissuade anti-social behaviour and prevent misunderstandings between various groups in Cronulla.</p> <p>Between 24 December 2005 and 30 January 2006 the Community Liaison Officer teams conducted two shifts per day, up to 12.5 hours per day. At the beginning of the school year, this roster was modified with CLO teams working from Thursday to Sunday until March 2006. On either a Saturday or Sunday each week, one team starts early to make contact with the early morning walkers and joggers. The teams spoke to over 5,000 people from a range of cultural backgrounds. The presence of the teams was welcomed by both locals and visitors, especially those of Arabic-speaking background.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<ul style="list-style-type: none"> • <i>representation of CRC at conferences.</i> 	<p>In March 2006 a women’s unity walk at north Cronulla beach culminated in the Living In Harmony Family Day at Gunnamatta Park.</p> <p>During 2005-06, a fact sheet was developed for stakeholders in the security industry under the Commission’s NSW Youth Partnership with Arabic-speaking Communities project.</p> <p>In collaboration with the Refugee Council of Australia, the Commission published the brochure <i>Important Information on Services for Refugees in NSW</i> that was distributed widely and published on the Commission’s website.</p> <p>The Commission is liaising with government agencies and community groups on issues relating to the settlement in NSW of Africans entering on humanitarian grounds. As part of this initiative, information on the Commission’s investigation into African settlement was disseminated to government agencies and refugee support organisations. The report on the investigation will be released in July 2006.</p> <p>The Commission developed an information brochure on the NSW Government Immigration and Settlement Planning Committee which explores settlement issues and has been distributed to government and non-government agencies.</p> <p>The Commission was represented at the following:</p> <ul style="list-style-type: none"> • Community Forum on Racism, University of Newcastle • Federation of African Communities Council National Conference, November 2005, at which the Commission was a joint sponsor • Local Government Multicultural Forum • Premier’s Regional Coordination Group conferences in the Central Coast, Hunter, New England and north coast areas • Whole of Government Conference, Premier’s Department.

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<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> • <i>provision of information in linguistically appropriate languages for targeted Commission services.</i> 	<p>Further community safety seminars were conducted by the Cabramatta CityWatch program in the following languages: Khmer, Laotian, Mandarin, Spanish and Vietnamese. A new Cabramatta CityWatch program was developed and information on the program was translated into six community languages: Arabic, Chinese, Lao, Serbian, Spanish and Vietnamese. These pamphlets are provided to support groups, as well as cultural and religious groups meeting in the area.</p> <p>During the reporting year, 733 ministerial requests were registered in the ministerial database, and speeches, briefings or messages for community events were prepared by the Commission.</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 a partnership with the State Library to promote in public libraries the Commission's online resources and general initiatives, the State Library distributed bookmarks promoting the Commission's website and issued regular bulletins on its initiatives to NSW public libraries.</p> <p>The Commission invited government and community organisations to make submissions to its investigation into the settlement of Africans entering NSW on humanitarian grounds. Government and community organisations were informed about the role of the Commission and its legislative powers in the context of this investigation.</p> <p>The Commission, through its work with the CLO program, had a stall at the Surf Life Saving titles in March 2006. Information was provided on Commission services and staff conducted a survey on multicultural perceptions.</p> <p>The Commission distributed a discussion paper on the Community Relations Commission and Principles of Multiculturalism Act to government agencies and peak community organisations, and used the media to invite submissions to the 2006 review of the Act.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<p>Following various community consultations and surveys on safety issues in Cabramatta police command, the Commission conducted community safety seminars in various locations for the Arabic, Chinese, Khmer, Lao, Sudanese, Swahili and Vietnamese communities.</p> <p>The seminars aimed at informing local residents about the CityWatch project, the police role and services, local crime statistics, and crime reporting procedures. Strategies on how to prevent personal crimes and what to do when witnessing a crime were discussed. There were 325 participants at these seminars.</p> <p>The Commission was also a partner in the east side community barbeque in May 2005 that was attended by about 700 people. The event was an opportunity to promote awareness of government and community services to local residents who live in east Cabramatta and have experienced anti-social incidents.</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> • <i>Regional Advisory Council deliberations referred to the Commission.</i> 	<p>The councils are an important conduit for information on regional settlement for the NSW Government Immigration and Settlement Planning Committee.</p> <p>The Commission's ten regional advisory councils raised 19 issues arising from the settlement in regional NSW of immigrants with an African background.</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> 	<p>Planning progressed in 2005-06 on the Commission's inaugural youth day 2006 that will be held before the Community Relations symposium in August 2006 at Parramatta. The youth day will allow young people, community groups and government to discuss multicultural youth issues.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<p>The Commission engaged in cooperative strategies with the Department of Immigration and Multicultural Affairs which seeks opportunities to settle immigrants entering regional NSW on humanitarian grounds and is liaising closely with regional locations that have employment opportunities but may require appropriate services and community support.</p> <p>As part of its investigation into the settlement of Africans entering the country on humanitarian grounds in 2005, the Commission held consultations with African communities in Coffs Harbour, Newcastle, Tamworth, Wagga Wagga and Wollongong .</p> <p>In June 2005, the annual CityWatch police and community forum was an opportunity for 235 participants to provide feedback on the Cabramatta area’s achievements and encourage the community to participate in safety matters.</p> <p>Various community safety concerns were raised and twenty recommendations and suggested strategies to address these were made. A report on these was distributed to gain feedback from relevant agencies.</p> <p>As part of the establishment of the NSW Council for Pacific Communities, the Commission held consultations in four areas of Sydney as well as Wollongong and Griffith.</p>
<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 Commission invited submissions to its investigation into Africans entering the country on humanitarian grounds from the CEOs of community projects by the Anglican, Uniting and Hillsong churches.</p> <p>Community and religious leaders were consulted on the establishment of the NSW Council for Pacific Communities.</p> <p>In response to unrest at Cronulla, community and religious leaders met with the Premier to discuss short and long term measures to restore community harmony. Also, the Commission met with the Hon. Edward Obeid, MLC, and a group of young Muslim professionals to develop long-term strategies that positively engage Arabic-speaking communities, particularly Muslim youth.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<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 multicultural programs and their EAPS was provided to over 30 key and non-key EAPS agencies.</p> <p>In 2003 the Premier and Minister for Citizenship requested the Department of Local Government and the Commission to assist and assess the effectiveness of local councils in NSW in observing the principles of multiculturalism. Subsequently the project, Implementing the Principles of Multiculturalism Locally, commenced in March 2005. The project's steering committee met twice in 2005 and selected four pilot councils. A draft planning framework was developed and is being trialled by the pilot councils.</p>
<p>Establish, or facilitate the establishment of, partnerships between communities, government agencies, business and tertiary institutions to address community relations issues:</p> <ul style="list-style-type: none"> <i>increase in number of partnerships and issues addressed.</i> 	<p>The NSW Council for Pacific Communities was established as a permanent council following extensive consultation with community leaders and ministers of religion, as well as Pacific communities across Griffith, the Illawarra, Newcastle and Sydney.</p> <p>The Cabramatta CityWatch program continues to bring together the police, Premier's Department, Fairfield City Council, local government councillors and NSW parliamentarians, business agencies, residents and community groups to address the community issues of Cabramatta. The project consults and builds relationships with businesses with the aim to identify safety and security concerns.</p> <p>An annual police and community forum, jointly organised by the Commission and Cabramatta police, took place in June 2006 with a total of 235 participants from Austrian, Chinese, German, Khmer, Lao, Vietnamese, Serbian, Spanish, and Sudanese, as well as English-speaking backgrounds.</p> <p>A further five community safety seminars were conducted in partnership with the police and Fairfield City Council in response to issues raised by local residents and focus groups.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<p>The Commission worked with Sutherland Shire Council and the Goodness and Kindness program to develop the “Break the Ice” forum in May 2006.</p> <p>This forum concentrated on young people’s reactions and views of the unrest in Cronulla, in particular through the eyes of Lebanese and local young people.</p> <p>During 2005-06, activities and events of the Canterbury-Bankstown Community Harmony Round Table were:</p> <ul style="list-style-type: none"> • a community harmony greeting card competition to promote harmony and community pride. 375 entries were received. The 15 winning artworks were placed on greeting cards and packs have been developed by the Sydney Institute of TAFE for sale by not-for-profit organisations, schools and places of worship. As there were so many entries from younger age groups, 10 of 15 prizes were awarded to the 5 - 11 age group • the Get to Know Your Neighbour initiative that made 13 small grants to local groups for activities. In 2006, 12 similar grants of up to \$150 will be allocated for communities to hold similar events • the Greenacre Games was a leadership pilot for year 5 and 6 students in seven schools in the Greenacre area; this included an athletics carnival. To prepare for this event, each school participated in workshops on program development, media releases and evaluation.
<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 Commission represented the Government at the Standing Committee of Immigration and Multicultural Affairs in October 2005 and considered issues raised by NSW on the settlement of African refugees.</p> <p>As a result, all States and Territories agreed to establish bilateral working parties on settlement planning issues.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<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, to increase the effectiveness of consultation between the Commonwealth Department of Immigration and Multicultural Affairs and NSW agencies.</p> <p>The committee has proved effective in coordinating the development of NSW policy and position on immigration and settlement issues.</p> <p>The Commission is represented on the:</p> <ul style="list-style-type: none"> • Albury-Wodonga and Riverina Immigration Settlement Planning Committee • Bonnyrigg Renewal Plan Steering Committee • Cabramatta East Side Taskforce • Cabramatta SOCC on Drugs • Canterbury-Bankstown Place Project Reference Group • Commonwealth-NSW Working Party on Migration to Sydney and Regional NSW • Commission and Premier's Department Hunter Taskforce Supporting African Settlement • Commission and Settlement Services Coalition • Mayor's Crime Prevention Reference Group of Fairfield City Council • NSW Government Immigration and Settlement Planning Committee • Premier's Regional Coordination Management Groups in the Central Coast, Hunter, the New England, North West and the North Coast areas. • Research Advisory Committee of the Standing Committee on Immigration and Multicultural Affairs • Standing Committee on Immigration and Multicultural Affairs.

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 NSW by responding to local or international events which impact on relationships within the community and between people. The plan was endorsed by the CEOs of participating agencies, resulting in a swift commitment by relevant government agencies to the plan in the event of its implementation.</p> <p>The Commission can provide 24-hour hotlines with message bank capabilities for victims of harassment or vilification based on race or religion and can engage at short notice bilingual information and referral officers.</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>The Commission is monitoring issues raised in the media relating to the settlement of African refugees and humanitarian entrants and has issued media releases advising of the Commission's investigation into these issues.</p>
<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 2005-06 Community Development Grants Program provided funding to 116 non-profit sharing community organisations to assist with community-based projects.</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 areas 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>The Commission holds regular consultations with the Settlement Services Coalition and participates in refugee support forums including the Refugee Issues Working Group and the Refugee Support Network.</p> <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 Community Relations Commission and Principles of Multiculturalism Act 2000, 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 2005-06, 17 agencies were designated as Key Agencies by the Premier because they provide essential services to the NSW community.</p> <p>To better measure significant change, eight 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.</p> <p>In October and November 2005 the CRC assessed the EAPS of 17 key agencies and provided feedback on their performance in each of the Standards Framework's five activity areas.</p>
<p>Conduct internal training sessions on EAPS requirements:</p> <ul style="list-style-type: none"> <i>all staff trained.</i> 	<p>EAPS information was provided to staff during 2005-06 and staff members were consulted in the progressing of the Commission's EAPS Plan 2005-2006.</p>
<p>Monitor and assess agency compliance:</p> <ul style="list-style-type: none"> <i>performance reported in Community Relations Report.</i> 	<p>Under the Community Relations Commission and Principles of Multiculturalism Act 2000 the Commission is required to report annually on the status of community relations in NSW to the Minister for Citizenship.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<ul style="list-style-type: none"> • <i>electronic lodgement of EAPS reports.</i> 	<p>The Community Relations Report 2005, <i>Harmony in Diversity</i>:</p> <ul style="list-style-type: none"> • provides an overview of trends and directions in community relations in NSW • gives a systematic account of the performance of 17 Key Agencies against the Standards Framework of the EAPS program • shows how government agencies recognise and promote the skill and contributions of people from culturally diverse backgrounds in NSW.
<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 2005 presents models of best practice and highlights initiatives undertaken by over 100 NSW government agencies and local councils.</p> <p>In June 2006, the Commission held an EAPS seminar for non-key EAPS agencies, which was attended by some 40 participants representing 30 agencies. Included in the program were presentations on good practice strategies from several agencies, including NSW Fire Brigades, the University of Western Sydney, State Records and the Sydney Harbour Foreshore Authority.</p>

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 status of the Commission’s compliance requirements with the State Records Act was reported to the Commission’s Executive.</p> <p>The CRC’s records management-related policies and procedures were reviewed and updated to reflect and incorporate changes to the legislation and corporate direction.</p> <p>Continuous and ongoing system monitoring has been conducted to ensure users meet the required Commission standards.</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>A new Records Management Action Plan 2005-2006 was developed. The plan is based on monitoring and reviewing the Commission’s Records Management Program to ensure it meets standards. The plan identifies initiatives to assist users in meeting their responsibilities.</p>
<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 Commission’s recordkeeping systems provide the platform for a fully electronic document management system.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<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>A user support group of staff who perform data administration roles and are recognised peak users of major information systems was established. By sharing and building on knowledge, experience and skills the group can enhance products and services. The group also provides coaching and support to first level users.</p> <p>Coaching sessions were held on the use of TRIM, Outlook and Excel applications. Internet security and content management training were provided to technical staff. Another compulsory training session on privacy legislation was conducted for staff.</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 Commission has developed three websites: www.crc.nsw.gov.au, www.communilink.org.au and www.crcmedialink.com.</p> <p>The CRC's main website continued to provide up-to-date and complete information on Commission initiatives and activities.</p> <p>The CommuniLink website provided hosting services for 39 community groups. At the same time, it gave integrated information on community events through the website's event calendar. Individually organisations used the CommuniLink website to publish their community-specific information and services.</p> <p>The MediaLink website provides reports of articles published in ethnic newspapers.</p> <p>The MediaLink service was introduced and subscribed to by government and community organisations.</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 is a database of all contacts of the Commission, including government agencies, consular offices, community organisations and individuals.</p> <p>The system was enhanced to support the administration of grants and EAPS and the CIMS policy and procedures documents were subsequently updated.</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>Priority was given to information security and business continuity. A system review was conducted to ensure compliance with legislation and Government direction. Enhancements were performed to comply with the Privacy Act, Workplace Surveillance Act, and AS/NZS 7799: Information Security and Business Continuity Management.</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 Commission's website was reviewed and redesigned to comply with standards, improve its profile and services on the internet and improve website management and control.</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>The MediaLink service served subscribers in commonwealth, state and community sectors. The MediaLink service providers used the online system to provide reports from 40 publications, about 100 newspapers a week, to subscribers.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<p>Through the CommuniLink website, the Commission provided community organisations with the opportunity to increase their capacity and capability by equipping them with skills in managing a website. Community groups were able to use the internet to provide information, communicate and discuss issues.</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>Almost all the business areas are represented in the Commission's application user support group. The Group developed a charter and met monthly.</p> <p>The group also implemented a series of coaching sessions on issues that are common to users along with topics of interest to the organisation.</p> <p>The first electronic monthly newsletter for all staff was published by the group, providing useful tips, informing staff of coaching and training schedules, and inviting general feedback.</p> <p>The group also developed a corporate-wide issues register that records, tracks and updates all users on the status of systems problems they experience.</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>CommuniLink and the Commission's grants program continued to be promoted on the NSW Government's www.communitybuilders.gov.au website.</p>

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>At the end of 2004, the NSW Government released the White Paper, <i>Cultural Harmony The Next Decade 2002-2012</i>.</p> <p>The White Paper included the <i>Plan of Action 2012</i>, which set out four key objectives to guide the planning and implementation of public sector programs and initiatives that address the needs of our culturally diverse community.</p> <p>The four key objectives are: leadership, community harmony, access and equity, and economic and cultural opportunities.</p> <p>Consideration of the key objectives of the White Paper formed a core component of the Commission's Community Relations Symposium 2005, held in June 2005 at Parramatta and bringing together around 250 delegates from a wide range of community and government organisations.</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 members of regional advisory councils, community leaders and interagency networks as well as being 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 web-hosting opportunities.</p> <p>The 2006 annual Cabramatta CityWatch forum was promoted in local papers, the ethnic press and SBS radio programs. It was also promoted in the local mainstream media jointly with Fairfield City Council under the Cabramatta project update banner.</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 Commission resolved to undertake an investigation into the settlement of Africans entering NSW on humanitarian grounds after this was raised as a key issue at the Commission's symposium in 2005.</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"> Fairfield City Council Department of Housing – Bonnyrigg Community Renewal Plan NSW Health Department of Juvenile Justice Roads and Traffic Authority Migrant Heritage Centre NSW Food Authority Department of Primary Industries State Library of NSW Small Business Review Taskforce (Department of Commerce)
<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 recognises and values the linguistic skills of agency employees who assist in providing access to services by all agency clients.</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>In 2005 the Commission co-ordinated the following submissions to parliamentary inquiries into immigration and settlement issues:</p> <ul style="list-style-type: none"> Community Relations Commission submission to the Senate Legal and Constitutional References Committee Inquiry into the Administration and Operation of the Migration Act 1958 Community Relations Commission submission to the NSW Parliament Legislative Council Standing Committee on State Development Inquiry into Skills Shortages in Rural and Regional NSW NSW Government submission to the House of Representatives Joint Standing Committee on Migration's Inquiry into Skills Recognition, Upgrading and Licensing <p>In 2006 the Commission provided advice to The Cabinet Office on the 2006-2007 migration and humanitarian programs and the Productivity Commission study into the economic impacts of migration.</p> <p>The Commission delivered formal presentations on issues involving the settlement of African refugees in NSW on request to NSW Ministers and Members of Parliament and senior officers of NSW human service agencies, NSW Police, and the Department of Immigration and Multicultural Affairs.</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 29 occasions, including:</p> <ul style="list-style-type: none"> the amendment to the Greek Orthodox Archdiocese of Australia Consolidated Trust Act the Casino Community Benefit Fund South Eastern Sydney- Illawarra Area Health Service on the introduction of multicultural health into the accreditation process for NSW health providers

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<ul style="list-style-type: none"> • NSW Health on representation of people from non-English speaking backgrounds on area health advisory committees • Department of Juvenile Justice on support available to young offenders, particularly in the area of spiritual leadership • Department of Ageing, Disability and Home Care on endorsing the NSW Framework on Ageing • Ryde City Council on commemoration of Armenian genocide • Roads and Traffic Authority on Sikh community concerns about the upgrade of the Pacific Highway at Coffs Harbour • submission to a review of Swimming Pools Act • Attorney-General's Department on prejudice related violence towards gay, bisexual and transgender people • Commonwealth Government on NSW processes for engaging Islamic communities. Advice on the response also forwarded as a Ministerial to the Premier, and copied to the Director-General, Premier's Department • Ministry of Police on the draft Firearms Regulations 2005 • NSW Food Authority on communication strategies in the event of a recall of food products • a briefing to the Premier's Office on how Muslim religious leaders are prepared or trained • Department of Education and Training on anti-bullying and anti-racism strategies in rural schools • inquiry into the recognition of overseas nursing qualifications.
<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>The Commission's investigation into the settlement of African refugees in NSW involved African communities across NSW. The report details the consultative process.</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 held a forum on community relations and regional migration with the Department of Immigration and Multicultural Affairs in the north coast region in September 2005.</p> <p>In response to a representation by the Punjabi Sikh community at the Northern Regional Advisory Council, the Commission assisted the community to hold discussions with the Roads and Traffic Authority on the impact of the Pacific Highway upgrade on the Sikh community at Woolgoolga.</p> <p>In response to issues raised by the Commission's Hunter Regional Advisory Council, the Commission collaborated with the Premier's Department regional program on establishing a taskforce supporting African settlement on humanitarian grounds in the Hunter. The Commission also convened community forums on the issue and will coordinate a cultural awareness seminar on African communities in August 2006.</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. Five were held during the year.</p> <p>The Commission's Canterbury-Bankstown Community Harmony Round Table was involved in organising the following:</p> <ul style="list-style-type: none"> developing with partner agencies and community members a theatre production about community harmony to convey a positive message about the resilience of the community and the strengths of the Canterbury-Bankstown area

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<ul style="list-style-type: none"> • the Greenacre Games 2006 - a leadership pilot for year 5 and 6 students at seven primary schools in the Greenacre area • the 2005 Get to Know Your Neighbours activities • the Community Harmony Greeting Card Competition, with the 15 winning designs placed on cards and packs for purchase • Theatre production to be completed in December 2006 • a fact sheet on how to make a complaint about the media. <p>Following unrest in Cronulla on 11 December 2005, the Premier met with the Sutherland Shire Council, religious and community leaders, NSW Police and the Community Relations Commission to discuss strategies to restore community harmony. The Community Liaison Officer program was developed from these meetings and is being coordinated by the Commission. Teams were created consisting of two people, one of Arabic-speaking background.</p> <p>The program aims to avert and manage potential conflicts, and interact with people from diverse backgrounds who gather in public spaces in the Cronulla area. The teams work with the local community and government and non-government agencies to help resolve issues, and to try to dissuade anti-social behaviour and prevent misunderstandings between various groups in Cronulla.</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 along with other activities of the Commission.</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>The Commission promotes the benefits of cultural diversity, through sponsorship and awards.</p> <ul style="list-style-type: none"> 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 2006 NSW Premier's Chinese Community Service Awards invited nominations from the diverse Chinese communities in NSW. Premier's Literary Award Dorothea Mackellar Poetry Award The Australian Film, Television and Radio School award The Sydney Film Festival award The CRC 2006 Awards for Volunteering honour those individuals who have enhanced the cultural and social wellbeing of their migrant communities Community Harmony Greeting Card competition giving young people prizes in age groups and the artwork reproduced on greeting cards.
<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>The Cabramatta CityWatch program consulted with the local community and obtained views on issues affecting safety and security. Feedback from recent consultations, including the annual forum, confirmed the success of the program as well as addressing the safety and security needs of local residents.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<p>The Canterbury-Bankstown Community Harmony Round Table successfully conducted the launch of the greeting cards at Bankstown where the Hon. M. Orkopoulos MP attended and announced the winners.</p> <p>The NSW Council for Pacific Communities was established.</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>Announcements on the approvals of Information Security, Business Continuity Management and Email Management Policy Guidelines advised staff of the policies and their impact on the day-to-day operations of the Commission. The announcements highlighted the roles and responsibilities of staff and provided copies as well as information on accessing the information.</p> <p>Staff awareness and training sessions on Business Continuity, Disaster Recovery and Information Security informed staff of the Commission’s direction and strategies. The sessions explained the roles and responsibilities of staff and the relevance of the strategies to their work.</p> <p>Government circulars and announcements were publicised to the organisation through email.</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 corporate planning process and risk management planning activities.</p> <p>At an operational level, staff participated in the preparation of division plans, a risk management action plan, budget preparation, resource and succession planning.</p> <p>Other activities that involved staff included program evaluation and performance management.</p> <p>Preparation of the Commission’s Results and Services Plan involved staff from across divisions.</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>The high level of cross-divisional involvement in projects of the CRC contributes to staff awareness.</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>Staff have cross-trained in other positions. There were fifteen instances of higher duties allowances paid and eight expressions of interest were circulated for temporary replacements within the Commission in 2005-06. This is an increase of seven higher duty allowances and an increase of three expressions of interest over 2004-05.</p>
<p>Make CRC information readily and easily accessible to all staff:</p> <ul style="list-style-type: none"> <i>reduction in staff's enquiries.</i> <i>information is provided in an appropriate and user friendly means.</i> 	<p>The Commission has a highly developed network of electronic support services. A user support group and information in electronic drives makes information accessible to staff.</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>The Commission actively encourages cross divisional development opportunities, including when staff are on leave.</p> <p>Eight expressions of interest were offered to Commission staff in the first instance during 2005-06, an increase of three over 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>The Commission's training plan for 2005-06 was funded and implemented. Priority was given to training in information management and information systems, particularly newly developed systems that support delivery of the Commission's core services. This included instruction on privacy legislation, information security and business continuity.</p>

4.3 Implement an integrated approach to staff development

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<ul style="list-style-type: none"> <i>identification of training priorities for CRC.</i> 	Compulsory training in occupational health and safety and equal employment opportunity is planned for 2006-07.

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 Commission has an active occupational health and safety committee and a joint management and staff consultative committee.</p> <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> <p>In 2005-06, the employee assistance program was changed to the preferred provider of the Centralised Corporate Services Unit.</p>
<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, is committed to the principles of equal employment opportunity and has a current 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 is available to all staff. As noted elsewhere, compulsory training in occupational health and safety is to be provided in 2005-06.</p>

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 is continuing its participation in the video steering committee with the Attorney-General's Department.</p>
<p>Develop a cost reduction policy:</p> <ul style="list-style-type: none"> <i>policy documented and distributed.</i> 	<p>The Commission has been subject to significant cost reductions as a result of global budget cuts over the past four years. Due to the small value of discretionary procurement by the Commission it is difficult to achieve further savings. The Commission procures goods and services through preferred suppliers on 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, including 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's information technology system has been updated to enable electronic payment of creditors' payments. Procedure and policy documents are in place and Audit Office and internal audit endorsement have been obtained.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<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>Internal audit reviews of the Community Relations Service Division, accounts payable function and the Central Corporate Services Unit service level agreement have been completed. Recommendations for improvement have been considered by management and implemented where appropriate. A review of the Information and Management Services Division is planned.</p> <p>The Commission's risk management plan and internal audit will be reviewed in the second quarter of 2006-07, following completion of the corporate plan.</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 that is updated regularly. The Commission prepared a results and service plan with input from all divisions.</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 Commission's budget information was submitted to Treasury within the required timeframe and structured reviews are held with each division head each quarter.</p>

5.3 Maintain optimum output of plant and equipment

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p>Develop and implement an Asset Management Plan:</p> <ul style="list-style-type: none"> <i>asset management plan implemented.</i> 	<p>The Commission submitted its 2006-07 total assets management plan incorporating its office accommodation strategy and information and communication technology plan.</p>

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 promoted through:</p> <ul style="list-style-type: none"> Health Care Interpreter Services Forum, manager’s meeting promotional material and information was distributed to numerous organisations and events. a new publication <i>Requesting and working with interpreters from the Community Relations Commission, May 2006.</i> training on how to work with an interpreter was delivered to staff of the Dust Diseases Board of NSW and the staff of AMP’s head office.
<p>Utilise new technologies for the delivery of language services:</p> <ul style="list-style-type: none"> <i>new technology implemented.</i> 	<p>LanguageLink enables the Commission to electronically allocate interpreting and translation assignments. All casual interpreters and translators have access to LanguageLink via the internet and all transactions between the Language Services Division and casual panellists are online.</p> <p>Activities involving LanguageLink during 2005-06 included:</p> <ul style="list-style-type: none"> inclusion of a privacy enhancement offering all the Commission’s casual translators training in using LanguageLink and making available online a comprehensive step by step guide to LanguageLink allowing panel interpreters and translators to electronically update their availability.

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> 	<p>The Commission continued to provide interpreting and translation services to government departments and agencies, private and commercial organisations, community groups and individuals. The Commission continued to provide translation of personal documents for individuals and major multilingual translation projects to the public sector and to community and business organisations.</p>

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 by clients and took action where appropriate. • During 2005-06, the Commission continued to review the casual interpreters' and translators' panel. NAATI accreditation for languages where this is possible was encouraged among interpreters and translators. • All casual interpreters and translators must now have internet access in order to accept and proceed with interpreting and translation assignments. • Training on domestic violence issues for new panellists was delivered in conjunction with their orientation day. • The guidelines <i>Exemption From Payment for Language Services</i> was amended to clarify parliamentarians' entitlements.

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
Update complaints handling procedures: <ul style="list-style-type: none"> <i>procedures documented and implemented.</i> 	<ul style="list-style-type: none"> All forty-seven formal complaints were dealt with by the Commission in accordance with the complaints handling procedures.
Provide ongoing customer service training for staff: <ul style="list-style-type: none"> <i>100% staff trained.</i> 	<p>During 2005-06, staff training included:</p> <ul style="list-style-type: none"> development of a planning session for permanent Language Services staff. This included improvements in customer services delivery training course on dealing with multi-lingual translation requests floor warden training for staff members who may be required to evacuate customers staff attending an AUSIT seminar on the role of the court interpreter training on accessing and using LanguageLink for all casual translators and interpreters occupational health and safety training first aid officer training training in dealing with domestic violence and sexual assault cases for casual interpreters to ensure they have access to information and develop skills that will assist when interpreting in these cases. a new publication <i>Requesting and Working with Interpreters from the Community Relations Commission</i> was developed by Language Services and is available on the Commission's website training in privacy issues for all staff.
Develop a communication plan with clients: <ul style="list-style-type: none"> <i>plan developed in consultation with clients</i> 	<p>The Commission continued to contribute to the cross justice agencies video conferencing committees and to pilot the fully operational video conferencing facilities.</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>The Language Services Division performed 18,500 interpreting and 24,000 translation assignments.</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>Service improvements during 2004-05 included:</p> <ul style="list-style-type: none"> • acting on all complaints received by telephone, letter or facsimile and via the interpreter's record book • discussing at regular staff meetings continuous improvement of services and following up with written directives • developing a one day orientation course and training day for casual interpreters and translators • establishing a quality controller position • the Director and the Customer Service Manager and a staff interpreter and translator attending the NAATI revalidation forum • fifteen panellists participating in a feedback session on interpreting and translation issues • the Chair and Director of Language Services holding a meeting with casual panellists to discuss issues • staff attending the Corruption Preventative Network conference: Getting the basics right Cultivating Culture – the Cream or the Crock • continued ongoing recruitment of NAATI accredited casual interpreters and translators, including their participation in an orientation program • recruitment of casual interpreters and translators in new and emerging languages where no NAATI accreditation or recognition exists e.g. Tiwi, Dinka, and west African pidgin English languages. Orientation and induction programs were developed and delivered • continuing feedback sessions with registrars of local courts.

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<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. The 1300 651 500 telephone number (available 24 hours a day 7 days a week) is included on many web pages. • All casual translators and interpreters gained access to LanguageLink via the internet. • All interpreter and translator vacancies were advertised on the Commission's website.