



# PERFORMANCE REPORT against critical success factors of 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**

<b>STRATEGIES</b> <i>Performance Indicators</i>	<b>ACHIEVEMENTS</b>
<p><b>Increase the capacity and competency to provide advice, information, models and publications on local, interstate and global community relations:</b></p> <ul style="list-style-type: none"> <li>• <i>Increase in number of models of information dissemination, publications and information packages.</i></li> <li>• <i>Representation of CRC at conferences.</i></li> </ul> <p>(July 2002 - June 2006)</p>	<p>During 2002-2003 the Commission disseminated information on its hotline and e-mail helpline to members of Regional Advisory Councils for distribution to regional community networks, to Premier’s Regional Coordination Management Groups for distribution to regional agencies, and to the Community Harmony Reference Group.</p> <p>The Commission was represented at the:</p> <ul style="list-style-type: none"> <li>• Annual Conference of Local Government and Community Services Association.</li> <li>• Ethnic Communities’ Council of NSW Annual Conference.</li> <li>• Family Court Roundtable in Melbourne.</li> <li>• Federation of Ethnic Communities Councils of Australia (FECCA) National Conference in Canberra.</li> <li>• Juvenile Crime Prevention Conference.</li> <li>• NSW Police Forum on Recruitment and Retention of Police from Diverse Backgrounds.</li> <li>• Productive Diversity Conference in Albury.</li> <li>• Strengthening Communities Conference: People Places and Partnerships.</li> </ul>

<b>STRATEGIES</b> <i>Performance Indicators</i>	<b>ACHIEVEMENTS</b>
<p><b>Facilitate the participation of communities and government in community relations through provision of accessible information:</b></p> <ul style="list-style-type: none"> <li>• <i>Development of an interactive website.</i></li> <li>• <i>Provision of information in linguistically appropriate languages for targeted Commission services.</i></li> </ul> <p>(July 2002 - June 2004)</p>	<p>The Commission commenced the following projects to deliver an interactive website:</p> <ul style="list-style-type: none"> <li>• Community Media Review for the distribution of ethnic media reports on the internet.</li> <li>• Community web hosting that will provide a common portal for information for community groups. The site will have the capability to provide information in the community language.</li> <li>• Online Language Services to allow customers to book interpreters and translations on the Commission's website.</li> </ul> <p>In addition, the Commission:</p> <ul style="list-style-type: none"> <li>• Developed web pages on programs, such as the Youth Partnership with Arabic-Speaking Communities and updated website information on the Community Harmony Reference Group and the CityWatch program. The website allows the community to provide feedback on the Commission's programs and initiatives.</li> <li>• Placed Ethnic Affairs Priorities Statement (EAPS) information on the Commission's website.</li> <li>• Expanded the hotline to include language specific telephone numbers and e-mail address.</li> <li>• Held a grants information workshop at Coffs Harbour for the community.</li> <li>• Produced the Seniors Emergency guide in six languages.</li> <li>• Produced a positive contact sessions manual on building relationships between Police and youth.</li> <li>• Developed and translated into six community languages a brochure advising on how to respond to phone, letter or parcel bomb threats.</li> </ul>

<b>STRATEGIES</b> <i>Performance Indicators</i>	<b>ACHIEVEMENTS</b>
<p><b>Promote the role, function and services of the CRC:</b></p> <ul style="list-style-type: none"> <li>• <i>Increase in responses to, and participation in, Commission activities.</i></li> </ul> <p>(July 2002 - June 2006)</p>	<p>The Commission undertook initiatives to increase awareness and participation of government and non-government organisations in its activities.</p> <p>The Commission met with Key Agencies to discuss and progress EAPS issues, developed a Community Relations Report flyer and distributed it to rural and regional areas, organised meetings on community harmony issues between the Afghan and Pacific Islanders communities, and coordinated the Sydney leg of the Kanagawa International Association's study tour of multiculturalism in Australia.</p> <p>Some initiatives required the Commission to work with other agencies to achieve common objectives.</p> <p>These included helping organise the Voices in Harmony concert to launch Fair Go Australia in partnership with B'nai B'rith, working with local governments and participating in the launch of three Street Festivals in Blacktown, Lakemba, and Young, and giving evidence at the public hearing of the Joint Standing Committee on Migration's review of skilled migration.</p> <p>In regional NSW, the Commission's Regional Coordinators promoted the Commission through quarterly meetings of the Regional Advisory Councils and everyday contacts with the community and other stakeholders.</p>

## 1.2 Develop extensive networks and partnerships

<b>STRATEGIES</b> <i>Performance Indicators</i>	<b>ACHIEVEMENTS</b>
<p><b>Establish and support regional advisory councils:</b></p> <ul style="list-style-type: none"> <li>• <i>Regional Advisory Councils established.</i></li> <li>• <i>Regional Advisory Council deliberations referred to the Commission.</i></li> </ul> <p>(December 2002)</p>	<p>There are 10 regional advisory councils operating in the areas of Albury, Central West, Griffith-Leeton, Hornsby-Wyong, Hunter, Illawarra, Macarthur-Liverpool, Nepean-Blacktown, New England and Northern New South Wales.</p> <p>All Councils met regularly, reported deliberations and made recommendations to the Commission. The Commission supported Councils' recommendations, including an information session for the culturally diverse community in the New England region, the issue of a new <i>I need an interpreter card</i>, and support for the Progressive Community Radio of the Central Coast.</p> <p>To ensure the Councils achieve their objectives, the Commission audited membership and attendances and made recommendations to achieve a balance of departmental and community representation. It promoted membership of Councils by placing invitations to nominate in key regional newspapers and liaising with regional contacts.</p> <p>Negotiations were commenced with the Victorian Multicultural Commission to jointly fund a Multicultural Forum in Albury in December 2003.</p>
<p><b>Conduct CRC forums and regional consultations:</b></p> <ul style="list-style-type: none"> <li>• <i>Increase in range of issues and opinions raised at various locations throughout the state.</i></li> <li>• <i>Increase in number of forums conducted.</i></li> </ul> <p>(April 2002 - June 2006).</p>	<p>The Commission:</p> <ul style="list-style-type: none"> <li>• Held three consultations on the Green Paper, <i>Cultural Harmony The Next Decade 2002-2012</i>, with community organisations, public sector agencies and community interagencies.</li> <li>• Held regional community consultations in Dubbo in October 2002, in Lithgow in January 2003, and in Bathurst in April 2003.</li> <li>• Held an annual CityWatch forum in collaboration with NSW Police. Recommendations from the forum have been documented and responded to by key agencies.</li> </ul>

<b>STRATEGIES</b> <i>Performance Indicators</i>	<b>ACHIEVEMENTS</b>
	<p>Planning commenced for the Commission's 2003 forums for the Youth Partnership with Arabic-Speaking Communities, consultations to be conducted in Griffith, and the annual Community Relations Forum to be held in October 2003.</p>
<p><b>Seek input and advice from religious heads and community leaders:</b></p> <ul style="list-style-type: none"> <li>• <i>Increase in number of consultations held and advice provided.</i></li> </ul> <p>(July 2002 - June 2006)</p>	<p>The Commission encouraged community participation on three occasions through the Community Harmony Reference Group, meetings with religious heads and community leaders on an individual basis, and consultations with host community organisations under the Youth Partnership with Arabic-Speaking Communities.</p>
<p><b>Establish, or facilitate the establishment of, partnerships between communities, government agencies, business and tertiary institutions to address community relations issues:</b></p> <ul style="list-style-type: none"> <li>• <i>Increase in number of partnerships and issues addressed.</i></li> </ul> <p>(July 2002 - June 2006)</p>	<p>The Commission formed partnerships under the Community Harmony Reference Group and sub-committees and allocated funds and signed agreements with the Premier's Department for the coordination and management of the Canterbury-Bankstown Community Harmony Round Table.</p> <p>For numerous projects the Commission performed a leadership role or provided support to facilitate partnership between communities and agencies:</p> <ul style="list-style-type: none"> <li>• The Premier, in consultation with the Commission, appointed the NSW Council for Pacific Island Communities in June 2003.</li> <li>• Negotiated office accommodation in the Canterbury - Bankstown area to co-locate co-ordinators of Arabic Youth Partnership teams, and Pacific Island and Canterbury - Bankstown Community Harmony Round Table projects.</li> <li>• Planned the expansion of Youth Liaison Teams into the Rockdale area in consultation with local religious leaders, Council, community groups, and Police.</li> </ul>

<b>STRATEGIES</b> <i>Performance Indicators</i>	<b>ACHIEVEMENTS</b>
	<ul style="list-style-type: none"> <li>• Contributed \$20,000 to the Premier’s Department for the Government’s Youth Partnership Initiative for 2002-2003.</li> <li>• Launched the anti-racism Fair Go Australia project at the Voices in Harmony concert at Sydney Opera House in April 2003.</li> <li>• Continued participation in the Cabramatta CityWatch program which aims to improve links between NSW Police Local Area Command and its local community.</li> <li>• Established and supported the CityWatch Council to look at crime and community safety issues of concern in the area and bring together stakeholders to identify and develop strategies to address and solve local issues that were identified. In 2002-2003 the Council met seven times and acted on a range of issues.</li> <li>• Held workshops with Chinese and Khmer community representatives, and conducted the annual forum.</li> <li>• Assisted the Iraqi community to establish an Iraqi community council.</li> <li>• Continued the administration of the Market Gardening in a Culturally Diverse Society project.</li> </ul>
<p><b>Participate in networks of government agencies involved with community relations issues:</b></p> <ul style="list-style-type: none"> <li>• <i>Increase in number and type of networks.</i></li> </ul> <p>(July 2002 - June 2003)</p>	<p>The Commission participated in community relations-related activities on three occasions, including setting up an information stall at the Australian Football League community harmony game with the Department of Immigration, Multicultural and Indigenous Affairs (DIMIA), and involvement in DIMIA Settlement Services Review and local community forums in the Blue Mountains, Central Coast, Central West, Hunter, Lithgow, New England, North Coast, North West and Southern regions.</p>

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
	<p>The Commission participated in three youth initiatives including:</p> <ul style="list-style-type: none"> <li>• Commonwealth/State Youth Policy Forum.</li> <li>• Youth Partnership with Arabic-Speaking Communities Implementation Committee and Reference Groups.</li> <li>• Youth Partnership with Pacific Island Implementation Committee.</li> </ul> <p>The Commission also participated in three reference groups:</p> <ul style="list-style-type: none"> <li>• Canterbury-Bankstown Area Reference Group.</li> <li>• Parramatta Centrelink Reference Group.</li> <li>• Settlement Services Coalition.</li> </ul>

### 1.3 Anticipate and respond effectively to community issues

STRATEGIES <i>Performance Indicators</i>	ACHIEVEMENTS
<p><b>Develop a crisis disaster management plan for the culturally diverse community:</b></p> <ul style="list-style-type: none"> <li>• <i>Disaster management plan prepared and circulated to all chief executive officers.</i></li> </ul> <p>(July 2003 - July 2004)</p>	<p>The Commission developed the Community Relations Crisis Management Plan (CRCM) which will be a sub-plan of the NSW Disaster Management Plan (DISPLAN).</p> <p>The CRCM Plan is currently in the final stages of development and will be sent to the Functional Area Coordinators of the State Emergency Management Committee for comment.</p> <p>Within the Commission, initiatives were implemented to improve the corporate knowledge of community issues, including:</p> <ul style="list-style-type: none"> <li>• Maintaining records of contacts and comments on the status of community relations.</li> </ul>

<b>STRATEGIES</b> <i>Performance Indicators</i>	<b>ACHIEVEMENTS</b>
	<ul style="list-style-type: none"> <li>• Establishing and widely publicising a bi-lingual Arabic/English hotline to encourage members of the community to report race or religious-based abuse, insult or harassment.</li> <li>• Setting up an e-mail helpline to assist communities and disseminate information.</li> <li>• Participating on the State Disaster Recovery Committee.</li> <li>• Entering into discussion with the Commonwealth on the difficulties being experienced by a range of religious and community organisations in securing building and contents insurance for places of public worship and associated community facilities. Subsequently the Commonwealth confirmed that commercially insured places of worship would receive coverage under the proposed terrorism insurance scheme.</li> </ul>
<p><b>Monitor and respond to community relations issues in the media:</b></p> <ul style="list-style-type: none"> <li>• <i>Issues identified and action taken.</i></li> </ul> <p>(July 2002 - June 2006)</p>	<p>Throughout 2002-2003, the Commission reviewed mainstream and ethnic media. A number of issues were discussed and responded to through the public discourse working group in the Community Harmony Reference Group.</p>
<p><b>Encourage communities to respond to their own issues:</b></p> <ul style="list-style-type: none"> <li>• <i>Assistance provided through the grants program.</i></li> </ul> <p>(July 2002 - June 2006)</p>	<p>The Community Development Grants Program provided a total of \$1,047,865 to 110 community-based projects. The program aims to encourage participation by people from culturally diverse communities in all aspects of life in New South Wales. The program funded projects targeting communities in rural and regional New South Wales.</p> <p>Outside the grants program, the Commission supported regular consultation in the Spanish-speaking community through the online community calendar, launched in March 2003. It also established an Arabic and Islamic working group as part of the Community Harmony Reference Group.</p>

<b>STRATEGIES</b> <i>Performance Indicators</i>	<b>ACHIEVEMENTS</b>
<p><b>Participate in forums and consultations:</b></p> <ul style="list-style-type: none"> <li>• <i>Action taken on the issues raised.</i></li> </ul> <p>(July 2002 - June 2006)</p>	<p>The Commission participated in:</p> <ul style="list-style-type: none"> <li>• NSW health system seminar for EAPS development.</li> <li>• Department of Community Services Ethnic Affairs Reference Group.</li> <li>• Department of Education and Training Director-General's Advisory Group on Multicultural Education and Training.</li> <li>• Human Resources Senior Officers Group.</li> <li>• LGov (formerly the Local Government and Shires Association) Multicultural Steering Committee.</li> <li>• Migrant Skills and Qualification Committee of the Department of Education and Training.</li> <li>• NSW Water Safety Taskforce.</li> </ul>

#### 1.4 Improve level of performance in EAPS Standards Framework

<b>STRATEGIES</b> <i>Performance Indicators</i>	<b>ACHIEVEMENTS</b>
<p><b>Refine and implement an EAPS plan:</b></p> <ul style="list-style-type: none"> <li>• <i>Improvement in level in the Standards Framework.</i></li> </ul> <p>(June 2002 - June 2006)</p>	<p>The Commission conducted an organisation-wide review of the EAPS plan which is being updated and is due to be submitted to the Chairperson and Chief Executive Officer for approval in October 2003.</p>
<p><b>Conduct internal training sessions on EAPS requirements:</b></p> <ul style="list-style-type: none"> <li>• <i>All staff trained.</i></li> </ul> <p>(2002 and then bi-annually)</p>	<p>Internal EAPS training that was scheduled in late 2002 was deferred until after the Commission's EAPS is approved.</p>

<b>STRATEGIES</b> <i>Performance Indicators</i>	<b>ACHIEVEMENTS</b>
<p><b>Monitor and assess agency compliance:</b></p> <ul style="list-style-type: none"> <li>• <i>Performance reported in Community Relations Report.</i> ( March 2003-March 2006)</li> <li>• <i>Electronic lodgement of EAPS reports.</i> (June 2003)</li> </ul>	<p>The Commission developed and produced the Community Relations Report 2002, the second under the <i>Community Relations Commission and Principles of Multiculturalism Act 2000</i>, to provide an analysis of community and cultural diversity arrangements in NSW, for presentation to the Premier and tabling in Parliament. The report was distributed to agencies and key stakeholders in hard copy, and made available to the community on the Commission’s website. A major theme of the Community Relations Report 2002 is regional and rural issues and initiatives taken to address them.</p> <p>In 2003, the Commission reviewed the number of EAPS key agencies in line with recommendations of the evaluation of the Ethnic Affairs Action Plan 2000. The review resulted in the suspension of the Department for Women and the Ministry for the Arts as Key Agencies and the appointment of the Department of Sport and Recreation and the Office of Information and Communications Technology as Key Agencies.</p> <p>Development of the Commission’s Customer Information Management System commenced to enable the electronic lodgement of EAPS reports. However, deployment of the system was delayed due to the need to rebuild the Commission’s server room when offices moved from Ashfield to Sydney CBD in December 2002. The Commission also deferred fine-tuning of the Standards Framework to coincide with the implementation of the White Paper outlining community relations directions.</p>
<p><b>Provide best practice in EAPS:</b></p> <ul style="list-style-type: none"> <li>• <i>Increase in number of activities promoting best practice in EAPS.</i> (July 2002-June 2006)</li> </ul>	<p>Development of the EAPS management system, to align with and operate through the Customer Information Management System, commenced in 2003. The system will provide a model of best practice.</p>