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# report on performance

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### COMMUNITY RELATIONS SERVICE

The Community Relations Commission For a multicultural NSW emphasises a new approach to NSW society. *The Community Relations Commission and Principles of Multiculturalism Act 2000* recognises and values the different linguistic, religious, racial and ethnic backgrounds of residents of NSW, and promotes equal rights and responsibilities for all residents of NSW. Our multicultural society is a *community of communities*. In it, all individuals and organisations should have an opportunity to contribute and participate in public life, as well as an equitable access to government services.

The relationships that build a *community of communities* enable us to maximise our potential as communities and as a State. Each community treasures its unique cultural heritage. By building relationships we share our riches to strengthen our own community, and the unity of our society at large. Through mutual respect and recognition we use and celebrate our diversity as a resource and an asset.

### Period of Transition

The Commission will work in the context of developing a spirit of community harmony and inclusiveness in order to support and develop relationships between people of diverse cultural backgrounds. Dropping the term 'ethnic affairs' has not diminished the Government's commitment to provide appropriate services which take account of the culturally diverse background of the citizens of NSW.

The intention of the change is to continue to capitalise on current programs and be more community oriented and strategic in identifying issues and producing solutions in partnership with Government and communities. As such, the Commission is undergoing a process of restructuring to better reflect the new goals of the organisation.

This restructuring has affected the Community Relations Service and the way the division will operate to deliver the Commission's objectives. The restructuring of the division has meant the recruitment of numerous new staff members. This process is ongoing.



## Inaugural Community Relations Forum 2001

The *Community Relations Commission For a multicultural NSW and Principles of Multiculturalism Act 2000* gives the new Commission a very clear instruction to consult the people of New South Wales. The Community Relations Forum 2001 is in keeping with the first legislated function of the Commission to hold systematic consultations with communities from throughout NSW. The forum will be an annual event.

The inaugural Community Relations Forum, held on March 13 and 14, sought direct input from communities to government policy and the Commission's strategic plan. Resolutions from the Final Session will inform the strategic direction for the Commission in the coming year.



*Her Excellency Professor Marie Bashir AO, Governor of NSW, addresses the inaugural Community Relations forum*

The Forum sought participation from key community organisations. Representatives from around two hundred community organisations, from rural, regional and metropolitan NSW participated in the consultations. It was the largest and most representative Community Relations Forum ever undertaken to discuss issues of common interest in multicultural NSW. As such, this is the first initiative of this nature in NSW.

Approximately two hundred and seventy people represented over two hundred community organisations from throughout rural, regional, remote and metropolitan NSW at the Forum.

The inaugural Forum was recognised as an outstanding success by participants. During the final session in the Legislative Assembly, a resolution from the floor that "this forum has been the best ever and we propose to have such a forum annually" was accepted with acclamation.

The Commission has received letters of support and praise regarding the forum. Future consultative forums are likely to be endorsed by many of those communities the Commission seeks to involve and represent.

## Strategic Planning Days

Given the nature of the transition the Commission is undergoing, the Community Relations Service participated in two days of strategic planning in May 2001. The objective was to determine strategic direction for the division. The outcomes included strategies in relation to projects, Ethnic Affairs Priority Statement, community consultation, knowledge management, identification of workload, role clarification and a better understanding of the role of the Commission for new staff.

## Ethnic Affairs Priorities Statements

A key role for the Commission is to monitor public sector agencies to ensure that they observe the guidelines outlined by the Premier and effectively integrate community relations into their core business.

## Ethnic Affairs Report

The *Ethnic Affairs Commission Act* was amended in 1996 to require the then Ethnic Affairs Commission to prepare a report annually to the Minister on the status of ethnic affairs in New South Wales. Agencies are required to include their EAPS programs and plans in their annual reports. The Commission monitors agencies' compliance with this requirement in its annual Ethnic Affairs Report to Parliament.

In January 2000 the Ethnic Affairs Report 2000 was finalised by the EAC and subsequently tabled in parliament in February. The report provides a critical overview of EAPS performance in the NSW public sector focussing on key agency performance, and includes an EAPS compliance table of all NSW agencies. This Report highlights initiatives undertaken by NSW agencies for the Sydney Olympic and Papalympic Games, and a range of other significant initiatives in areas such as garden development in unused spaces, information technology for distance learning and multicultural arts.

Key agencies assess their performance against the Standards Framework and report to the Commission. Commission staff then use the Standards Framework to undertake a consistent and accurate assessment of agencies against detailed selection criteria. The Commission then reports on 20 key agencies each year.



## White Paper Review

By the end of 2001, the Commission must produce a report on the effectiveness of the Ethnic Affairs Action Plan, as outlined in the 1996 White Paper *Building Our Cultural Diversity: Ethnic Affairs Action Plan 2000*. The White Paper set out directions for action in the three key areas of social justice, community harmony, and the recognition of economic and cultural opportunities presented by our society's cultural diversity. A process was set up to conduct the review in the second half of the 2001 calendar year. The process includes consultation with stakeholders and an invitation for public comment.

## The Sydney Olympic and Paralympic Games

A feature of the year 2000 was the success of the Sydney Olympic and Paralympic Games. This success was strongly connected to multiculturalism. As far back as the bid for the 2000 Games, it was recognised that Australia's commitment to multiculturalism, and the ethnic diversity of modern Australia, were significant assets. The Sydney Organising Committee for the Olympic Games (SOCOG)'s Multicultural Advisory Committee played a useful role in bringing this dimension into the Games planning. The Chairperson of the Ethnic Affairs Commission, Mr Stepan Kerkyasharian, was the ex-officio chair of this advisory committee.

The Ethnic Affairs Commission supported a wide range of activities related to the Games ranging from the opening ceremony, to ticketing and the wearing of language badges.



Photos by Warren Duncan



*The community worked in partnership with the Government during the Olympic Games*

The Commission worked closely with local government authorities in Sydney to create events which showcased cultural diversity as an integral part of the city's social and cultural life.

A series of nine *Street Festivals* were organised by the Commission, on behalf of the New South Wales Government, in order to share the city's diversity with visitors from around the world.

With the assistance of grants from the Commission, the local government councils in Auburn, Canterbury, Fairfield, Kogarah, Leichhardt, Liverpool, Marrickville, Parramatta, Willoughby, Hornsby and Penrith took on the role of mounting and publicising the festivals at the local level.

Each festival provided excellent opportunities for cooperation between various ethnic communities, especially in suburbs where multicultural festivals had not previously been staged. Following on from the success of the Sydney Olympic 2000 Street Festivals Project, a similar project is being run in conjunction with Carnivale 2001.

The Commission supported SOCOG's Samsung *Athletes' Family Host 2000* program, which was part of Sydney's original bid for the games. The Commission facilitated and assisted hosts to meet the cultural and linguistic requirements of guests. Families from culturally diverse backgrounds were encouraged to participate in the program by hosting people from their own background or same religious belief. Under this program, approximately 2,000 hosts were recruited and approximately 1,200 guests were welcomed.

The Sydney 2000 Olympic Games *Community Hospitality* project was a successful demonstration of the city's cultural diversity and assisted in ensuring the 2000 Games were inclusive of the whole community. A program manager based in SOCOG's Multicultural Affairs Program was appointed to co-ordinate and support a wide range of community activities which included the preparation of guides and organisation of receptions, functions, events and drop-in places for athlete teams and overseas visitors of the twenty-one culturally diverse communities that participated in the project.

The Commission was involved in the preparation of seventeen Community Profiles to provide a snapshot of our culturally diverse community, targeting visiting and international media. These were jointly published with SOCOG and comprise information about the community's population size, major religious groups, history of migration to Australia, community structure, social and cultural life, sporting interests and local media contacts. These were available through the official SOCOG website and were also distributed at Australian Technology Park during the Games period. A great success, the community profiles were also extensively used by the *Samsung Athletes' Family Host 2000* program.



## Cabramatta City Watch Program

Following the Premier's announcement of the City Watch initiative in March 2001, the Commission set about consulting key stakeholders in the Cabramatta area and developing the model and terms of reference for Cabramatta City Watch.

Cabramatta City Watch has been funded for a period of four years, from June 2001, and is resourced by the Commission. Its main purpose is to enable direct dialogue between interested parties and the decision-makers; to allow for exchange of information and a coordinated approach to the resolution of issues regarding community safety and policing.

It comprises a Council of local business, government and community representatives which is chaired by the Cabramatta police commander, as well as the progressive establishment of ten or more Link Groups of members from local business, professional and culturally diverse communities. Each Link Group is to be chaired by a community member who will represent the Link on Council and will include a police officer. Link Groups will provide an opportunity for direct dialogue between community interest groups and front line police officers and will advise on opportunities which may exist for the Council to promote its interest for the development of community safety.

As part of Cabramatta City Watch, an Implementation Group of government members was established to ensure timely follow up of the resolutions of the Council. A yearly forum chaired by the Local Member will be held to review the Council's activities and widen the community's participation in discussion of community safety and crime prevention measures.

The inaugural meeting of Cabramatta City Watch was planned for the first week of July and the establishment of the first three Link Groups of shopkeepers, young people and school principals was underway.

## Video Conferencing

The Government made a commitment prior to the 1999 state election to implement a project to provide interpreters using video conferencing technology so as to improve services to the people of NSW. The Commission is a member of the Cross Justice Agencies Video Conferencing Consortium that is piloting the use of video conferencing technology. Other members of the consortium include the Attorney General's Department, Department of Corrective Services, Department of Juvenile Justice, NSW Police Service, Legal Aid Commission and the Office of the Director of Public Prosecutions.



The consortium prepared a business case to pilot the use of video conferencing to reduce costs, improve efficiency and increase the accessibility and speed of delivery of services to agencies and individuals throughout NSW. NSW Treasury provided \$7m for the purchase, installation of equipment, associated building works and project management. These funds are administered through the Attorney General's Department and the pilot is managed by a steering committee with representation from each of the members of the consortium.

Four units have been installed at the Ashfield office of the Commission. This will enable the provision of interpreters and enhance the Commission's capability to consult with individuals, groups and organisations in regional and rural NSW.

## Seminar on Reconciliation

The Commission became aware of the need to take active steps to include ethnic, cultural and linguistically diverse communities in the debate on reconciliation and develop an approach to encourage the ongoing involvement of those communities in the reconciliation process.



*Alan Madden, Heritage Officer, Metropolitan Land Council, welcoming the delegates to the land*

A series of discussion papers were commissioned from four respected writers in the field of citizenship and reconciliation. These discussion papers formed the basis of dialogue and consultation prior to the seminar.

The seminar was held on 30th October 2000 and was attended by representatives of ethnic communities, ethnic media and people from Aboriginal and Torres Strait Islander communities. The seminar was chaired by Mr Geoff Scott and speakers included the chairperson of the Commission, Mr Stepan Kerkyasharian AM, Ms Joanne Selfe, Ms Kathy Malera Bandjalar, Ms Zita Antonios, Mr Jon-Clare Lee and Ms Nicola Joseph.

## Police and Community Training Program

The Police and Community Training (PACT) program was a recommendation of the Ethnic Affairs Commission's *Inquiry into Police and Ethnic Communities (1994)* and subsequently implemented as a joint initiative by the NSW Police Service and the Commission.

Since then the PACT program has:

- increased understanding between ethnic communities and police through the development and implementation of projects at the local level, and
- enabled the formation of constructive relationships that have ensured the flow of information to assist in resolving issues to the benefit of the communities.

These objectives of the PACT program are to:

- Provide an avenue for police and their local community to work together in improving police-community relations,
- Develop locally based information and training designed to assist police officers and the local community to learn about each other,
- Foster stronger relationships between police and their local communities by encouraging them to work on joint projects and initiating activities in the local area which involve both Police and the community.

The Commission will provide \$60,000 over two years to assist the NSW Police Service implement the PACT program.

## Overseas Trained Doctors

The Commission continued to be concerned with increasing the level of transparency and accountability in the assessment of overseas trained doctors. The Commission made a submission to the Australian Competition and Consumer Commission in regards to the likely public benefits and effects on competition of the Royal Australasian College of Surgeons application for Authorisation No 90765.

The Commission advised that the ACCC must ensure that the assessment process that leads to the registration of specialists as surgeons is and can be seen to be independent of those who can potentially benefit financially by manipulating the number of people allowed to practice.

There needs to be an independent overseeing of the assessment process and an arms length independent validation of the process to ensure separation of issues of medical schools and safety, from issues of numbers of registered specialists.

The Commission strongly supports the development of a range of mechanisms and clear criteria by all specialist colleges in the assessment of overseas-trained specialists. These mechanisms and criteria need to be publicly scrutinized and independently assessed to ensure that processes and policies of specialist colleges are not anti-competitive and against the public interest.



## **Bankstown After Schools Youth Service**

In 1999–2000 the Commission contributed funding of \$100,000 from its Community Partnership Scheme to the Bankstown After Schools Youth Service initiative. The project received input from the Lend Lease Corporation, Bankstown City Council and local community groups including the Bankstown Multicultural Youth Services and Bankstown Police Citizens Youth Council. The Commission continues to participate through the Steering Committee.

HomeBass youth facilities were opened on April 10, 2001. Within a few weeks of operation over fifty young people were accessing the service daily. The youth centre hosts different activities during the week such as arts and crafts, pool competitions and karaoke. The youth centre was involved in Reconciliation Week events. Centre staff arrange regular workshop sessions focusing on income support and employment issues.

Staff at the centre work closely with street and case workers to develop action plans to address issues raised. Young people are involved in every aspect of decision making in the youth café.

## **Canterbury-Bankstown Community Relations Consultative Group**

In response to a number of violent crimes in the Canterbury-Bankstown area, the Commission established the Canterbury-Bankstown Community Relations Consultative Group to facilitate regular communication between the police and relevant community leaders in order to improve community relations.

The Group was chaired by the Ethnic Affairs Commission, and comprises two senior representatives of the NSW Police Service and ethnic community leaders from the Arabic speaking community.

The purpose of the Canterbury-Bankstown Community Relations Consultative Group was to encourage co-operation, develop mutual understanding and look at the situation from a community relations perspective.

The consultative group's recommendations were incorporated into the Arabic Youth Partnership Project announced later in the year by the Premier.



## Market Gardening

The project has been informed by the findings of the Task Force on Market Gardening by People of Non-English Speaking Background. The project is managed by NSW Agriculture, with the Community Relations Commission, Environment Protection Authority, NSW Agriculture, NSW Health Department, WorkCover NSW and the Department of State and Regional Development providing funding. One of the recommendations of the Task Force on Market Gardening by People of Non-English Speaking Backgrounds was the establishment of a three year community development and education project for market gardeners in the Sydney Basin. A Pesticide User course, SmartTrain has been delivered to Arabic speaking growers. This course supports the five year Education and Training plan for Sustainable Agriculture in the Sydney Region, launched in March 2001, which identifies the training needs of ethnic growers, accredited courses and training packages.

## Rural and Regional Issues

The Commission had five regional advisory councils across NSW located in the Hunter, Illawarra, Northern NSW, Tamworth-Armidale, and Western Sydney areas.

Regional advisory councils identify and provide advice to the Commission on ethnic affairs and cultural diversity issues affecting people in the region. They monitor and report on the implementation, value and effectiveness of Commission initiatives in regional areas. With the increased focus of the Commission in rural and regional NSW, greater involvement is being sought through the RACs. To enable this, a new Regional Co-ordinator position was created for the western NSW region. This complements the two existing Regional Co-ordinator positions for southern NSW and northern NSW.

Issues addressed by the Commission in the southern region included:

- The finalisation of a panel of interpreters in Wagga Wagga, Albury and Griffith.
- Briefing sessions on access to interpreting and translating services by service providers in the Illawarra and other parts of the southern region.
- Facilitation of discussions between members of the Illawarra Islamic club and Wollongong City Council about the establishment of an Islamic club in the Illawarra.
- Contributed to the development of five-year health plan in the Illawarra and identified cultural diversity issues for inclusion in the plan.



- Developed in conjunction with DOCS Illawarra Regional Office a strategy on access to interpreters by Department of Community Services funded organisations.
- Facilitated contact and discussions between major farms and representatives of itinerant workers with the aim of offering permanent employment and achieving settlement of some of the workers and their families in the Murray Darling Shire.
- Assisted with the development of a survey of the itinerant workers and addressed the issues of after hours access to health services by the workers in Menindee.
- Continued to assist with the development of migrant heritage projects in Broken Hill, Leeton and Griffith.
- Worked with Griffith City Council and the Griffith Multicultural Council on community relations issues involving members of various communities.
- Contributed to the development of settlement plans for the Riverina, Albury and facilitated the implementation of relevant strategies.
- Assisted newly arrived women from culturally diverse backgrounds in Cooma with settlement issues and linkages with local mainstream organisations.
- Chaired the deliberations of the NSW Interdepartmental Committee on Migrant Settlement Regional Development Issues Working Group, which is looking at improved access to better coordinated services in rural and remote areas of NSW.
- Provided support and advice throughout the year to a large number of communities in the region on a wide range of issues.
- Liaised with various organisations and communities in the region and ensured comprehensive participation in the Community Relations Forum.

Issues addressed by the Commission in the northern region included:

- Facilitated the development of the central coast multicultural learning skills pilot program.
- Liaison with various organisations and communities in the region, including attendance at various functions and events.
- Provided support and advocated on behalf of various community groups throughout the year.
- Contributed to the Combined Central Coast and Hunter Regional Coordination Management Group.
- Advised on issues surrounding the provision of services to victims of violence in northern NSW.
- Reported on regional EAPS issues.



## National Policy Forum – Multiculturalism in the New Millenium

The Commission participated in the National Policy Forum entitled *Multiculturalism in the New Millenium* held in Brisbane on 29 and 30 March 2001. The Commission presented on 'Ethnic Affairs Priorities Statements in a Community of Communities in New South Wales'. Other agencies that participated in the Forum included the NSW Police Service, the Council for Multicultural Australia, Queensland Health, the WA Office of Citizenship and Multicultural Interests and the Victorian Multicultural Commission.

## Diversity Conference – National Conference on Reconciliation, Multiculturalism, Immigration and Human Rights

The Commission attended the National Conference on Reconciliation, Multiculturalism, Immigration and Human Rights on 1 and 2 December 2000. The Conference was jointly hosted by the University of Technology, Sydney and RMIT University and addressed the challenges of diversity for Australia. Keynote speakers included Dr Evelyn Scott, Dr Barney Pityana, the Hon Philip Ruddock MP, the Hon. Al Grassby and Dr Bill Jonas.

## Australian Film Television and Radio School Award

The annual Commission award to a graduate of the Australian Film Television and Radio School is for "a short film that is the best contribution in a student production to the concept of multiculturalism, cultural maintenance or social justice in a multicultural context."

This year the Award was presented for a film entitled "Soshin: In your Dreams" by Melissa K. Lee. The film dealt with the issues which immigrants and following generations confront with humour, insight and relevance. The film also encapsulated the personal dilemma of not being able to follow ones dreams due to economic needs and cultural beliefs.

## Sydney Film Festival

The Commission award in the Dendy Awards for Australian Short Films provides an opportunity to highlight short films that portray cultural diversity. The winner of the 2000 Dendy Award was Ness Alexandra for her film *The Last Pechenuik*.



## Dorothea Mackellar Memorial Society Inc Award

The Community Relations Commission For a multicultural NSW Award in the Dorothea Mackellar national poetry competition is “*for the best poem highlighting the value of cultural diversity within the Australian community*”. Wendy Teng of Hornsby Girls’ High was announced the winner at the inaugural Community Relations Forum at which she read her poem “I Have Two Countries”.

## The Premier’s Literary Awards

### Community Relations Commission Award

The Commission’s award was offered to the writer of a book, play or script that has made a significant contribution to Australian literature, theatre, film, radio or television in its portrayal of the interaction of Australia’s diverse cultures. Christine Olsen was announced the winner at the 2001 NSW Premier’s Literary Awards for her script *Rabbit-Proof Fence*.

### NSW Premier’s Translation Prize

The NSW Premier’s Translation Prize is offered biennially by the Commission and the Ministry for the Arts, in association with International PEN (Sydney Centre). The prize is intended to acknowledge the contribution made to literary culture by Australian translators who translate works into English from other languages. Mabel Lee was announced as the winner for her translation of Gao Xingjian’s *Soul Mountain*.



*The Premier, The Hon. R.J. Carr, presents the Premier's Translation Prize to Ms Mabel Lee*

## Ministerial Event Briefings

As part of the provision of ministerial and policy advice, the Division also prepares briefings and speech material for the Premier and his representatives who attend functions and community events.

## LANGUAGE SERVICES DIVISION

The Language Services Division provided a wide range of interpreting and translating services in over 75 community languages including Auslan. Services were available to all Government departments and agencies, private and commercial organisations, community groups and individuals. The range of interpreting services were for legal interpreting, personal or domestic matters, individual or client interviews, commercial and business interpreting, licence testing and others. Translation were performed for personal documents (like birth certificate/baptism, qualification documents, driver's licence etc), transcripts of tapes, multilingual translations, technical or complex translations, promotional, sales and marketing material, checking, editing and proofreading, and media reviews from ethnic newspapers.

Services were provided primarily on a user-pays basis, with exemptions granted on a needs basis. The exemption policy is outlined in the Commission's *Guidelines on Exemptions from Payment for Language Services*. The Commission's main client is the NSW Court which are exempt from the user pays policy.

### Access to Services

Bookings for interpreting and translation services were made available through mail, fax, telephone and customer counter. The 24-hour seven-days a week call centre was accessible anywhere in NSW for the cost of a local call. The customer centre operated from 7.30 am to 6.00 pm, Monday to Friday.

On-line bookings for interpreter and translation services through the Internet commenced on a pilot basis for two clients.

### Revenue

Language Services provides the Commission with its main source of revenue from its business. All income goes towards the Commission's operating costs.

## Customer Service

In the interests of customer service, Language Services has increased the monitoring of standards for translation and interpreting. Customer feedback was obtained by:

- B Meeting the clients. Networking closely with major clients like the Roads and Traffic Authority and Department of Housing gave a clear indication of needs and satisfaction with services. To develop better understanding of customer needs, feedback meetings were arranged with some legal centres, eg Redfern Legal Centre.
- B A total of 62 complaints were received for 39,257 interpreting and translation assignments - a rate of 0.16%.
- B From comments made by clients on interpreters record books.

In order to reduce waiting time at the customer counter section, a fast pick up lane was created.

## Increased Market Share

### Roads and Traffic Authority:

The Commission was selected by the Roads and Traffic Authority to undertake-

- The translation of the Drivers Knowledge Test and Hazard Perception Test questions including the introductory and closing sections of the tests (approximately 32,000 words) from English into Arabic, Chinese (Mandarin – simplified version), Croatian, Greek, Korean, Serbian, Spanish, Turkish and Vietnamese.
- The production in audio mode of the Drivers Knowledge Test into English and the nine above listed community languages.
- The production in audio mode of the Hazard Perception Test into English and the 9 above nominated community languages.

### New South Wales Land and Housing Corporation:

The Commission won the tender for provision of interpreter services for the Department of Housing and has entered a two-year contract to provide interpreter services for block bookings.



## Human Resources

In order to improve accessibility and services to rural NSW, a recruitment drive for interpreters and translators in rural New South Wales took place. On Saturday 11 November 2000 the Language Services Division conducted a day-long induction course at Albury TAFE for interpreter and translators in south-western NSW. A total of 37 prospective panelists attended the course from Griffith, Wagga Wagga, Albury and Wodonga.

Part-time media reviewers were selected and appointed and will primarily submit reviews on-line from their homes. Induction and training sessions were conducted.

In order to meet the increasing customer service demand, the Language Services Division created and selected a pool of six casual customer service representatives for temporary assignments. Each person received one week of training and is now part of a pool of temporary employees. Pool members are only called upon to replace permanent staff on short-term requirements. The great benefit is that we have trained people ready and willing to replace staff on very short notice.

## Training and Development

The Commission started a three-year project through which members of the Commission's interpreting and translation panels will have the opportunity to attend a special training course in the procedures, terminology and ethics of the Australian legal system.

The project is a co-operative effort between the Commission and the NSW Attorney General's Department. It aims to enhance performance standards of legal interpreting and translation. The University of Western Sydney conducted five legal training courses for this financial year.

Statistical information on interpreting and translation services is provided in appendix 9.



## **INFORMATION AND MANAGEMENT SERVICES**

Information and Management Services (I&MS) replaced the Executive Services and Public Affairs Division. The change was the result of an internal review that followed the launch of the Community Relations Commission For a multicultural NSW in March 2001. The new structure is flatter and aims to achieve more streamlined work processes. The programs and projects for which I&MS is responsible have not changed, however there is now increased focus in the areas of information, knowledge and technology management.

During the year I&MS contributed to the achievement of Commission program initiatives and management and implementation of projects.

### **Community Development Grants Program**

The Community Development Grants Program offers financial assistance to community-based organisations that undertake projects for the benefit of our multicultural community. The guidelines of the program provide information on the eligibility criteria and the priority areas for funding.

For the 2001 program, the Commission held information sessions in Sydney, Newcastle and Wollongong. Supplementary sessions were also provided to community groups for their specific audience.

A total of 235 applications requesting \$3,648,443 were received. All applications were assessed on merit by the Grants Advisory Committee for review by the Commission against the priority areas for funding. Based on the Commission's recommendation, the Minister for Citizenship approved 74 applications, totalling \$528,046. This covered 53 community development projects, two capital projects, and 19 cultural maintenance activities.

A list of organisations funded under the 2001 Community Development Grants Program is listed at appendix 6.

### **Community Language Allowance Scheme**

The NSW Government encourages agencies to use staff with a second language to communicate at a basic level with clients who are not proficient in the English language. Staff who are selected to perform this task must pass the Community Language Allowance Scheme (CLAS) examination. The CLAS provides an allowance, additional to salary, to staff who are successful in the examination. The Commission is the NSW Government agency that conducts examinations for CLAS.



Examinations under the Scheme took place in May and June 2001. Examinations were conducted at Commission premises in Ashfield, Wollongong and Newcastle.

There were 135 nominations received from 32 agencies for the examination. Examinations were conducted in 24 languages. 92 people sat the for CLAS examination and 71 were successful.

## Interpreting, Translating and Multicultural Studies

Interpreting, Translating and Multicultural Studies (ITMS) is a course offered at the Higher School Certificate by the Board of Studies. The Commission conducts the ITMS examination for the Department of Education and Training.

During October 2000, nine students representing five community languages from three schools sat for the ITMS examination. Seven of the candidates passed the examination.

## Multicultural Entry Scheme

The Commission conducts annually the Multicultural Entry Scheme (MES), an examination for students wishing to obtain advanced standing for entry into the Faculty of Health Sciences of the University of Sydney. The examination tests language skills of candidates at a basic level in the context of providing health services to members of a multicultural community.

The examination took place during December 2000. Four students, representing two community languages, applied for examination under the scheme and three were successful.

## On-line Services Project

On-line Services is a project initiated by the Commission as part of its Information Management and Technology Strategic Plan. The project will enable the public to conduct business with the Commission via the Internet and encourage interaction between communities and the government. The project also supports the Government's commitment to make its services available online by 2001.

The project received \$210,000 funding from the *connect.nsw* funding program of the Government and was used by the Commission to pilot the project. Development work was completed and the pilot project was commenced.



Customers of the Commission chosen to participate in the pilot project were given access to the Commission's interpreting, translating and community media review services.

## Information Management and Technology Strategic Plan

Management of information technology at the Commission is based on its existing Information Management and Technology Strategic Plan. The plan was developed in late 1999 and was kept up-to-date. Various projects identified in the plan continued to be implemented. A major achievement of the plan was the completion of the Online Services pilot project.

## Records Management

A Records Management Strategic Plan was developed and its implementation was completed during the year. Major achievements include the finalisation of procedures; development of a records management training program and users manual; and training of all staff of the Commission on the new records management policy and procedures.

## Publications

The Commission published books, posters, reports, speeches and brochures, including

*Community Development Grants Program 2002 – Guidelines* and the *Application Form* were printed and made available to community organisations.

*Building the Reconciliation Bridge - Position Papers for Seminar on Reconciliation* was printed in October 2000. The position papers provide a basis for future discussions about the involvement of non-indigenous ethnic communities in the Reconciliation process.

The *Keynote Address* delivered by Her Excellency Professor Marie Bashir AO, Governor of New South Wales, at the Community Relations Forum at Parliament House on 13 March 2000, was published by the Commission in May.

In addition, two key publications of the Commission were published: the *1999-2000 Annual Report* and the *2000 Ethnic Affairs Report*.



## Heritage Act 1998

Government agencies are required to establish and keep a Heritage and Conservation Register under Section 170 of the Heritage Act 1977 and the Heritage Amendment Act 1998. The Commission identified three items as possible heritage items and documentation for each was finalised. In accordance with the Act, the Commission has also prepared a Heritage Conservation Plan.

## FOI requests

Over the past financial year, one new request was received for access to information under the Freedom of Information Act 1989, which is the same number of requests for information under the Act for the 1999-2000 year.

In the past year, FOI procedures had no significant impact on the Commission's administration. No major issues or problems arose and there were no inquiries to the Ombudsman or appeals to the District Court.

## Corporate and Strategic Planning

One of the priorities of the new Commission was the creation of a corporate plan to map its strategic direction and provide a focus for its initiatives and activities.

The Commission commenced the corporate planning process that takes into account the functions and objectives of the Commission as set out in the Community Relations Commission and Principles of Multiculturalism Act together with the outcomes of the Community Relations Forum held on 13 and 14 March 2001.

Commissioners and senior management participated in the identification of critical success factors. All staff of the Commission will be involved in the development of strategies to achieve the plan.

## Commission Visits

The Commission meets monthly to discuss policy, community relations issues and issues arising from meetings of its regional advisory councils. The meetings are usually held at the Commission's head office in Ashfield. As part of its ongoing commitment to address the needs of local communities and regional areas, the Commission conducts regional visits.

*The Commission met with members of the Islamic community at Young*



In November 2000, the Commission visited and held its monthly meeting in Young. The Commission meeting that took place at the Council Chambers was followed by a visit to local farming communities to meet community representatives and community and religious leaders. The visit provided the Commission with the opportunity to view at first hand the achievements of Young Shire Council in strengthening community relations.

## Quality Program

The quality journey of the Commission continued with some delays experienced due mainly to staffing changes brought about by organisational restructuring. Implementation of projects identified in the Commission's quality management plan continued. The focus is on the documentation of quality procedures on training, handling customer complaints, and records management.

## Annual Report

The management of the Commission's annual report is undertaken by Information and Management Services. A formalised project plan identifies activities, tasks, responsibilities, including statutory requirements, and milestones. The preparation of the annual report was conducted in-house, involving writing, editing, proofing, designing and layout. Printing was provided externally, when 1000 copies were printed at an average cost of \$ 11.90

## Library

The Commission's library continued to provide service to the public, government agencies and staff. Usage of the library's specialised resources included school students (28), tertiary students (77), government departments (103), general public (233), community groups (20) and Commission staff (217).

## Community Centre

Community groups benefited from the free use of the Commission's community centre. In 2000-2001 the centre was used on approximately 110 occasions. Purposes included meetings, exhibitions, functions, and launches.

## Website

There were an estimated 66,545 page view hits in the twelve months to June 2001. The site was redesigned as part of the change to the new Commission.

The most popular sections of the website were Publications, Press Releases and Interpreting and Translating, with Awards and Grants also popular at the relevant times of the year. The People of NSW is now published on the site as individual tables.

## Ministerial Database

A total of 703 ministerials were processed during the year, 86 less than last year. These included advice to the Premier and Minister for Citizenship, Minister Assisting the Premier on Citizenship, advice to Cabinet, briefings to Members of Parliament, speeches and messages.

## Training

The number of training courses attended by staff during the year confirmed the ongoing commitment of the Commission to the development of all employees.

Various internal and external training programs and courses were provided to staff. In addition, staff were encouraged to attend seminars and conferences that were relevant to their area of responsibility and of interest to the Commission.

Training courses, seminars and conferences attended by staff included:

Training courses:

- Records management training
- MS Project 98
- Netscape communicator version 4.0
- FBT tax technical training and simplifier training



- Job evaluation panel training
- Supporting MS Windows 2000 professional network and server
- Job steering and resume writing
- Legs and capital legs training
- Powerpoint introductory course
- International computer driving licence
- TRIM version 4.2 – train the trainer course
- Spokeswomen’s training course
- Company director’s course
- Train the trainer – workplace training
- Knowledge management and records management
- Specialist legal interpreter training
- Commission online
- Contacts database (Big List)

#### Seminars and Conferences:

- Listening to our voice
- Diversity conference
- Small and emerging ethnic youth communities
- CHRIS users’ conference 2001
- Annual conference of spokeswomen
- National policy forum – multiculturalism
- NSW Ministry for the Arts – Premier’s Literary Award
- ICAC symposium
- 2001 government business conference
- FECCA conference
- State of the region address for Western Sydney
- Multicultural welfare policy
- National Conference on Reconciliation, Multiculturalism, Immigration and Human Rights

### **Regional Advisory Councils.**

The Community Relations Commission and Principles of Multiculturalism Act provides for the creation of regional advisory councils. The five current regional advisory councils provide advice to the Commission on local issues of concern. The councils cover the Illawarra, Western Sydney, Hunter, Tamworth-Armidale and Northern Region areas. Each is convened by a Commissioner. Regional advisory councils will be established in other regional areas of the State.

As a first step in that process, the Commission revised the Guidelines for the Operation of Regional Advisory Councils to reflect the longer term strategic aims of the councils.



## HUMAN RESOURCE SERVICES

Human Resource Services aims to create proactive relationships between the staff of the Division, the Commission's employees and the panel of casual interpreters and translators. Its priority is the effective and efficient management of all processes, procedures and records of some 750 full-time, part-time and active casual staff members.

Over the past year, the Division undertook and continued the following initiatives:

- B Circulated temporary development opportunities and expressions of interest to the Department for Women and the Department of Community Services.
- B Further development of the Complete Human Resource Information System (CHRIS) undertaken. The Government introduced a new system of centralised reporting to produce a sector wide human resource profile. The third reporting was based on staff employed as at 30 June 2001 and will continue to be conducted on an annual basis.
- B Provided support and assistance to staff seeking redeployment through the Workforce Management Centre.
- B Provided advice to staff and supervisors in relation to Occupational Health and Safety and performance management issues.
- B Managed rehabilitation plans to assist officers to return to duty as quickly as possible subsequent to an injury or illness, whether or not work related.
- B Assessed changes in work and the evaluation of positions to ensure accurate position descriptions were maintained and positions were appropriately graded to reflect changes in duties and/or responsibilities.
- B Provided relevant and timely information to staff and casual panel interpreters and translators regarding their obligations and entitlements.
- B Assisted staff in preparing job applications.
- B Maintained data relating to equal employment opportunity for efficient management and reporting purposes.
- B Provided eye testing for staff by appropriately qualified service providers.
- B Coordinated staff forums regarding superannuation and changes to the Crown Employees (Conditions of Service) Award.
- B Coordinated a presentation in conjunction with the Commission's Spokeswoman in relation to financial management planning.



## Complete Human Resource Information System (CHRIS)

The Complete Human Resource Information System (or CHRIS) is a computerised payroll and human resource management information package.

The Office of the Director of Equal Opportunity in Public Employment (ODEOPE) requires that computerised human resource systems be maintained in order that relevant data may be stored and relevant reports generated relating to Equal Employment Opportunity (EEO) in the work place. CHRIS has proven invaluable in the production of these reports.

In 2000-2001 staff within the Division were able to input the results of the Commission's EEO survey of new staff members into the system and generate reports and graphs by electronically downloading this information to spreadsheet formats produced by the Premier's Department. This highlights the benefits of cooperation and consultation between agencies together with the obvious benefits in selected standardised computer packages across government in producing relevant, meaningful and consistent information.

Accurate and timely legislative reporting continued during 2000-2001, particularly in areas such as taxation and superannuation reporting.

Training information for all staff is also recorded in CHRIS. This information is invaluable when assessing the training needs of staff or when wanting to identify the skills required to perform a specific position, and also when drafting advertisements for recruitment.

During the reporting year, the Division continued to produce sick leave reports for all supervisors to monitor supported and unsupported sick leave taken by staff, and annual leave accrual reports for all Division Heads to facilitate leave planning throughout the Commission. Annual leave accruals are also generated on pay slips via CHRIS so that staff are kept informed of their leave entitlements.

## Industrial Relations Environment

The awards, agreements and determinations governing salary and employment conditions at the Commission were:

- Crown Employees (Administrative and Clerical Officers) Salaries Award
- Crown Employees (Public Service Conditions of Employment 1997) Award
- Crown Employees (Interpreters/Translators, Ethnic Affairs Commission) (Transitional) Award
- Crown Employees (Public Sector - Salaries 2000) Award



## Flexible Work Arrangements

Flexible work arrangements continued on a case by case basis to assist staff in meeting both their career advancement and family needs. Examples of these initiatives are:

- A total of 276.35 days short term leave was taken by staff for family and community responsibilities
- The continued provision of temporary part-time work for three officers (all women) to accommodate family needs
- One officer was granted more flexibility with respect to hours of work to allow for attendance at University during working hours

## Hours of Duty

The Commission has continued to provide extended hours of duty within Language Services covering 24 hours per day, 7 days per week. Certification of performance of service continued to be approved on a daily basis, which facilitates more timely invoicing of customers together with payments to interpreters and translators. This has enabled Finance and Accommodation Services to more effectively resolve customer interpreter and translator inquiries.

Flexible working hours arrangements operate throughout the Commission.

## Work Experience

The Commission provided work experience opportunities across three divisions for a variety of secondary and tertiary students.

A total of nine students were placed with the Commission for periods of up to 34 days. Four students were interested in interpreting or translating careers and were accommodated in Language Services. A further five students were placed in Information and Management Services and Finance and Accommodation Services.

Seventy-nine days of work experience training was provided by staff in the Commission. Staff have been generous in sharing their experience and knowledge with others whilst still completing their required duties. This further demonstrates the commitment of both staff and management to the provision of valuable work experience opportunities to the community.



In addition, the Commission agreed to continue its participation in the University of Western Sydney (Kingswood and Westmead campuses) and the University of Technology work experience program for students nearing graduation.

## Staffing Profile

During the year, the Commission did not employ or engage the services of an executive officer of or above level five. The Chairperson of the Commission is the Chief Executive Officer.

The following table shows the staff profile by division.

STAFFING PROFILE BY DIVISION AS AT 30 JUNE 2001

LOCATION	FULL TIME				PART TIME				CASUAL				HEAD COUNT				EFFECTIVE FULL TIME				ESTABLISHMENT						
	2001	00	99	98	2001	00	99	98	2001	00	99	98	2001	00	99	98	2001	00	99	98	2001	00	99	98	2001	00	99
Executive(Includes Chair)	2	2	2	3	0	0	0	0	0	0	0	0	2	2	2	4	2.0	2.0	2.0	4.0	2	2	2	3			
Corporate Activities*	14	11	10	15	0	0	0	0	0	0	0	0	14	11	10	15	14.0	11.0	10.0	15.0	14	14	14	15			
Information and Management Services	14	13	17	18	1	1	1	1	0	0	0	0	15	14	18	18	14.4	13.4	17.4	17.4	26	21	20	21			
Community Relation Services	15	21	20	23	1	3	3	2	0	0	0	0	16	24	23	25	15.4	22.6	21.6	23.9	19	22	26	25			
Language Services	28	26	27	32	0	0	0	1	0	0	0	0	28	26	27	33	28.0	26.0	27.0	32.5	29	29	29	32			
- APIT**	0	0	0	0	0	0	0	0	541	537	0	0	541	537	0	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			
TOTALS	73	73	76	91	2	4	4	4	541	537	0	0	75	77	80	95	73.8	75.0	78.0	92.8	90	88	91	96			

\* The former Corporate Services Division was divided into Human Resource Services and Finance and Accommodation Services

\*\* Active Panel of Interpreters and Translators

## Staff Induction

All staff recruited during the 2000-2001 year were provided with training in the use of the Staff Induction Manual at the time of commencing duty. In addition, staff holding administrative and/or financial delegations were also trained to ensure they were aware of and understood the use and limit of their delegations.



## Staff Training

The Commission continued its priority of providing meaningful, relevant and job related training to its staff during the 2000-2001 year.

Major training activities which occurred during the year were:

- One male staff member attended the Company Director's Course
- Extensive training for all staff on the obligations of the NSW occupational health and safety legislation
- One male staff member attended the Public Sector Management Course.
- Training for the new members and Chairperson of the Occupational Health and Safety Committee
- Extensive Goods and Services Tax training to all staff
- Training by Treasury in Fringe Benefits Tax legislative changes for key finance staff
- Ethics and public duty training conducted by ICAC for all staff
- Project management training for all Community Relations Services staff and key members of other divisions
- Specific users of the SUN, CHRIS, ACTIVA and TRIM systems were trained in the use of those systems
- The Commission's Spokeswoman attended reinforcement training on the role of the Spokeswoman and "Equity in the New Millennium"
- One male officer attended supervisors training
- Representatives from the Community Relations Service and Information and Management Services attended training on the use of data base software
- The Commission provided all Community Relations Service staff training in the use of the Commission's Contacts database.



## TRAINING INVESTMENT BY DIVISION

	NO OF STAFF (PERMANENT POSITIONS FILLED IN YEAR)				TOTAL TRAINING INVESTMENT (\$)				AVERAGE INVESTMENT PER STAFF (\$)			
	2001	2000	1999	1998	2001	2000	1999	1998	2001	2000	1999	1998
	Community Relations Service	15	23	24	23	18972	44700	30469	32724	1265	1943	1270
Language Services	28	27	31	32	8266	55103	41772	23983	295	2041	1347	749
Corporate Activities*	14	14	16	19	8547	42875	27107	37179	611	3063	1650	1957
Information and Management Services	16	16	19	22	29518	30889	27107	20267	1845	1931	1427	921
Total	73	80	90	96	653031	735671	264551	114153	4015	8977	5694	5050

	DIRECT COST OF TRAINING FEES (\$)				DIRECT WAGES (\$)				OTHER EXPENDITURE e.g Travel (\$)				FORMAL STUDY LEAVE TAKEN BY STAFF (\$)			
	2001	2000	1999	1998	2001	2000	1999	1998	2001	2000	1999	1998	2001	2000	1999	1998
	Community Relations Service	5635	17306	9300	17195	13317	25354	21169	15500	20	2040	0	29	3605	1771	1476
Language Services	866	39982	20432	13828	7400	15121	21340	10080	0	0	0	75	3800	3698	4597	1438
Corporate Activities*	3632	23780	10556	16247	4885	19095	15020	20244	30	0	0	689	3340	2220	2112	2861
Information and Management Services	13891	18958	9157	11817	15627	11861	17950	8450	0	70	0	0	710	1819	4424	1325
Total	24024	100026	49445	59087	41229	71431	75479	54274	50	2110	0	793	11455	9508	12609	6475

\* The former Corporate Services Division was divided into Human Resource Services and Finance and Accommodation Services

## Equal Employment Opportunity Highlights

The continued implementation and effective management of equal employment opportunity policies and principles is an integral part of the Commission's human resources management.

### EEO Survey

During 2000-2001, the Commission continued to survey all new staff as well as the Commission's panel of casual interpreters and translators to collect EEO statistics.

The following table of EEO statistical data by salary level was compiled from the EEO survey data as at 30 June 2001 when the Commission employed a total of eighty-three full-time and part-time staff. Seventy-one staff responded to the survey, a response rate of 86%.

The table shows that the majority of the sixty-two full-time and part-time staff who responded to the survey fell within three salary bands i.e. between \$35,203 pa and \$64,400 pa.



STAFF PROFILE EMPLOYMENT BASIS AS AT 30TH JUNE 2001 – EEO Target Group within Levels as at 30th June 2000

LEVEL	TOTAL STAFF (Number)	SUBGROUP AS PERCENT OF TOTAL STAFF AT EACH LEVEL			SUBGROUP AS ESTIMATED PERCENT OF TOTAL STAFF AT EACH LEVEL				
		RESPONDENTS	MEN	WOMEN	ABORIGINAL PEOPLE & TORRES STRAIT ISLANDERS	PEOPLE FROM RACIAL, ETHNIC, ETHNO-RELIGIOUS MINORITY GROUPS	PEOPLE WHOSE LANGUAGE FIRST SPOKEN AS A CHILD WAS NOT ENGLISH	PEOPLE WITH A DISABILITY	PEOPLE WITH A DISABILITY REQUIRING WORK-RELATED ADJUSTMENT
< \$26,802	0	0%	0%	0%	0%	0%	0%	0%	0%
\$26,802 - \$35,202	0	0%	0%	0%	0%	0%	0%	0%	0%
\$35,203 - \$39,354	12	92%	25%	75%	0%	73%	73%	18%	0%
\$39,355 - \$49,799	39	79%	31%	69%	0%	42%	65%	6%	0%
\$49,800 - \$64,400	23	87%	48%	52%	0%	40%	50%	5%	0%
\$64,401 - \$80,499	6	100%	50%	50%	0%	83%	67%	17%	0%
> \$80,499 (non-SES)	2	100%	50%	50%	0%	0%	50%	0%	0%
> \$80,499 (SES)	1	100%	100%	0%	0%	100%	100%	0%	0%
<b>TOTAL</b>	<b>83</b>	<b>86%</b>	<b>37%</b>	<b>63%</b>	<b>0%</b>	<b>49%</b>	<b>62%</b>	<b>8%</b>	<b>0%</b>
Language Services -APIT**	541	63%	54%	46%	0%	81%	95%	7%	0%

\*\* Active Panel of Interpreters and Translators

Note: All members of the Active Panel of Interpreters and Translators are paid an hourly rate equating to an annual salary of \$39,355 - \$49,799

STAFF PROFILE EMPLOYMENT BASIS AS AT 30TH JUNE 2001 – EEO Target Group within Levels as at 30th June 2000

LEVEL	TOTAL STAFF (Number)	PERCENT OF TOTAL STAFF AT EACH LEVEL			ESTIMATED PERCENT OF TOTAL STAFF AT EACH LEVEL				
		RESPONDENTS	MEN	WOMEN	ABORIGINAL PEOPLE & TORRES STRAIT ISLANDERS	PEOPLE FROM RACIAL, ETHNIC, ETHNO-RELIGIOUS MINORITY GROUPS	PEOPLE WHOSE LANGUAGE FIRST SPOKEN AS A CHILD WAS NOT ENGLISH	PEOPLE WITH A DISABILITY	PEOPLE WITH A DISABILITY REQUIRING WORK-RELATED ADJUSTMENT
Permanent Full-Time	60	95%	35%	65%	0%	53%	65%	11%	0%
Part-Time	2	100%	0%	100%	0%	0%	50%	0%	0%
Temporary Full-Time	19	58%	42%	58%	0%	36%	45%	0%	0%
Part-Time	1	0%	100%	0%	0%	0%	0%	0%	0%
Contract SES	1	100%	100%	0%	0%	100%	100%	0%	0%
Non SES	0	0%	0%	0%	0%	0%	0%	0%	0%
Casual Staff	0	0%	0%	0%	0%	0%	0%	0%	0%
APIT**	541	63%	54%	46%	0%	81%	95%	7%	1.5%
<b>TOTAL</b>	<b>83</b>	<b>86%</b>	<b>37%</b>	<b>63%</b>	<b>0%</b>	<b>48%</b>	<b>60%</b>	<b>8%</b>	<b>0%</b>

\*\* Active Panel of Interpreters and Translators



## Recruitment on Merit

The Chair and director of employment equity actively promoted recruitment on merit with management and staff. The Commission continued to ensure compliance with the principle of recruitment on merit. Permanent vacancies were advertised in the mainstream press, Public Service Notices, on the internet and in the ethnic media where relevant.

Temporary vacancies were filled in accordance with the Commission's internal policy, that requires recruitment via internal expression of interest, the Workforce Management Centre, or external advertising in mainstream and ethnic press where appropriate. In addition, the Commission's policy was extended to include the circulation of expressions of interest to include the Department for Women and the Department of Community Services, Ashfield head office.

## Career Developmental Opportunities

To encourage career development, higher duties arrangements and temporary appointments were offered to interested staff after expressions of interest were circulated.

Staff were actively encouraged to attend training courses and seminars to enhance their skills and knowledge.

Statistical information regarding career development opportunities offered to Commission staff appears below.

### HIGHER DUTIES AND TEMPORARY APPOINTMENT OPPORTUNITIES FOR PERIOD ENDING 30 JUNE 2001

#### A) total number of staff participating

	Total Staff	Males	Females	Non-English Speaking Background		People from Racial, Ethnic Ethno-Religious Minority Groups		People with a Disability	
				Males	Females	Males	Females	Males	Females
2000-01	21	11	10	6	6	6	7	0	0
1999-00	26	14	12	8	9	6	7	0	0
1998-99	23	7	16	4	7	3	6	0	0
1997-98	31	12	19	6	9	4	8	0	0

#### B) Total number of opportunities undertaken by staff

	Total Staff	Males	Females	Non-English Speaking Background		People from Racial, Ethnic Ethno-Religious Minority Groups		People with a Disability	
				Males	Females	Males	Females	Males	Females
2000-01	23	13	10	6	6	6	7	0	0
1999-00	41	19	22	8	9	6	7	0	0
1998-99	79	25	54	17	15	12	14	0	0
1997-98	96	41	55	26	22	16	18	0	0



The table shows that a total of twenty-three developmental opportunities (thirteen to men and ten to women) were offered and demonstrates the Commission's commitment to provide meaningful and appropriate career development opportunities to staff.

In addition to internal opportunities for career development, staff are actively encouraged to secure secondments outside the Commission. During the year, officers continued temporary appointments with the Independent Commission Against Corruption and the Department of Education and Training in Wollongong.

### **Flexible Work Practices**

Staff continued to access their entitlements to Family and Community Services leave (FACS). Thirty-three percent of staff have taken FACS leave within the past year, amounting to 51.6 days.

Staff seeking leave to attend to family commitments outside the FACS leave provisions were given favourable consideration where possible by the Commission. Strategies have included the granting of leave with and without pay as well as considering requests for more flexible working arrangements by allowing staff to work for short periods from home.

Officers were granted extended periods of leave without pay to:

- provide care to an ill relative (female officer)
- undertake personal travel overseas (female officer)

Personal Carer's leave provides the facility for staff to utilise their accrued sick leave to provide care and assistance to a family member. During the 2000-2001 year, Personal Carer's Leave provided an opportunity for thirteen staff (3 males, 10 females) to give ongoing care to family members.

### **Occupational Health and Safety**

The Occupational Health and Safety Committee continued to provide an essential service to both management and staff throughout the year, reflecting the views of all staff from all offices and meeting on a quarterly basis. Workplace inspections of the Commission's offices at Ashfield, Wollongong and Newcastle were conducted quarterly.



The Commission participated in an Industry Reference Group with Work Cover Authority to develop a systematic approach to the implementation of occupational health and safety in the workplace. The Occupational Health and Safety Committee developed a draft workplace tool for the systematic management of OH&S issues in the workplace.

Supervisors adopt a consultative approach to minimise sick leave and promote the well being of employees. Unsupported sick leave was an average of 1.36 days per employee, a reduction compared to previous years.

The following analysis of sick leave reflects a decrease in the average number of sick days taken by each employee over the past year (6.39 days in the 2000-2001 year compared to 6.92 days in 1999-2000 year).

#### ANALYSIS OF AVERAGE SICK LEAVE PER EMPLOYEE

SICK LEAVE TYPE	2000-2001	1999-2000	1998-1999	1997-1998
Positions Filled	83	79	84	99
Total Employees for Year	122	99	107	110
Sick leave (with medical certificate)	613.83	497	771	573
Average days per position filled supported	7.40	6.29	9.18	5.79
Average days per employee supported	5.03	5.02	7.21	5.21
Sick leave (without medical certificate)	166.25	188	187	204
Average days per position filled unsupported	2.00	2.38	2.23	2.06
Average days per employee unsupported	1.36	1.90	1.75	1.85
Total sick leave in days	780.08	685	958	777
Total average sick leave per position filled	9.40	8.67	11.40	7.85

Note: does not include sick leave taken as Personal Carers

## Government Action Plan for Women

The NSW Government Action Plan for Women is underpinned by principles of equity, access, rights and participation in providing a solid foundation for focus on women with the least access to social and economic resources. The plan also reflects the commitment to eliminate all forms of discrimination against women.

The NSW Government is committed to addressing the needs of women who are most in need of support and assistance including:

- B** Women facing difficulties as a result of language or cultural difference;



- B Women caring for children or relatives who need special help;
- B Women subjected to violence and abuse;
- B Women in remote areas facing hard times;

The Commission has continued to improve the accessibility of court services to women from non-English speaking backgrounds and enhance the overall quality of interpreter services provided within the NSW court system. This has included the continued provision of a specialised legal training course for Commission interpreters which has improved the accessibility of court services to women from non-English speaking backgrounds.

The Commission is committed to ensuring staff are provided with the opportunity to attend to family responsibilities through the provision of part-time work as well as the availability of Family and Community Services and Carers leave.

From the EEO survey of the staff employed at the Commission on 30 June 2001, 63% of staff and 46% of interpreters were women.

## Other matters

### Disability Plan

The Commission continues to provide services and facilities for the disabled through the use of ramps, floor level door openings for easy wheelchair access, disabled toilet facilities and the provision of deaf sign interpreting to the public. It operates a telephone typewriter (TTY machine) and provides equipment and workplace modifications as part of its reasonable adjustment strategies for staff and disabled clients.

### Privacy Management Plan

The Privacy and Personal Information Protection Act 1998 covers NSW public sector agencies and provides for the protection of personal information and for the protection of the privacy of individuals generally. The Act introduced a set of privacy standards for the NSW public sector. These standards regulate the way the Commission and other agencies deal with personal information.

The Commission has developed a draft privacy management plan which has been referred to the Office of the Privacy Commissioner for consideration and comment prior to implementation.



## FINANCE AND ACCOMMODATION SERVICES

Finance and Accommodation Services is a business support unit whose key responsibilities include:

- B the management of financial and accounting services
- B the provision of administration and accommodation services
- B overseeing occupational health and safety issues and concerns
- B developing and implementing internal control policies and procedures
- B administering internal audit and risk management functions.

Through the delivery of its services, the Finance and Accommodation Services mainly aims to:

- B provide the operational infrastructure for the Commission to effectively and efficiently achieve its corporate objectives
- B ensure that the Commission's operations comply with relevant government policy and statutory requirements with regard to financial and administrative matters.

The division comprises two cost centres viz. Financial Services and Administration and Accommodation Services and is staffed by an establishment of ten people. All members of the two teams are committed to utilising their specialised knowledge and skills to provide a high level of service and advice to both their internal and external customers.

While the internal audit function is contracted out to a specialist audit firm that reports directly to the Chairperson, the administration of internal audit programs are the responsibility of the Finance and Accommodation Services Division.

### Financial Services

The primary objective of the financial services team is to support the Chairperson and the Commission with the provision of professional financial advice and the delivery of a quality service in financial management and accounting.



## Financial Management

### *Operating Result*

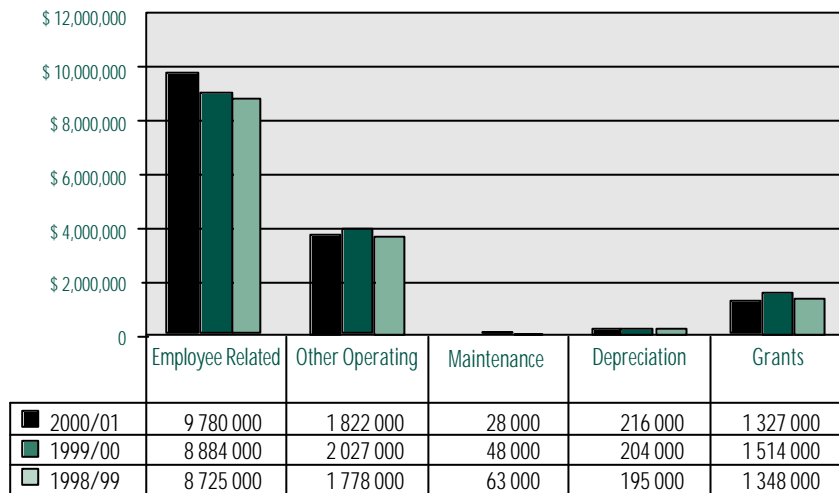
After adjusting for grants received for special projects (\$223,000), the Commission has achieved a minor surplus (\$54,000) from its operational activities. As is evident from the financial statements in this report, actual performance was relatively consistent with budget forecasts.

### *Expenses*

Total expenses increased by 4% from last year despite a 10% escalation in employee related expenditure. While there were no exceptional movements in salaries, wages and allowances, the sharp rise in employee related expenses was due mainly to a one-off payment of \$496,000 in redundancies associated with the organisational restructure. Treasury provided an additional \$350,000 in recurrent allocation to fund redundancies. The Commission returned \$219,000 in unspent appropriation to the Treasury's consolidated fund.

With the exception of CPI adjustments, the Commission's expenses have been maintained at a constant level as indicated by the graph of expenditure for the last three years.

COMPARISON OF EXPENSES for the period 2000-2001



### *Accounts Payable*

One of the major challenges facing the Commission is the management of its limited funding to adequately finance numerous community projects. Through prudent cash management and meticulous planning of its cash flows, the Commission has met its financial obligations with merit.



The Commission has an excellent account paying record and settles at least 99 % of claims by the due date. While all claims on hand are settled promptly, some late payments are unavoidable through factors beyond the control of the organisation. Payments effected after due date may be due to the late receipt of creditors' invoices and/or discrepancies with the goods or services received. Despite settling a minute proportion of claims after the due date, no penalty interest was paid or became payable in this financial year for late payment of accounts.

Performance indicators of the Commission's payments for this year are in the tables below.

#### AGED ANALYSIS AT THE END OF EACH QUARTER

Quarter	Current (within due date) \$	Less than 30 days overdue \$	Between 30 and 60 day overdue \$	Between 60 and 90 day overdue \$	More than 90 days overdue \$
September	197,453	3,269	-	-	-
December	66,195	24,036	-	-	-
March	64,227	4,577	-	-	-
June	319,518	4,204	-	-	-

65

#### ACCOUNTS PAID ON TIME WITHIN EACH QUARTER

Quarter	Total Accounts Paid on Time			Total Amount Paid
	Target %	Actual %	\$	\$
September	100	99.77	1,407,819	1,411,088
December	100	97.89	1,112,912	1,136,948
March	100	99.69	1,450,699	1,455,276
June	100	99.84	2,641,241	2,645,445

#### **Revenue**

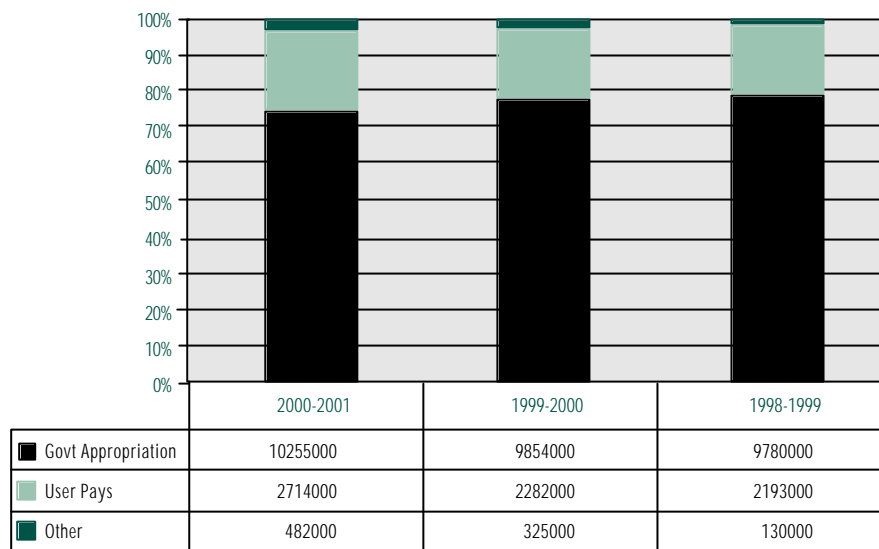
The Commission draws revenue from three sources in order to fund its services to the government and the community and they include the following:

- government appropriation which is the major source, approximately 76%
- user pays revenue from the sale of language services making up about 20%
- and the balance from miscellaneous earnings such as bank interest received and National Multicultural Marketing Awards sponsorships



Recently there has been a significant increase in the revenue generated from the sale of language services, basically interpreting and translating, as reflected by the chart below:

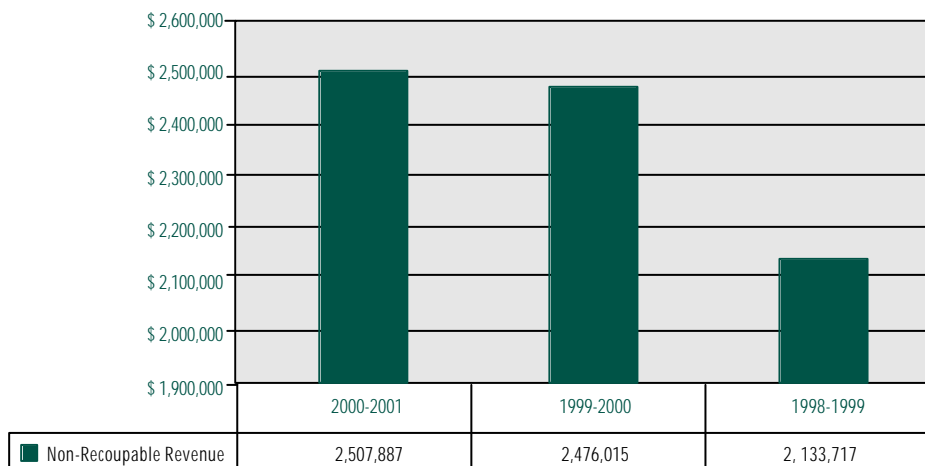
COMPARISON BY REVENUE SOURCE FOR THE PERIOD 1998-2001



**Non-Recoupable Revenue**

As part of the Commission’s service obligation to the government and the community, language services, especially translating and interpreting, are provided free of charge to individuals, the law courts, other legal centres, members of parliament, government ministers and the Premier’s Department. All requests for free services which would otherwise produce user pays revenue, must undergo an evaluation process to determine the applicant’s non-ability to pay. An analysis of language services provided for the last three years indicates that the amount of revenue foregone due to free services is steadily escalating as may be gauged from the chart below:

COMPRISON OF FREE LANGUAGE SERVICES FOR 1998-2000



### ***New Cost Centres***

Prior to the transition of the Community Relations Commission For a multicultural NSW from the Ethnic Affairs Commission, a special project was undertaken to review the former organisation structure and develop new cost centres in alignment with the new organisation. The main objectives of the new cost centre structure were to embrace new functions and transfer more responsibility and accountability for financial management and control to division heads and managers. Consequently, it would also improve internal client satisfaction with regard to better financial information and reporting. The project was completed in June and the new cost centre structure will become operational in the next financial year.

### ***Audit Report***

The unqualified audit report received from the Auditor-General means that the Commission has complied with the Treasurer's directions and statutory financial regulations in the management of its finances, maintenance of its accounts and the production of financial reporting requirements.

There were no major after balance date events that would have a significant effect in the succeeding year on the Commission's operations, clients or stakeholders.

## **Financial Management Information Systems**

### ***SunAccount System***

Financial records are maintained and financial information is produced via the SunAccount integrated accounting and financial information management system. The general ledger is the main accounting module in the system and it forms the database for internal financial management information and external general purpose reporting as prescribed by accounting standards and regulations.

As the finance unit undertakes the billing and debtors functions for language services, the computerised Translator and Interpreter Booking System (TIBS) is linked to the SunAccount system via electronic interface for the creation of debtors records and the production of invoices, debtors statements and overdue reminder letters. This process is essential for efficient order processing and effective debt management.

Creditors and all accounts payable by the Commission are also administered by the SunAccount system which is managed by the finance unit. The purchasing and commitments module is linked to the accounts payable system to reduce the risk of duplicate payments and facilitate budgeting and cash forecasting. After goods are received or services are performed and the proper approvals are made, all accounts are settled within the appropriate credit terms.



### ***Financial Modelling system***

PC based spreadsheet applications are used by the finance unit for financial modelling purposes including budget development, cash forecasts, reconciliations, project and program costing and financial reporting. Where applicable, financial data is imported into the SunAccount system via a spreadsheet interface developed inhouse.

### ***System Upgrades and Enhancements***

In striving to reduce risk, increase efficiency and ensure data integrity, the Commission is committed to upgrading its existing version of the SunAccount system and improving its capabilities with additional modules. In the next financial year the system will be migrated to a Windows based SQL platform that promises greater efficiency and wider compatibility with other systems. A revenue receipting module is being purchased to facilitate cash processing and electronic updating of the SunAccount and TIBS systems.

Plans are also in place to implement the electronic funds transfer (EFT) module of the ANZ banking system to facilitate electronic banking, receipting of debtors' payments and creditors' and salaries payment processing.

These system upgrades and enhancements have been evaluated and integrated into the Commission Online Project as technology advancements from an organisational perspective.

### ***Capital Expenditure***

The financial statements indicate that capital improvements and capital purchases in the amount of \$533,000 were completed this year and consisted of the following acquisitions:

- leasehold improvements totalling \$265,000 for final refurbishments to Level 1 at Ashfield and the construction of two videoconferencing studios
- video-conferencing equipment for two studios and computer equipment at a total cost of \$256,000
- and office furniture and equipment costing \$12,000.

Although no capital appropriation was obtained from the government, the capital expenditure was financed by a grant and the Commission's own funds. As part of the government's Cross Justice Agency Videoconferencing Service initiative, \$223,000 was received from the Attorney General's Department for the construction of two video conferencing studios and the acquisition of appropriate video conferencing equipment. User pays revenue generated from the sale of language services such as translating and interpreting was utilised for the purchase of computer equipment and office furniture and equipment.



## Administration and Accommodation Services

The Administration and Accommodation Services unit fulfils an essential support role in ensuring that the physical needs of the Commission's staff and offices in Ashfield, Newcastle and Wollongong are met. The unit's major responsibilities include managing the purchasing and stores functions, the administration and control of office supplies, the provision and maintenance of facilities for meetings, training and conferences, energy and waste management and ongoing maintenance, acquisition and disposal of the Commission's assets such as office furniture and equipment, motor vehicles and telecommunication systems. Leasehold improvements such as refurbishments and fitouts and building maintenance are also monitored and coordinated by this Unit.

### Inventory and Asset Management

The Administration and Accommodation Services unit's primary objective with regard to the purchasing function is to source the most cost effective suppliers of goods and services under the government's procurement and probity guidelines. All purchases are made at negotiated prices from suppliers that are contracted to the government. Stores of stationery, other office supplies and consumables are monitored regularly to ensure that economical stock levels in terms of cost and space are maintained.

The Commission does not own land or buildings and all office accommodation is leased. Major assets managed by the Commission include office equipment, computer equipment, video conferencing and telecommunications equipment, furniture and fittings and leasehold improvements.

The refurbishment to the first floor of the Ashfield office carried over from the last financial year was completed in July. In the absence of an appropriation for capital works this year, the final settlement for the refurbishment was met from the Commission's own funds.

The unit provided logistical support for the implementation of the video conferencing service that was funded by the Attorney General's Department under the Cross Justice Agency Video conferencing Project. The entire assignment involved the relocation of the Finance and Administration Division, the construction of two video conferencing studios and the installation of appropriate video conferencing equipment in the studios. Due to outstanding planning and co-ordination of the work by the unit, the project was completed by the due date within the allotted budget and with the minimum amount of disruption to normal operations.



Preventative maintenance procedures in accordance with government policy are in place to achieve maximum utility of assets where possible. The ACTIVA integrated asset management system maintains a register of all assets and computes the value of each asset over its economic life. The electronic interface with the SunAccount system ensures online updates of capital expenditure and depreciation expenses. Major assets are bar-coded for easy tracking and data transfer to the ACTIVA asset management system. A physical stock-take of all assets is completed annually to verify their existence and assess their operational condition.

### **Energy Management**

The Commission is committed to achieving savings in energy usage and sustained energy management principles. To this end, the continued purchase of electricity in the contestable market has lowered costs and a reduction in greenhouse gas emissions has also been achieved by increasing the consumption of green power for the last two years. There has been a 3% reduction in overall energy consumption from last year and a 24.5% reduction compared to the 1995/96 GEMP baseline.

Accountability and responsibility for energy management has been established by the nomination of an Energy Manager and Energy Coordinator. An Energy Management Plan has been completed and identifies energy consumption reduction targets and includes the strategies for all facilities. The plan has also identified suitable funding options to enable energy saving recommendations to be implemented. The Commission's energy management policy directions and strategies, in terms of the Energy Management Plan, will be implemented in the 2001/2002 financial year.

### **Fleet Management**

The Commission has reduced its vehicle fleet numbers to two cars that are leased through State Fleet Services. Due to the diligence of the staff of Administration and Accommodation Services, the fleet vehicles are properly maintained and users are well informed about their rights and obligations in terms of the Commission's policies and procedures on fleet vehicle usage.

To ensure the safety of users and prolong the useful life of the vehicles, they are checked weekly for mechanical defects, cleaned monthly and serviced regularly as prescribed by the manufacturers. When a vehicle is due for replacement, special emphasis is placed on the safety and comfort features of the new car.

In recognition of its good fleet management record, the Commission enjoys reduced lease charges that are only offered to good clients, and vehicles being replaced are valued at the maximum residual value.



## **Internal Audit and Risk Management**

The efficiency and cost effectiveness of operational and support systems depend to a large extent on strict adherence to internal control procedures and risk management measures. To this end, the Commission contracted Deloitte Touche Tohmatsu to undertake the internal audit function and develop an audit plan with an internal risk assessment. The recommendations have been assessed in terms of feasibility and risk and are being implemented according to priority.

The Commission has embarked on a major project that will make its products and services available in the Internet. The project has a major impact on the operations of the Commission since it will introduce changes to work processes, staff responsibilities, information management and risk management.

To ensure the project's success in achieving the goals of the Commission, a change management plan has been developed. The plan includes a review and revision of the existing risk management plan. A new risk management plan that encompasses Commission-wide operations is expected to be completed by end of 2001.

## **Other Matters**

### **Disclosure of controlled entities**

The Commission does not control entities as described in section 45A (1A) of the Public Finance and Audit Act, 1983.

### **Implementation of price determinations**

During the year there were no price determinations which had a significant effect on the operation of the Commission.

### **Land Disposal**

In respect of the reporting period, the Commission did not hold, sell or acquire land.

### **Overseas Visits**

No overseas visits were undertaken by staff during the reporting year.



## Use of Consultants

The Commission engaged the services of a consultant, Working with People, (Doreen Wainer), for two projects at a cost of \$55,275 including GST during the 2000-2001 financial year. The first project cost \$28,875 and involved the development of organisational change initiatives and the implementation of change management strategies. The balance of \$26,400 was for research and development of material for a cross cultural training package. Shared Web Services was engaged at a cost of \$9,790 to advise on technological options for the On-line project.

The Commission sought independent advice on past contracts for the years 1997-98, 1998-99 and 1999-2000. It has now been found that in some cases the Commission's original interpretation of the guidelines should be changed. Therefore, the Commission now reports the following as consultancies during the years 1997-98, 1998-99 and 1999-2000.

### EXPENDITURE ON CONSULTANTS 1999-2000

CONSULTANT	PROJECT	AMOUNT\$	NATURE OF WORK
Deloitte Touche Tohmatsu	Connect NSW	27,200.00	Developed Business Case for EAC Online Project funding
Deloitte Touche Tohmatsu	Disaster Recovery / IT Strategic Plan	71,250.00	Prepared IT Strategy and Disaster Recovery Plan for the Commission.
Working with People – D. Wainer	Change Management	14,000.00	Initiate changes in Workflow Practices and Culture Change in Policy & Liaison Division
Working with People – D. Wainer	ESPA Restructure	7,500.00	Review to restructure Executive Services & Public Affairs Division
Working with People – D. Wainer	Organisational Change Initiative	7,500.00	Design, implement and manage transition of business processes with clients
Total Consultant Expenses for 1999-2000		127,450.00	

### EXPENDITURE ON CONSULTANTS 1998-1999

CONSULTANT	PROJECT	AMOUNT\$	NATURE OF WORK
Working with People – D. Wainer	Policy & Liaison Restructure	22,500.00	Strategic Alignment process for the Policy & Liaison Division
Working with People – D. Wainer	Change Management	14,000.00	Develop and implement Change Management strategies for Policy & Liaison Division
Working with People – D. Wainer	Change Management	14,000.00	Initiate changes in Workflow Practices and Culture Change in Policy & Liaison Division
KPMG	Grants Evaluation Process	33,120.00	Development of a process to evaluate and award Community Development Grants to applicants.
Total Consultant Expenses for 1998-1999		83,620.00	

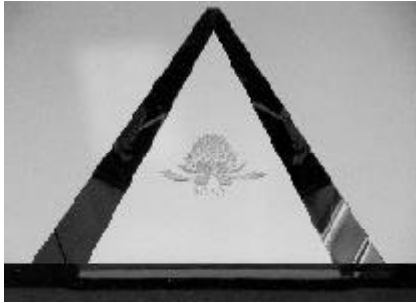


EXPENDITURE ON CONSULTANTS 1997-1998

CONSULTANT	PROJECT	AMOUNT\$	NATURE OF WORK
Ass. Prof. Jock Collins	Ethnic Small Business in NSW	5,000.00	Prepared report for the Commission on ethnic small business in NSW.
Susan Kadar	Public Affairs	13,200.00	Developed strategic public affairs plan and established a public affairs unit.
Total Consultant Expenses for 1997-1998	18,200.00		



## NATIONAL MULTICULTURAL MARKETING AWARDS



2000 Grand Award

Cultural diversity is an asset to Australia and many companies are realising the importance of effective communication with a multicultural community in order to succeed in business today.

The Community Relations Commission established the National Multicultural Marketing Awards to recognise the efforts of organisations in harnessing the benefits of our cultural diversity for our economic and social betterment.

The Awards aim to:

- B** Promote the advantages for commercial managers of marketing their product or service to every potential client or customer;
- B** Highlight the responsibility of public sector managers to cater to the needs of the whole community and to fully inform all people about their services and activities;
- B** Stimulate creativity in marketing to a culturally diverse society;
- B** Recognise work of a high standard so as to inspire marketers who are not yet meeting the challenges of a culturally diverse society or enjoying the benefits of the market created by it, and;
- B** Promote a more equitable representation of our diversity as a nation through mass media marketing channels.

The Premier and Minister for Citizenship, the Hon. R.J. Carr MP, launched the National Multicultural Marketing Awards in May 2000 at the Sheraton on the Park hotel. Following the launch, a national advertising campaign was undertaken calling for entries from the public and private sectors to enter the awards.

Entries received for the awards were from a diverse range of industries including the film industry, telecommunications, cosmetics industry and web publishing firms.



*2000 Grand Award*

*Suzanne Stretton-Brown of Columbia Tri Star Films  
Grand Award Winners, 2000 National Multicultural Marketing Awards and  
The Hon. R. J. Carr MP Premier, Minister for Citizenship and Minister for the Arts*

As the profile of the awards continues to grow, so does the level of competition, which makes judging the entries an extremely difficult and challenging task. The Commission was fortunate to have the support of an independent panel of judges for the 2000 Awards. They included:

- Dr Sandra Bourke, Head of Marketing, Senior Lecturer, University of Sydney
- Mr Glenn Haslam, Head of Sponsorship, Community and Ethnic Marketing, ANZ Bank
- Mr Nick Kariotoglou, National Treasurer, Australian Marketing Institute

The Award's six categories are:

1. ANZ Community Award
2. Commercial Award (Big Business and Small Business)
3. Export Award
4. Government Award
5. Advertising Award
6. DIT&M Technology Award

The winners of the 2000 National Multicultural Marketing Awards were announced at a presentation dinner hosted by the Premier of New South Wales in Sydney on Monday 27 November 2000. The master of ceremonies for the event was Channel Ten newsreader, Mr Ron Wilson.

The winners of the 2000 Multicultural Marketing Awards were:

Grand Winner & Commercial Big Business Award	Columbia Tri Star Films
ANZ Community Award	Oz Concert Inc.
Commercial Small Business Award	Chahine Chahine/ Kentucky Fried Chicken
Advertising Award	Telstra (Winner)  BEIERSDORF (Highly Commended)
Export Award	E-translate.com.au
Government Award	City of Darebin (Winner) Environment Protection Authority (Highly Commended)
DIT&M Technology Award	E.manila.com

The Commission acknowledges the support of the sponsors of the 2000 National Multicultural Marketing Awards. They were:

- B The Australian Newspaper (Major Sponsor)
- B ANZ Bank (Community Award Sponsors)
- B Department of Information Technology and Management (Technology Award Sponsors)
- B Austrade
- B Department of Fair Trading
- B Seniors Card
- B Sheraton on the Park Hotel
- B Thai Airlines



## **Technology Award**

During 2000, the Multicultural Marketing Awards introduced a new Technology category.

The establishment of the category was mainly attributed to the increasing number of entries received for the awards in the area of technology. Not long ago, the internet appeared to be an English only medium. Today, it is very definitely multilingual and Australia, as the most multilingual nation on earth, stands ready to plug into the world in any language.

The category is sponsored by the Department of Information Technology and Management. The Department's support of the Award has affirmed its commitment to promoting its services to the rapidly-emerging online society as well as ensuring that information on government services is as easily available to the community as possible.

The newly established category is open to anyone who has developed an innovative campaign in the use of technology, such as the provision of online information in the marketing of their product or services and making it accessible in different community languages. This category is also open to companies that practice business online in a multilingual environment as well as multilingual web publishing services and interactive websites.

