

Community Relations Commission

For a multicultural NSW

Corporate plan

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New South Wales Government

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Community Relations Commission

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Community Relations Commission and Principles of Multiculturalism Act 2000

This Act:

- (a) recognises and values the different linguistic, religious and ethnic backgrounds of the people of New South Wales, and
- (b) promotes the equal rights and responsibilities of all the people of New South Wales within a cohesive and harmonious multicultural society in which diversity is regarded as a strength and an asset, individuals share a commitment to Australia, and English is the common language.

Introduction from the Chairperson

I am pleased to present the corporate plan of the Commission for 2002 to 2006.

It represents the Commission's priorities and plan of action to assist us to achieve our corporate objectives. The plan is based on critical success factors and related strategic objectives.

Each critical success factor represents one or more objectives of the Commission in the Community Relations Commission and Principles of Multiculturalism Act. Thus this corporate plan is a document that guides us to implement our corporate purposes in our field of multiculturalism.

The Commission's values on page 7 set a framework for our work ethics and culture.

The corporate plan refers to the Commission's businesses and customer expectations. Our focus for the future is to continually improve our customer service. For instance, our businesses range from the provision of language services, to conducting examinations under the Community Language Allowance Scheme, to providing advice to Government.

In the pages that follow, I refer to the Commission's stakeholders. The environment in which we work changes, so will the range of stakeholders.

The development of the corporate plan was a collaborative achievement between staff and the Commission, with staff offering suggestions for strategies and performance indicators against the critical success factors. The suggestions were considered by the Commission and where appropriate were modified to sit within the corporate strategies.

Stepan Kerkyasharian AM
Chairperson

Organisation Structure

MINISTER FOR CITIZENSHIP
Hon. R. J. Carr, MP

**MINISTER ASSISTING THE
PREMIER ON CITIZENSHIP**
Hon. M. Iemma, MP

**CHAIRPERSON AND
CHIEF EXECUTIVE**
Stepan Kerkyasharian AM

DEPUTY CHAIRPERSON
Michael Marx AM

PART-TIME COMMISSIONERS
Marta Aquino
Ezel Jupiter
Therese Le-Dang
Nedjelko Maruncic
Paula Masselos
Henry Pan OAM
Jamal Rifi

Vision

Be the recognised leader and facilitator of the equal participation of all communities within a harmonious, cohesive and multicultural New South Wales.

Mission

Through continuous improvement, innovative and efficient management be the central reference point providing leadership and partnership to the Government, the communities and the private sector enabling maximum benefit from our cultural diversity to all the people of New South Wales.

Values

The Commission values:

- , recognising the professionalism of our people by creating a work environment in which openness, honesty, integrity, team-work, safety, learning and communication are highly valued.
- , focussing on the needs and aspirations of the general community, particularly the multicultural community of New South Wales.
- , integrity and honesty in the way we operate.
- , community participation and contribution.
- , willingness to learn and enable learning.
- , accountability and consistency in everything we do.

The Commission's internal and external stakeholders

Internal:

- , Chairperson
- , Members of the CRC
- , Commission executive
- , Divisional teams
- , Regional Advisory Councils
- , Panel of interpreters and translators

External:

- , Minister
- , Minister Assisting
- , Local Government
- , State and Commonwealth Governments
- , National Accreditation Authority for Translators and Interpreters
- , CRC funded organisations
- , Community organisations
- , Unions
- , Contractors
- , Debtors and creditors
- , Media
- , Customers
- , Suppliers
- , General public

Principles of Multiculturalism

Part 1 of the Community Relations Commission and Principles of Multiculturalism Act 2000 enacts the following principles of multiculturalism:

(1) Parliament recognises that the people of New South Wales are of different linguistic, religious, racial and ethnic backgrounds, who, either individually or in community with other members of their respective groups, are free to profess, practise and maintain their own linguistic, religious, racial and ethnic heritage. It does so by supporting and promoting the following principles of multiculturalism:

(a) **Principle 1**

All individuals in New South Wales should have the greatest possible opportunity to contribute to, and participate in, all aspects of public life in which they may legally participate.

(b) **Principle 2**

All individuals and institutions should respect and make provision for the culture, language and religion of others within an Australian legal and institutional framework where English is the common language.

(c) **Principle 3**

All individuals should have the greatest possible opportunity to make use of and participate in relevant activities and programs provided or administered by the Government of New South Wales.

(d) **Principle 4**

All institutions of New South Wales should recognise the linguistic and cultural assets in the population of New South Wales as a valuable resource and promote this resource to maximise the development of the State.

(2) Parliament also recognises that those principles are based on citizenship. The expression *citizenship* is not limited to formal Australian citizenship, but refers to the rights and responsibilities of all people in a multicultural society in which there is:

(a) a recognition of the importance of shared values within a democratic framework governed by the rule of law, and

(b) a unifying commitment to Australia, its interests and future.

The principles of multiculturalism are to be construed accordingly.

- (3) The principles of multiculturalism are the policy of the State.
- (4) Accordingly, each public authority must observe the principles of multiculturalism in conducting its affairs.
- (5) It is the duty of the chief executive officer of each public authority to implement the provisions of this section within the area of his or her administration.

Objectives and functions of the Commission*

The objectives of the Commission are as follows:

- , participation of the people of New South Wales in community life and the public decision making process so that they can exercise their rights and fulfil their obligations,
- , access to government and community services that is equitable and that has regard to the linguistic, religious, racial and ethnic diversity of the people of New South Wales,
- , the promotion of a cohesive and harmonious multicultural society with mutual respect for and understanding of cultural diversity,
- , the enrichment of all sections of society through the benefits of cultural diversity,
- , the promotion of the principles of multiculturalism and the advantages of a multicultural society,
- , the promotion of social justice, community development and community initiatives for ethnic communities in New South Wales.

The functions of the Commission are as follows:

- , to undertake systematic and wide ranging consultation with people and groups with respect to its objectives,
- , to advise and make recommendations to the Minister to promote any of its objectives,
- , to investigate and report to the Minister on any matter relating to its objectives that the Commission considers appropriate or that the Minister refers to the Commission for investigation and report,
- , to arrange and participate in forums to promote its objectives,

* *The objectives and functions of the Commission are contained in Part 3 sections 12 and 13 respectively of the Community Relations Commission and Principles of Multiculturalism Act 2000.*

- , to facilitate co-operative arrangements involving governmental, business, educational and community groups or bodies to promote its objectives,
- , to enter into agreements with public authorities in connection with their functions to promote the objectives of the Commission (including, but not limited to, the objective relating to access to government services),
- , to assist, and assess the effectiveness of, public authorities in observing the principles of multiculturalism in the conduct of their affairs, particularly in connection with the delivery of government services,
- , to assist in resolving issues associated with cultural diversity,
- , to provide interpreter or other services approved by the Minister,
- , to advise the Minister on the most effective use of funds appropriated by Parliament for programs related to its objectives (including funds for the provision of resources to community groups that promote the objectives of the Commission),
- , to support community initiatives that promote the objectives of the Commission,
- , to encourage eligible people to become Australian citizens,
- , to advise and make recommendations to the Anti-Discrimination Board on matters relating to discrimination and racial vilification,
- , such other functions as are conferred or imposed on it by or under this or any other Act.

Critical success factors and strategic corporate objectives

CRITICAL SUCCESS FACTOR 1 - An innovative leader in community relations

STRATEGIC CORPORATE OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS
<p>1.1 Achieve a high profile as a point of reference for information provision.</p>	<p>Increase the capacity and competency to provide advice, information, models and publications on local, interstate and global community relations.</p>	<p>Increase in number of models of information dissemination, publications and information packages.</p> <p>Representation of CRC at conferences.</p>
	<p>Facilitate the participation of communities and government in community relations through provision of accessible information.</p>	<p>Development of an interactive website.</p> <p>Provision of information in linguistically appropriate languages for targeted Commission services.</p> <p>July 2003 to June 2004.</p>
	<p>Promote the role, function and services of the CRC.</p>	<p>Increase in responses to, and participation in, Commission activities.</p>
<p>1.2 Develop extensive networks and partnerships.</p>	<p>Establish and support regional advisory councils.</p>	<p>RACs established.</p> <p>RAC deliberations referred to the Commission.</p> <p>2002.</p>
	<p>Conduct CRC forums and regional consultations.</p>	<p>Increase in range of issues and opinions raised at various locations throughout the State.</p> <p>Increase in number of forums conducted.</p> <p>April 2002 and ongoing.</p>

STRATEGIC CORPORATE OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS
	Seek input and advice from religious heads and community leaders.	Increase in number of consultations held and advice provided.
	Organise networks of agencies to help each other to improve their EAPS.	Increase in number of networks supported. June 2002.
	Establish, or facilitate the establishment of, partnerships between communities, government agencies, business and tertiary institutions to address community relations issues.	Increase in number of partnerships and issues addressed. Annually.
	Participate in networks of government agencies involved with community relations issues.	Increase in number and type of networks. Annually.
1.3 Anticipate and respond effectively to community issues.	Develop a crisis disaster management plan for the culturally diverse community.	Disaster management plan prepared and circulated to all chief executive officers. July 2003 - July 2004.
	Monitor and respond to community relations issues in the media.	Issues identified and action taken.
	Encourage communities to respond to their own issues.	Assistance provided through the grants program.
	Participate in forums and consultations.	Action taken on the issues raised.
1.4 Improve level of performance in EAPS Standards Framework.	Refine and implement an EAPS plan.	Improvement in level in the Standards Framework. June 2002, then annually.
	Conduct internal training sessions on EAPS requirements.	All staff trained. 2002 and then bi-annually.

STRATEGIC CORPORATE OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS
	Monitoring and assessing agency compliance.	Performance reported in Community Relations Report. Annually. Electronic lodgement of EAPS reports. June 2003.
	Provide best practice in EAPS.	Increase in number of activities promoting best practice in EAPS.

CRITICAL SUCCESS FACTOR 2. Best practice in information and knowledge management

STRATEGIC CORPORATE OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS
<p>2.1 Implement information, records and knowledge management programs to support and enhance service.</p>	<p>Audit and improve standards in information, records and knowledge management to achieve recommended standards.</p>	<p>Audit report and recommendations submitted to the Executive. January 2002 - January 2003. Standard achieved by December 2003.</p>
	<p>Develop an action plan that will facilitate and simplify information, records and knowledge management for all users.</p>	<p>Plan approved by September 2002. April - August 2002.</p>
	<p>Provide technological solution for information, records and knowledge management that integrates with existing systems.</p>	<p>System developed by June 2003. System fully deployed by June 2003. October 2002 - December 2003.</p>
	<p>Implement an ongoing training program on information, records and knowledge management.</p>	<p>Training conducted and system used by staff. Training reflected in the Induction Manual. December 2003, then annually.</p>
<p>2.2 Deliver an integrated information technology system.</p>	<p>Establish an information portal for staff and customers of the CRC, including Government agencies, community organisations and the public.</p>	<p>Customers able to access relevant information via the internet by December 2004. July 2003 - December 2004.</p>
	<p>Ensure that the CRC's system contains all relevant information, is kept up-to-date and accessible.</p>	<p>Policy guidelines for the management and maintenance of the system developed by December 2002 and procedures in place by December 2003. December 2002 - December 2004.</p>

STRATEGIC CORPORATE OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS
	Deliver a system that is technologically advanced to keep up with industry trends and standards.	System review completed and improvements implemented by December 2005. December 2004 - December 2005.
	Benchmark the CRC's information system.	Participated in benchmarking activities by 2006. Conduct of client survey. January 2005 - December 2006.
2.3 Establish a continuous learning work environment.	Create opportunities for learning to use online facilities.	Identification of projects and activities. January 2004 - December 2005.
	Encourage participation of staff in planning and user group activities.	User groups representing cross section of the Commission established by June 2004. Members of user groups participated in strategic and project planning activities. January 2002 - June 2005.
	Develop links with other agencies to improve performance.	Participated in inter-governmental projects by end of 2006. January - December 2006.

CRITICAL SUCCESS FACTOR 3. Responsive to the needs of our culturally diverse society

STRATEGIC CORPORATE OBJECTIVE	STRATEGIES	PERFORMANCE AND TIMEFRAME INDICATORS
3.1 Drive and advise on policy decisions and program implementation according to the needs of a culturally diverse society.	Implement outcomes following review of white paper and Government's directives.	Preparation of white paper outlining community relations directions.
	Inform communities of opportunities that may arise for programs or projects to meet their needs.	Publicise CRC programs in the media.
	Address issues raised at the annual CRC Forum.	Undertake activities to follow-up issues raised at the Forum. Annually.
	Provide advice to the Government agencies on how to reach multicultural communities.	Provision of advice. Six monthly.
	Promote Community Language Allowance Scheme to all levels of the Government.	Increase in number of candidates nominated. Once per year.
3.2 Consult, research and action community relations issues with the Government and the community.	Research and provide advice to government on community relations issues as appropriate or when requested.	Number and range of issues. Timely and accurate response to requests.
	Research issues identified by government and communities to develop and implement action plans as appropriate, including a specific strategy to address racism.	Number of projects initiated or supported by the Commission. 2003.
	Develop mechanisms to ensure the ongoing involvement of the community in issues affecting them.	Publication of mechanisms and models. 2003 - 2004.
3.3 Identify new opportunities for partnerships, agreements or other co-operative initiatives across government, the community and the private sector.	Conduct, or assist the community to conduct, forums and discussions on relevant issues.	Identification of issues and forums conducted.
	Invite communities, private sector and the Government to implement projects jointly with the CRC.	Projects developed and implemented.

STRATEGIC CORPORATE OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS
3.4 Support and promote community initiatives.	Showcase initiatives in community relations on the CRC website and through issue of press releases and Community Relations Report.	Appearance of community relations initiatives in appropriate media. November 2002.
	Recognise the benefits of cultural diversity and the contributions of individuals through a range of awards.	Offer a range of awards. Annually.
	Assist communities to implement programs and projects that assist in addressing their needs.	An evaluation of programs and projects indicates success. Annually.

CRITICAL SUCCESS FACTOR 4. Productive, professional and focussed workforce

STRATEGIC CORPORATE OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS
4.1 Improve staff participation in consultation and decision making.	Communicate to staff any changes that may impact on them or the organisation.	Communication undertaken as appropriate.
	Engage staff in corporate and operations planning processes of the organisation.	Increase in staff participation.
4.2 Improve staff knowledge on the whole organisation.	Increase staff awareness and involvement in CRC projects.	Improvement of knowledge and awareness of CRC initiatives indicated by results of staff survey. Annually.
	Recognise the skills and attributes of staff.	Number of staff participating in job rotation, temporary appointments, and higher duties allowances.
	Make CRC information readily and easily accessible to all staff.	Reduction in enquiries by staff. Information is provided in an appropriate and user friendly means.
	Encourage cross-divisional developmental opportunities within the Commission.	Number of development opportunities offered.
4.3 Implement an integrated approach to staff development.	Develop a training plan that focusses on upgrading skills level of all staff.	Development and implementation of a training plan. Identification of training priorities for CRC. March 2004.
4.4 Provide a healthy and supportive work environment.	Encourage staff participation in workplace committees including Joint Consultative Committee and Occupational Health and Safety Committee.	Reduction in workers compensation claims and injury reports. December 2002.

STRATEGIC CORPORATE OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS
	Explore the provision of an employee assistance program.	Establishment of an employee assistance program.
	Comply with all relevant legislative requirements including Occupational Health and Safety Equal Employment Opportunities and Disability Discrimination Act.	Strategies and policies in place to comply with requirements.
	Ensure staff are aware of grievance resolution, harassment and bullying policy.	Appropriate policies developed and staff informed and trained.

CRITICAL SUCCESS FACTOR 5. Productive utilisation of our physical resources

STRATEGIC CORPORATE OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS
5.1 Optimise opportunities for cost recovery.	Market the video conferencing facilities in Government and private sector.	Marketing strategy implemented. June 2002.
	Develop a cost reduction policy.	Policy documented and distributed. From March 2003.
	Develop further opportunities for user pay services.	New initiatives implemented.
5.2 Improve financial management and control.	Establish online facility for EFT transactions.	Processing of online EFT transactions - payroll, creditors, debtors etc. September 2002.
	Review and revise the risk management and internal audit plan.	Risk Management Plan and Internal Audit Plan documented and distributed. June 2002.
	Review existing financial policies and procedures.	Updated policies on intranet. From June 2003.
	Review and revise budget as required on a quarterly basis.	Revised budget signed off by Executive, updated on system and reported. From July 2002.
5.3 Maintain optimum output of plant and equipment.	Develop and implement an Asset Management Plan.	Asset Management Plan implemented. September 2003.

CRITICAL SUCCESS FACTOR 6. Efficiency and excellence in language services delivery

STRATEGIC CORPORATE OBJECTIVE	STRATEGIES	PERFORMANCE INDICATORS
6.1 Increase use of interpreter and translation services.	Develop a promotions and marketing strategy for LSD services.	Marketing strategy developed. July 2004 - June 2005.
	Utilise new technologies for the delivery of language services.	New technology implemented. July 2002 - December 2006.
	Seek new business opportunities.	Increase in the use of services.
6.2 Improve customer service delivery.	Review and evaluate customer service delivery and standards.	Feedback mechanism established. Review conducted annually.
	Update complaints handling procedures.	Procedures documented and implemented.
	Provide ongoing customer service training for staff.	100% staff trained.
	Develop a communication plan with clients.	Plan developed in consultation with clients by December 2003. Implement by June 2004.
6.3 Retain and increase client base.	Promote service to government and non-government organisations.	Increase in clients. July 2002 - June 2004.
	Continuously improve quality of service.	Percentage of customer satisfaction from customer survey. Service improvements identified and implemented.
	Provide LSD services on the internet.	Services available on internet.