

Kimberley Interpreting Service

Strategic & Operational Business Plan

July 2004

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EXECUTIVE SUMMARY

Kimberley Interpreting Service (KIS) is a joint venture between Mirima Dawang Woorlab-gerring Language & Culture Centre and the Kimberley Language Resource Centre and was established to:

Build the capacity of Indigenous people to engage in all aspects of the community, from medical and legal dealings to negotiations about country and development.

The objectives for the organisation are:

- To raise the level of communication and understanding between Indigenous people and mainstream society;
- To extend interpreters skills enabling them to fully interpret complex concepts in a range of fields;
- To support the further development of a Kimberley based industry which provides employment for Indigenous people and enriches the Kimberley region through cross cultural knowledge and understanding ;
- Boost the use of the service throughout the Kimberley;
- Increase the number of interpreters working with the service particularly focusing on males and young people.

Kimberley Interpreting Service was successful in obtaining funds under the Kimberley Sustainable Regions Program to:

- Consolidate and expand the commercial operations of KIS;
- Engage a consultant to develop a strategic business plan which researches and identifies the most appropriate funding model to ensure the sustainability of the service;
- Prepare and implement a marketing strategy to ensure complete coverage across the Kimberley;
- Expand the service to new sectors.

The project is managed by a Steering Committee comprising:

Chairperson and linguist/coordinator of the Mirima Dawang Woorlab-gerring, the Chairperson and the Coordinator of the Kimberley Language Resource Centre, and two interpreter representatives.

STRATEGIC PLAN

MISSION

The Kimberley Interpreting Service is an Aboriginal Corporation striving to:

Enrich the community by promoting two way understanding, communication and awareness through interpreting, education and other language services

VALUES AND ETHICS

- A commitment to social justice;
- Respect for culture and the right for indigenous people to communicate in their own language and culture
- Maintain confidentiality, accuracy, honesty and impartiality in interpreting
- We value the need for our people to understand our cultural values and responsibilities
- Respect for other cultures and viewpoints (includes "generational" viewpoints – young people developing their own form of Kriol & sub-cultures)

KEY GOALS

- **To strengthen the financial position of KIS through the provision of increased services to government and non government sectors**
- **To provide a professional development program and specific skills development to current interpreters by December 2004**
- **To double the number of interpreters across the Kimberly to meet client needs**
- **To formalize the business entity and develop a strong organizational structure by July 2005**
- **To establish a Translation service**
- **To provide language and communication training for clients to improve the effectiveness of KIS services**

SWOT ANALYSIS

The SWOT Analysis is a very effective way of identifying Strengths and Weaknesses, and of examining the Opportunities and Threats a business faces. Carrying out an analysis using the SWOT framework helps to focus your activities into areas where you are strong and where the greatest opportunities lie.

The SWOT Analysis for KIS is in two parts: the Strengths and Weaknesses represent the internal matters that KIS can do something about to improve the organisation and the way it operates.

These were ranked by workshop participants. This strategic plan wishes to build on the strengths and minimise the effect of the weaknesses identified by participants.

STRENGTHS

- KIS is a community driven service
- KIS is the only Indigenous Interpreting Service in WA
- Established networks give the ability for growth
- Our staff and interpreters
- Intellectual Property in local Kimberley languages
- Relationships to the Language Centres

WEAKNESSES

- Present Interpreters require professional development
- KIS faces an uncertain funding/financial situation
- Restricted availability of interpreters (most have full-time employment outside Interpreting) and being able to provide Interpreters that meet cultural protocols
- Community awareness of KIS is low
- We require more male interpreters
- Inconsistent work for interpreters
- We require more interpreters

The second part of the SWOT represents Opportunities for and Threats to KIS. These are external issues that impact on KIS.

The strategic plan identify ways of capitalising on the opportunities while taking into account the threats, and having contingency plans.

OPPORTUNITIES

- Cross cultural orientation awareness based on communication
- Develop a strong organisational structure
- Develop interpreting services
- The demand exists – awareness of need
- Develop alliances / partnerships with other organisations & agencies
- Supply Interpreters to COAG WA site

THREATS

- Government doesn't stick to its policy commitments
- Aboriginal people with English / Kriol not acknowledging need for interpreters.
- Government policy and funding changes
- Dominant culture view of language (ie everything in English)
- Standard English skills declining => loss of future interpreters
- Competitors entering market

GOALS, STRATEGIES & PERFORMANCE INDICATORS

Goal 1	Strengthen the financial position of KIS through the provision of increased services to government and non government sectors		
Strategies	Date	Resources	Indicator
1. Develop fee for service contracts with WA Departments to deliver interpreting services			
<ul style="list-style-type: none"> Follow up proposal to Magistrate Invite DIA contact to the Kimberley to gain first hand information Develop agreement with DIA Coordinate political action to support proposal 	May 04 Jul 04 Jul 04 Jul 04	LB LB LB June O	Agreement
2. Review and implement new pricing structure			
<ul style="list-style-type: none"> Compare TIS and other pricing models Draft a three tiered pricing model 	Aug 04 Aug 04	LB/PMc LB	Document
3. Increase awareness of benefits of using interpreters among government non government organisations			
<ul style="list-style-type: none"> Utilise networks to run workshops Radio State level promotion Justice, Police, DIA AT SIS 	ongoing ongoing ongoing	Network LB	
4. Develop community demand for interpreting services			
<ul style="list-style-type: none"> Print card requesting interpreting service and distribute Obtain funds for video, radio and TV promotion of service to communities DoJ, 	July 04 Dec 04	LB LB	Card Funds
5. Ensure continued tight financial management			
<ul style="list-style-type: none"> Ensure quarterly financial reports to committee Operate under Mirima organizational procedures 	Qtrly	Vina LB/KR	Report Manual
6. Develop Cultural Awareness program			
<ul style="list-style-type: none"> Negotiate the development of a CA course with KIS committee Develop / negotiate course format / structure Prepare application for project funding to: Engage Project Officer (PO) to coord CCA course development 	Dec 04 2005 Dec 04	LB LB	
<ul style="list-style-type: none"> Develop Course content Draw up presentation time table Market to identified client Conduct training / review 	2005 2005 2005 2006	P O P O P O P O	

Goal 2	To provide a professional development program and specific skills development to current interpreters by December 2004		
Strategies	Date	Resources	Indicator
1. Identify training programme and provider <ul style="list-style-type: none"> • Develop content 	May 04	ER	June Venue
2. Identify current and future training needs <ul style="list-style-type: none"> • Assess skills of current interpreters • Complete training needs analysis for future activities 	Ongoing Mar 05	ER LB/ER	Feedback sheets Document
3. Develop alliances with training partners <ul style="list-style-type: none"> • Identify partner RTO's • Discussions with RTO's re ability to support KIS • Partnership agreement with project partners 	Jun 04 Aug 04 Dec 04	LB LB LB	Meet & report Partnership Agreement
4. Secure delivery of Diploma of Interpreting in the Kimberley on an annual basis. <ul style="list-style-type: none"> • Negotiate with Dept of Educn & Training • Negotiate with Central College of TAFE 	July 05 July 05	LB LB	Coursef run from 2006
5. Identify role and code of practice for facilitators (as distinct from Interpreters)	July 05	LB	Training workshop in facilitation

Goal 3	To double the number of interpreters across the Kimberly to meet client needs		
Strategies	Date	Resource	Indicator
1. Continue to review market segments and estimate the volume and trends in assignments <ul style="list-style-type: none"> • Undertake review of usage by market segment 	Nov 04	LB/ PMc/PS	Report
2. Identify potential interpreters to match client needs <ul style="list-style-type: none"> • Prepare list of requirements for trainee qualities • Use local networks to find suitable trainees 	Jul 05 ongoing	LB/ER LB	Database Database
3. Negotiate funding for courses	ongoing	LB	Funding obtained
4. Develop an agreement with Interpreter Training Consultant re COAG WA SITE	Jul 04	LB	Agreement
<ul style="list-style-type: none"> • Obtain Funding for COAG WA course • Agreement with Interpreter Training Consultant 	Jul 04 Oct 04	LB LB	Submission Agreement
5. Monitor training outcomes <ul style="list-style-type: none"> • Prepare a range of monitoring tools 	Mar 05	LB/consultant	No's Accred Interviews

Goal 4		To formalize the business entity and develop a strong organizational structure by July 2005		
Strategies		Date	Resources	Indicator
1. Review business entity options				
<ul style="list-style-type: none"> • Circulate options paper and discuss at next committee meeting 		Aug 04	Consult/ Steering Ctee	Report
2. Adopt most appropriate corporate structure		Nov 04	LB/Consult/ Steering Ctee	Incorporated
3. Prepare policy and procedures documentation				
<ul style="list-style-type: none"> • prepare brief for project officer 		Dec 04	LB/Consult	Policy & Procedures manual completed
<ul style="list-style-type: none"> • source other examples and write manual 		Dec 04	LB/Consult	
4. Staff levels / requirements				
<ul style="list-style-type: none"> • part time support to Coordinator 		Aug 04	LB	Person Employed
<ul style="list-style-type: none"> • investigate option of CDEP support 		Aug 04	LB	

Goal 5		Provide language and communication training for clients to improve the effectiveness of KIS services		
Strategies		Date	Resources	Indicator
1. Conduct needs / market survey				
<ul style="list-style-type: none"> • mail out to past clients about training 		Nov 04	LB	
2. Develop PD Sessions content and materials				
<ul style="list-style-type: none"> • complete workbook / materials 		Nov 04	KLRC/LB	
<ul style="list-style-type: none"> • review KLRC course / video resources 		Nov 04	KLRC/LB	
3. Run the course		Jan 05	LB & Interpreters	

BUSINESS PLAN

1. INTRODUCTION

Kimberley Interpreting Service (KIS) is joint venture between Mirima Dawang Woortlab-gerring Language & Culture Centre and the Kimberley Language Resource Centre and was established in 2000 to meet the interpreting needs of Indigenous people in the Kimberley.

Since 2000, KIS has been able to establish a network of 50 interpreters across the Kimberley, offering interpreting services in 18 Indigenous languages.

1.1 REGIONAL OVERVIEW

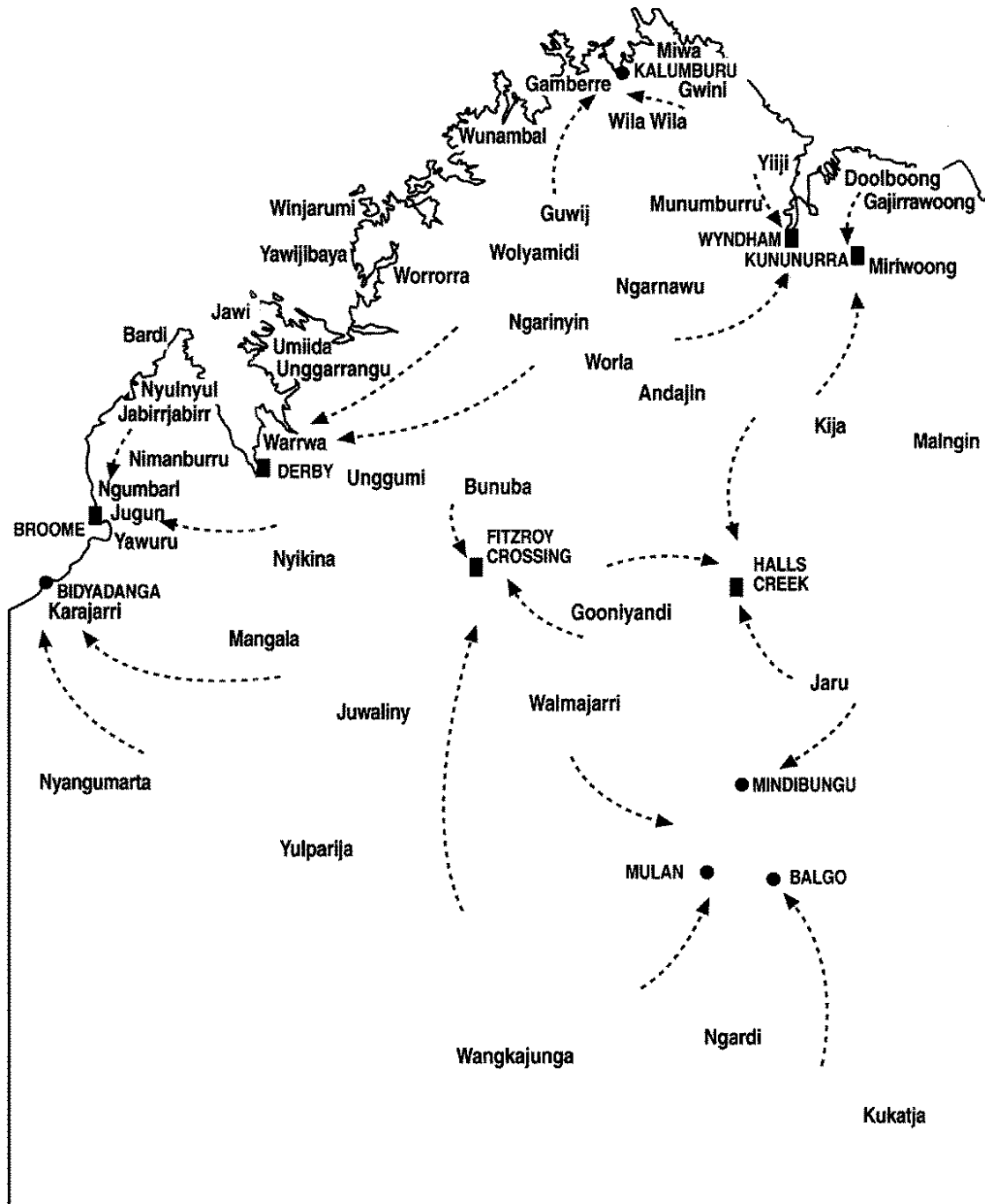
The Kimberley is the most logical region in Western Australia to commence an Indigenous Interpreter Service, as around 47% of the region's population is Indigenous.

The following table shows the Indigenous population as a percentage of each WA region's population.

The over-representation of Indigenous people in the Justice and Health systems provides further support to the need for an Interpreter service.

Region	Area	Pop.	% Indig.
Gascoyne	137,938	10,308	17%
Esperence	770,488	54,855	10%
Great Southern	39,007	53,794	4%
Kimberley	424,517	33,705	47%
Mid-West	466,766	50,318	10%
Peel	5,648	78,854	2%
Pilbra	507,896	39,441	17%
South West	23,998	132,026	2%
Wheatbelt	155,282	72,282	5%

The map below shows area covered by the Kimberley languages



Map courtesy of KLRC

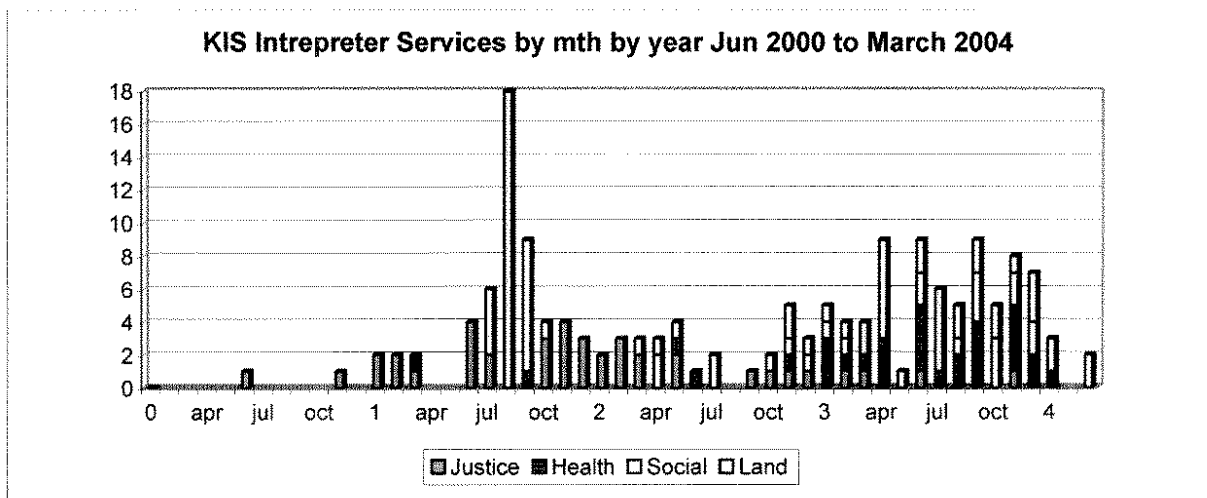
1.2 PREVIOUS PERFORMANCE AND ABILITY TO SERVICE

Kimberley Interpreting Service has established comprehensive administrative procedures to ensure reliable service provision.

This includes:

- Bookkeeping and administrative procedures
- Experienced at arranging travel in remote areas
- Ability to identify the most appropriate interpreters for each assignment with regard to gender, language group and relationship.

The following table shows 162 KIS interpreting assignments by month and by the type of activity:



The following table provides an overview of the interpreting assignments by main type, this demonstrates KIS’s ability to provide services across a range of issues.

KIS Summary of Interpreting Assignment 2000 to 2004		
Justice	40	25%
Health	31	19%
Social	22	14%
Land	69	43%

1.3 LOCATION OF INTREPRETERS

KIS has a network of well distributed interpreters as demonstrated in the following table:

Location	Male Interpreters	Female Interpreters	Total No of Interpreters
Broome	2	2	4
Bidyadanga		2	2
Derby	2	5	7
Looma		2	2
Fitzroy Crossing	4	6	10
Halls Creek	1	3	4
Balgo	4	2	6
Warmun	2	1	3
Kununurra	4	5	9
Wyndham		1	1
Perth		2	2

One of the great advantages of this regional coverage is that KIS is able to provide local interpreters who have knowledge of the main local languages and Kriol.

Over the next twelve months KIS is actively seeking more interpreters through a planned recruitment program followed by the commencement of new groups to undertake the Diploma of Interpreting.

Batchelor Institute of Indigenous Tertiary Education commenced training in the Diploma of Interpreting in May 2004, based at Karrayili Adult Education Centre in Fitzroy Crossing. The course is a twelve months course and has an enrolment of around eighteen.

This training will further enhance the ability of KIS to provide accredited interpreters across the Kimberley.

KIS is negotiating with WA based training providers and the WA State Government to investigate the Diploma of Interpreting being delivered to Indigenous students in the Kimberley and the rest of WA.

1.4 INTERPRETER REFESHER COURSE 2004

A refresher course for the fifty existing Interpreters was held in May 2004.

This refresher course was funded by the Kimberley Development Commission to maintain the currency and quality of the existing interpreters. KIS has been planning this course for over a year..

The four day full time course included:

- Code of ethics for Interpreters
- Techniques of interpreting
- Concepts difficult to translate
- Role plays to practice newly acquired skills
- Telephone Interpreting
- Interpreting in court situations
- Interpreting at large meetings
- Small group interpreting
- Dialogue interpreting

2. MARKETING

2.1. MARKET ENVIRONMENT ANALYSIS AND MARKET RESEARCH

A broad range of market research has been completed and includes:

Community Consultations
Internet search of IAD, ARDS and NT Sites
International examples

During the community consultations it has become clear that there are high levels of interest in the use of interpreters and other interpreting services. The perceived time difficulties and costs in arranging interpreters were seen by interviewees as the main reason why they are not used more.

However the market research has identified a broad range of services that have been put forward as services that are needed and would be supported by organisations.

The following market segments were identified as potential uses of language services in the Kimberley:

2.2. MARKET SEGMENTS

Police and justice system
Health and hospital work in the Kimberley and in Perth
Kimberley based organizations: KLC, CDEP's, Resource Centres and community organisations,
Heritage and Land Trust, Dept of Indigenous Affairs
Education in Kimberley schools
Courts system
Mining Companies
Tourism
Film and documentary companies eg SBS, BBC,
Cultural awareness classes for local workers and tourists
Language classes for local workers and tourists
Publications and books, CD's etc
Art based tours
Defence Force survival skills etc

The market research has focused on gaining information on the existing knowledge of the service, perceptions of it and other services or products that would be of interest.

Market segments should be coded in order that usage, time and costs can be allocated through the KIS File Maker Pro data base.

2.3. OPPORTUNITIES ANALYSIS

During the community consultations and interviews, a large number of market opportunities for KIS were identified.

Given KIS's current resources, there were too many opportunities for KIS to address in the next few years. The strategic planning workshop prioritised these. The first group below is the opportunities this current business plan is addressing (not in priority order)

- Assistance with pre sentence reports Dept of Justice to ensure client understanding of sentencing options
- Explanation of court process in language Police/ DoJ
- Cross cultural training for police, nurses, teachers CDEP, Resource Centre staff etc
- Use interpreters with health specialists appointments
- Basic cross cultural training for health professionals, doctors, nurses, dentists, specialists etc.
- Advanced cross cultural experience for longer term health professionals
- Encourage ALO's in health to obtain Interpreting qualifications
- Encourage APLO's to undertake interpreter training
- Use of interpreters for mining company meetings and negotiations to become common practice
- Develop concept of "Community Consulting Agent" or 'Facilitators' to be used at large community meetings
- Meeting facilitation providing training to interpreters on meeting techniques

This second group of opportunities is still important and may be taken up as those in the first group are achieved.

- Production of health, legal and other materials into indigenous languages
- Investigate ways of incorporating traditional health practices in to health strategies
- More land and heritage work to be carried out in language
- Cross cultural courses for tourist and interested visitors, different levels, live in, one, two and three day courses
- Bush skills / survival course for Defence, Army, Navy, SES etc
- Cultural Awareness and training to trainee teachers / health in Universities
- Provision of interpreters in Perth Hospitals
- Develop the plant and animal Indigenous knowledge base
- Multi media and video conferencing for remote clients for interviews, meetings etc
- Production of counseling and nutrition information in language, books, video, CD's

2.4 PRICING STRATEGY

It is recommended that a price increase be implemented for the 2004/05 financial year:

Interpreting

Standard interpreting	2hr min	\$ 120
	Hrs thereafter	\$ 60
After Hours	2hr min	\$ 150
	Hrs thereafter	\$ 75

Meeting Facilitation

A day rate for facilitation	\$600 plus travel costs and accommodation
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Cultural Awareness Training

Each one day course for 10 people is estimated at \$3,000 or \$300/person

2.5 PROMOTIONAL STRATEGY

A detailed promotional strategy needs to be developed for KIS. This should include activities and material such as:

- Brochures
- Web page
- Information sessions to potential client groups
- Direct lobbying and visits to departments and organisations
- Networking
- News paper / newsletter articles
- Graduation ceremonies
- Posters
- Video
- Advertising on radio, television
- T-Shirts with KIS logo worn by interpreters when on the job

Advantage needs to be taken of "free" opportunities to promote the organisation through the placement of articles on activities events in:

Newspapers
Health magazines / journals
Police newsletter/journal,
Mining industry journals etc

This is a very cost-effective way of raising the profile, promoting and developing the image of KIS.

2.6 NAME OPTIONS

During the course of the project, there was some evidence that the broader range of services and products open to the organisation may be better represented in a different name if some of the development of options were to be pursued.

Alternative names offered were:

- Kimberley Language Services
- Kimberley Language and Interpreting Services
- Indigenous Language Services
- Language and Media Services of the Kimberley
- Kimberley Communications
- Facilitation and Language Services
- Language and Community Development Services
- Kimberley Cultural Services
- Kimberley Indigenous Cultural Development

The discussion at the Strategic Planning workshop showed that the committee saw the core business of the organisation to be Interpreting and improving communication. The final mission statement which leads the organisation talks about improving understanding and communication through interpreting, education and other language services.

The decision to stay with Kimberley Interpreting Service was quite strong and as the promotional material is prepared, it could include the broader operations that KIS wants to be involved in.

3. OPERATIONS

3.1 BUSINESS STRUCTURE OPTIONS

The forms of business structure potentially suitable to the KIS are:

- Corporation/Company
- Partnership
- Joint Venture
- Association.

The following sections present a brief summary of the advantages and disadvantages for each of these structures.

Table 3.1: Broad Description of Business Structure Options

Structure	Description
Corporation/ Company	A company is a legal entity separate and distinct from its owner, and it has many of the rights, duties and privileges of an actual person.
Partnership	An agreement between two or more persons to carry on business together with the intention of making a product. These persons can be companies, trusts, individuals or a combination.
Joint Venture	A relationship that exists between parties carrying on a particular commercial undertaking in common for their individual gains as opposed to mutual gain. Very similar to a partnership
Association	An incorporated structure is primarily designed for charitable, sporting and other not-for-profit groups.

3.1.1 Corporation/Company

The general features of a company are related to its independent legal status and include

- ♦ ability to enter into contracts in its own name
- ♦ ability to sue and be sued in its own name
- ♦ perpetual succession
- ♦ ability to hold, acquire and dispose of property and incur debts in its own name.

The Corporations Act provides for three variations in types of companies relevant for KIS: a proprietary company limited by shares, a public company limited by shares and a public company limited by guarantee.

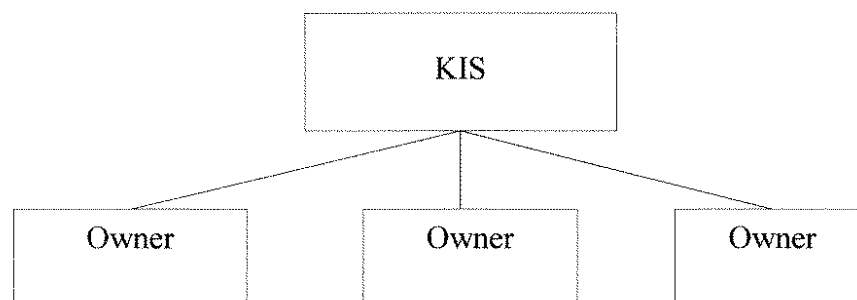
A proprietary company limited by shares is by far the most common type of company. In this structure, each member's interest in the

company is represented by the number of shares the member holds in the capital of the company. Among other things, the liability of members is limited to the unpaid amount (if any) on each share. Creditors of the company cannot access the personal assets of the shareholders.

A company limited by guarantee has no share capital. Each member agrees to guarantee the debts of the company up to a fixed amount (usually \$2) but is under no obligation to provide capital to the company while it is a going concern. Alternatively, a "parent" organisation could provide the guarantee. Accordingly, the company limited by guarantee is not normally used in commercial or trading transactions. It is suitable for non-profit organisations where the primary objective is to grant membership and obtain limited liability.

- **Proprietary Company Limited by Shares** would be an appropriate structure if the language centre KIS as a separate venture in its own right as their principal objective.

Proprietary Company Limited by Shares



Establishment

The shareholders or members of companies can be other companies or natural persons. At least one director for proprietary companies and a secretary need to be appointed and a registered office established.

Alternatively, ready made off the 'shelf' companies can be purchased from specialist businesses. These companies are purchased complete with a standard Constitution. If KIS requires a company whose constituent documents are specifically tailored to its needs, it will probably need to obtain professional assistance to ensure the documents are correctly drafted.

Operation

The directors of the company are responsible for the management of its business. In a large company, the day to day management is undertaken by executive officers of the company who may or may not be directors.

The directors of a company will not normally be personally liable for the action of the company because they are merely acting as agents of the company. However, personal liability will be attached to directors who cause a company to undertake various unlawful activities, for example directors can be liable for unpaid debts if the company trades whilst insolvent.

The liability of a member of a company is limited to the unpaid amount on the shares in the company held by that member. Normally, shares in a proprietary company are fully paid up so that, in effect, a member will have no liability for the actions of the company.

Regulation

The Corporations Act imposes a relatively high degree of regulation on companies and their directors compared to some other structures.

A company limited solely by guarantee cannot raise any equity finance. Accordingly, it is restricted to obtaining debt finance from financial institutions or its members.

As a separate legal entity, a company can hold property in its own name. Shareholders realise financial gains from the exploitation of this property by way of dividends. Except for Companies limited by guarantee, dividends can only be paid out of the profits of the company and are normally paid as a percentage of the value of a share. The power to declare dividends is normally under the control of the directors.

Advantages

- separate legal personality
- limited liability for members and directors unless personal guarantees are given
- familiar form of business structure especially overseas. Financial institutions will more readily deal with it
- uniform regulation throughout Australia
- permanent as they have perpetual succession
- facility to obtain funds is greater as non-debt finance may be obtained
- lower tax rate (30% flat rate) except if ITEC, where tax rate is zero.
- dividend imputation.

Disadvantages

- high level of regulation
- public exposure (disclosure and registration of information and directors, etc.)
- additional responsibilities under Corporations Law for any directors associated with the company
- once money is invested as share capital, it is difficult to withdraw other than through a liquidation
- decision making process may be more cumbersome, depending on the number of people involved
- losses are trapped within the company and cannot be accessed by shareholders
- loss of capital gains tax indexation on distribution
- repatriation of profits by any other means than as a dividend is difficult.

3.1.2 Partnership

A partnership can be two to twenty persons or organisations

Advantages

- establishment and administration is informal and inexpensive
- uniform and low level of regulation
- the flexibility of organise the partner's own affairs
- tax losses are available for use by individual partners
- franked dividends flow through the partnership to the individual partners
- it is simple to understand
- there is limited external disclosure.

Disadvantages

- there is unlimited liability of each partner including personal assets for all properly incurred debts of the partnership
- it may not be eligible for the 125% deduction for R&D
- each partner is bound by the acts of the other partners within authority
- possible unanimity required on entry/exit
- capital gains tax rules as they apply to partnerships are cumbersome and difficult in their application
- it lacks permanence.

3.1.3 Joint Venture

Advantages

- no direct regulation
- very flexible in application to different businesses
- co-venturers are taxed separately, the 125% taxation deduction for R&D is available to the individual co-venturers if they are eligible companies (i.e. body corporates incorporated under a law of the Commonwealth or State)
- joint venturers are not responsible for the acts of co-venturers (unlike in a partnership).

Disadvantages

- limited liability can only be achieved if the joint venturer's personally have limited liability, but the whole of the assets of the venturers are available.
- expensive and complex to establish
- possible classification as a partnership with the associated consequences if not careful in establishing Joint Venture agreements

3.1.4 Association

An incorporated association is a relatively simple and inexpensive legal structure. The main advantages of an incorporated association are

- it offers limited liability for members
- it has a separate legal identity
- it offers tax advantages (ITEC / PBI)
- it has a low level of regulation
- it is an acceptable entity for sponsoring grant funding program applications.

The main disadvantages are

- in some states accounts must be audited
- it is unable to be formed with profit-making as the primary objective
- it is unable to distribute profits to members directly
- there is a lack of uniform regulation throughout Australia.

KIS would have the choice of the WA Incorporated Associations Act and the Commonwealth Aboriginal Associations Act. There are currently changes to the Commonwealth Act (ORAC) before parliament that will bring the act up to date and allow corporate members, only 5 members to form, allow telephone meetings, allow non indigenous members on the board.

3.2 REGULATORY & INSURANCE

Broome Office contents Insurance:	\$10,000
Broome Office Theft:	\$10,000
Public Liability:	\$10M

3.3 BUSINESS LOCATION

KIS is situated in a leased office in Chinatown Broome. The address is Unit 2, 1 Kennedy's Store 9 Napier Terrace Broome. The lease on the office is renegotiated annually. Most of the work of the organisation is done by telephone, fax and email. The language centres in Fitzroy Crossing, Halls Creek and Kununurra are central to the operations of the interpreting service and give support through their physical proximity to interpreters and assignments. The office in Broome has possibility of expansion there is room for another person in the present office and other offices in the vicinity available for lease.

3.4 EQUIPMENT & SHARED RESOURCES

KIS owns one laptop computer and one PC which are networked, a fax, photocopy and laser printer unit, office furniture a fax and a telephone line

3.5 QUALITY & STANDARDS

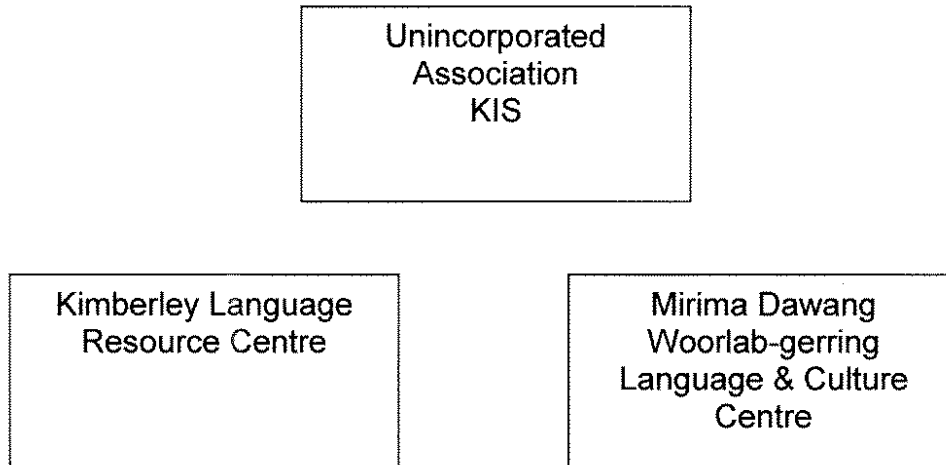
A policy and procedures manual is to be produced in 2004/05

3.6 MEMBERSHIP & NETWORKING

KIS has a close working relationship with a number of state and national professional organisations within the interpreting and translating industry, including the National Accreditation Authority for Translators and Interpreters (NAATI), the Australian Institute of Interpreters and Translators (AUSIT), the Western Australian Institute for Translators and Interpreters (WAITI). Additionally, KIS has advised and been on the steering group to develop the report on the needs analysis of Interpreting and Translating services in WA for the Office of Multicultural Interests (OMI). In June 2004 staff members of KIS, KLRC and Mirima wrote a discussion paper on Indigenous Language Interpreting services for ATSI.

4 ORGANISATION

4.1 CURRENT STRUCTURE



4.2 MANAGEMENT, ADMINISTRATION AND HUMAN RESOURCES

The management and administrative functions of KIS are likely to change significantly as it expands its operations. In addition to effective organisation of tasks and events, KIS will need to ensure that procedures are in place to ensure probity and compliance with statutory requirements as well as enable it to operate effectively. Ironically, it is often as organisations (business and otherwise) expand that problems begin to emerge. These may relate to management of resources, human and financial, or to additional reporting and administrative requirements. Further, the nature of involvement of the key stakeholders, in this case the core members of KIS, is likely to change as its resource base expands.

It is suggested that KIS adopt a management structure supported by administrative procedures that will apply regardless of its level of resourcing and staffing arrangements. This structure and procedures should address

- ♦ governance issues and clarification of roles, responsibilities, and reporting relationships
- ♦ development of agreements and procedural guidelines
- ♦ maintenance of records and management information.

Governance, Roles and Responsibilities

One of the main issues with respect to governance is having a workable management system. Committees are notorious for ineffective decision making and lack of accountability, and it is often this factor which contributes to dwindling interest amongst members. Similarly, a disproportionate amount of effort in progressing the activities of a committee often tends to fall on a few (sometimes over committed) individuals. However, this need not be the case.

The aim is to have an effective management team responsible for directing business growth, determining policy, monitoring performance, ensuring compliance with statutory obligations and reporting to members supported by employees and/or volunteers responsible for implementing its work program. This implies the need for a "Board".

An incorporated body is required by its constitution to have a Board or Committee of Management. However, this requirement is borne from the need to ensure probity in its operations, not necessarily efficiency and effectiveness in pursuing aims and objectives. Consequently, it is suggested that KIS consider more than its obligations in determining the structure and role of its committee of management; hence the reference to a Board.

The Board should guide the organisation's development and provide access to the range of skills and experience required to progress its operations.

Its role should encompass

- development of policy regarding KIS structure, scope of activities and work program
- ensuring compliance with statutory obligations
- representing and promoting KIS and its interests
- reporting to members / stakeholders
- monitoring and evaluating performance and determining future strategic directions
- securing funding for the organisation
- financial management
- providing direction for, and overseeing, employees and volunteers.

NOTE: If the organisation employs a Manager, the Board should delegate these responsibilities to the Manager. ie let the manager manage – there should not be Board interference in the responsibilities and functions of the Manager.

Ideally the Board should comprise a manageable number of say 6 or 8 and combine skills in different aspects of the Indigenous Language sector, marketing and promotions, and financial management.

Other desirable features include

- good networks of contacts within the industry and region
- good communication skills
- knowledge of government funding programs and their requirements
- commitment and enthusiasm.

The Board should be elected annually by members and meet at every 6 months, perhaps rotating throughout the region and inviting members / stakeholders to participate. It may also nominate either a smaller executive to oversee implementation of its work program, or nominate individuals with responsibility for overseeing specific streams of activities. The executive should meet on a monthly basis, perhaps more frequently when significant events or activities are being planned.

4.3 TRAINING ASSESSMENT & PLAN

To be developed by the Coordinator and Steering Committee as the project progresses.

5. FINANCIAL

5.1 FINANCIAL STRATEGY

The funding for KIS has now been confirmed for the next three years, providing KIS can meet the performance targets set out in this plan and funding agreements.

Broadly the financial strategy has been to secure the three year recurrent funding. This will allow KIS to establish itself, secure clients and develop allied services that utilise the skills and organizational ability of KIS.

The commitment of triennial funding by State agencies is a great step forward and now means the KIS can get on with the job of expanding the interpreter service across the region.

The following budget projections show that over a five year period, KIS will reduce its dependency on this core funding, but recognises that there will remain a social and equity element in the work that KIS does and that there will be a need for some core funding.

It is not possible or reasonable to expect an Interpreter service that is servicing clients whose communication needs have been ignored for a long time should be able to be self supporting.

The plan hopes to ensure that KIS can operate at around a breakeven position with the dependence on the core funding commencing as 60% of KIS income in 2004/05, reducing to around 27% in the 2008/09 year.

KIS anticipates earning income from services such as Meeting Facilitation, Cultural Awareness Programs, Translation and other language project activities.

5.2 ESTIMATED FUNDING MIX BY YEAR

The future budgets have been developed from a process of analysis of the previous year's performance and proposed activity levels based on the demand identified during the market analysis phase of the project.

The table below shows a summarised financial report of previous performance.

KIMBERLEY INTERPRETING SERVICE FINANCIAL SUMMARY BY YEAR								
	2001 / 02 FINANCIAL YEAR				2002 / 03 FINANCIAL YEAR			
	Generated	WA DET	Total		Generated	Grants	Total	
Income								
Grants	1,221	70,037	71,258	79%	2,102	85,000	87,102	82%
Intrepreting	18,468		18,468	21%	19,463		19,463	18%
Total Income	19,689	70,037	89,726		21,565	85,000	106,565	
Intrepreters	15,281		15,281	17%	20,234		20,234	19%
Travel Allowence		5,772	5,772	6%		7,088	7,088	7%
Total Variable	15,281	5,772	21,053	23%	20,234	7,088	27,322	26%
Gross Profit	4,408	64,265	68,673	77%	1,331	77,912	79,243	74%
Expenditure								
Administration	1,244	7,596	8,840	10%	33	21,593	21,626	20%
Travel	1,817	2,371	4,188	5%	96	8,700	8,796	8%
Employee costs	-	52,196	52,196	58%	-	37,431	37,431	35%
Total Expenditure	3,061	62,163	65,224	73%	129	67,724	67,853	64%
Carry forward	1,347	2,102	3,449	4%	1,202	10,188	11,390	11%

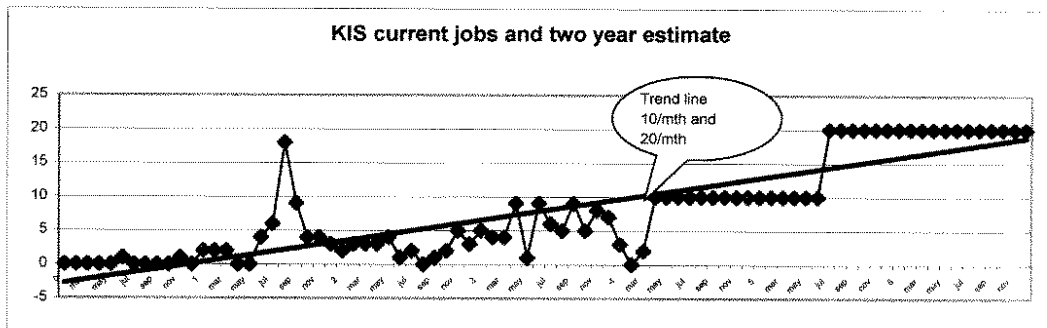
The following represents the most likely achievable budget estimate for the next five years:

		2004/05		2005/06		2006/07		2007/08		2008/09	
Operational Funds		120,000	60%	120,000	50%	120,000	43%	90,000	31%	80,000	27%
Intrepreting		30,000	15%	50,000	21%	70,000	25%	90,000	31%	100,000	34%
Facilitating		10,000	5%	15,000	6%	20,000	7%	25,000	9%	30,000	10%
Cultural Awareness		6,000	3%	15,000	6%	30,000	11%	40,000	14%	40,000	14%
Project Grants		30,000	15%	30,000	13%	30,000	11%	30,000	10%	30,000	10%
Other		5,000	2%	10,000	4%	10,000	4%	15,000	5%	15,000	5%
		201,000		240,000		280,000		290,000		295,000	
Intrepreting	0.6	18,000	9%	30,000	13%	42,000	15%	54,000	19%	60,000	20%
Facilitating	0.4	4,000	2%	6,000	3%	8,000	3%	10,000	3%	12,000	4%
Cultural Awarene	0.4	2,400	1%	6,000	3%	12,000	4%	16,000	6%	16,000	5%
Project Costs	0.7	21,000	10%	21,000	9%	21,000	8%	21,000	7%	21,000	7%
		45,400	23%	63,000	26%	83,000	30%	101,000	35%	109,000	37%
Gross Profit		155,600	77%	177,000	74%	197,000	70%	189,000	65%	186,000	63%
Administration		20,000	10%	22,000	9%	24,000	9%	24,000	8%	24,000	8%
Communications		10,000	5%	10,000	4%	12,000	4%	12,000	4%	12,000	4%
Travel		10,000	5%	15,000	6%	15,000	5%	16,000	6%	16,000	5%
Employee costs		110,000	55%	125,000	52%	140,000	50%	130,000	45%	130,000	44%
		150,000	75%	172,000	72%	191,000	68%	182,000	63%	182,000	62%

Budget Assumptions:

Income:

- Operational funds: This figure represent the 'core' funding committed by the WA Departments to the establishment of the Interpreting Service and the social and equity component of the service. This covers the overhead cost of coordinators salary, travel and office costs.
- Interpreting: This is based on an average Interpreting fee of \$300 per assignment based on the new fee structure (100 interpreting assignments in the twelve months or around 8 per month). The following graph shows the three years previous performance and the estimated number of Interpreting assignment for two years.



- Facilitation: This income category recognizes that not every activity or request for interpreters is strictly interpreting. Facilitation is a role where people with Indigenous language and English skills facilitate the flow of information and understanding at meetings, formal occasions and workshops. It is estimated that the average daily rate is \$600 with a total of \$10,000 in 2004/05 or around 16 Facilitation assignments. It is anticipated the main clients will be Government, Aboriginal corporations and the mining industry.
- Cultural Awareness: During the market analysis a strong demand for localised cultural awareness courses became apparent. The strategic planning meeting saw the main task of KIS to be providing Interpreting services for clients in the legal and health systems. However recognizing that there is an opportunity and that these courses could provide additional work / employment for interpreters KIS will develop course materials and identify suitable trainers for the work. In the 2005/06 year it is planned to conduct two courses, each one estimated to bring around \$3,000. This will increase in subsequent years to \$40,000 by the 2008/09 year or around 13 courses across the Kimberly each year. It is anticipated that a longer more intensive course could be developed in association with the Language Centres also.

- **Project Grants:** It is anticipated that KIS will identify projects that will assist in the development of Interpreting and language services for which it will apply for grants, one or two projects a year with an estimated income of \$30,000 each year.
- **Other income:** This includes donations, translation services, and other small one off projects that KIS will undertake as it has skilled Indigenous language speakers.

In summary, each area of activity have been set at realistic and achievable levels of activity, given the staff and resources available to operate the organisation.

Cost of Sales:

The budgets have been prepared to identify the variable costs that must be paid in providing the services outlined above. This allows an analysis of the overall contribution from each activity to the overhead or fixed cost of KIS's operation.

The following assumptions have been made about the variable cost, again based on experience and the pricing strategy.

- Interpreting has an estimated cost of 60%, that is of each \$1 of Interpreting income 60% goes towards the payment of the interpreter and travel costs
- Facilitation, has a slightly less variable cost of 40% as a higher daily fee is charged, and the facilitator receives 40% of the fee.
- Cultural awareness has a similar variable cost of 40% and is why these two programs have been included into KIS activities as their contribution to the fixed or overhead costs is greater.
- Project costs have been estimated at 70% as it is thought the projects will either have additional staff resources or travel as components to the budgets, which will need to be paid out, and only 30% will contribute to the overhead costs of KIS.

Gross Profit

Gross profit is the amount left from the income once the variable costs have been taken out, and represents the dollars available to cover overhead costs.

The gross profit amount is best represented as a % of income, and estimated Gross Profit in 2004/05 is 77%, reducing to a level of 63% in 2008/09. This shows as the 'core' funding decreases and the fee for service activities increase a greater amount is paid out in the form of variable costs. In this case, the Interpreters and facilitators receive greater levels of payments. For example in 2004/05 around \$45,000 will be paid to interpreters and language

workers, where as in the 2008/09 year it is estimated that \$109,000 will be paid to Interpreters.

Overhead Costs

Overhead costs have been separated in to four categories:

- Administration: This category includes items like, accounting and audit cost, office stationary and printing, bank fees, insurance advertising etc. these are estimated to be around 8% to 10% of the income.
- Communications: This category includes telephone, email, Internet services and other communications costs. Communication costs are expected to remain high as the Interpreters and the clients are spread across the region, the target is 5% of the income.
- Travel: In a region the size of the Kimberley, travel is always going to be a high cost item, and is hope it can be contained to around 5% of the income each year.
- Employment Costs: It is anticipated that there will be two full time equivalent positions, this may in fact be one full time and several part time positions. If CDEP can be used to gain additional staff resources in the office, administration employment could be three EFT.

The budgets have been prepared on the basis of a small carry-forward each year ensuring sufficient money in bank accounts to enable a smooth cashflow without the need of an overdraft facility.

This of course depends on the timing of grants and the collection of debtors, the latter becoming more important in later years, when around \$15,000 a month with be billed out to clients.

6. APPENDICES

6.1 COMMUNITY CONSULTATIONS

The following is a list of the groups and individuals consulted in Stage 1

Broome

Lesley Baxter	Kimberley Interpreting Service
Mary Cowley	Department of Indigenous Affairs
Susan Seeley	Director of Nursing, Broome Hospital
Richard Murray	Director, Medical Services, KAMS
Paul Lane	Lingiarri Foundation
Frank Parriman	Regional Manager, Ministry of Justice.
Steve Carrigg	Manager North West Mental Health
Madge Mohi	Broome Prison

Fitzroy Crossing

June Oscar	Chairperson, Kimberley Language Resource Centre.
Margaret Sefton	Kimberley Language Resource Centre.
Maureen Carter	Nindilingarri Cultural Health Services.
Dr Joy Rowland	Fitzroy Crossing Hospital
Carol Erlank	Director of Nursing, Fitzroy Crossing Hospital
Olive Knight	Coordinator, Marninwarntikura Womens Shelter / KIS Interpreter
Annette Kogolo	ALO, Fitzroy Crossing hospital and KIS Interpreter
Nicola Angel	Karrayili Adult Education Centre.

Halls Creek

Edgar Price	Coordinator, Kimberley Language Resource Centre,
Siobhan Casson	Community Linguist, Kimberley Language Resource Centre
Joyce Hudson	Project Manager, Kimberley Language Resource Centre,
Ian Benjamin	Yuri Yungi Aboriginal Medical Service
Bonnie Edwards	KIS Interpreter
Merv Wright	JP and TAFE
Andy Greatwood	OIC, Halls Creek Police
Caroline French	Director of Nursing, Halls Creek
Robyn Long	ALO, Halls Creek Hospital
Chris Vye	Community Health Halls Creek
Peter McConnell	CEO, Halls Creek Shire
Geoff Vivian	Community Development Officer, Halls Creek Shire
Peter Jebb	COAG Representative FACS / DOTARS

Kununurra

Jeff Gooding	CEO, Kimberley Development Commission
Craig Pincott	Department of Industry & Resources
Jenny Toogood	Kununurra Hospital
Monica Frain	Director of Nursing Kununurra Hospital
Keeley Palmer	Mirima Dawang Woortlabgerring Language and Culture Centre
Mick Sutherland	OIC, Kununurra Police

Perth

Charles Vinci	A/g DG, Dept Indigenous Affairs
Stewart Reid	Department of Indigenous Affairs
Lyn Genoni	Principal Policy Consultant, Federal Affairs, Dept Premier & Cabinet
Shaun Boyle	Policy Officer, Dept Premier & Cabinet
Sue Ozich	Director North, Dept of Community Development
Kate George	Department of Justice
Howard Pedersen	Policy Officer, Dept Local Government & Regional Development

Northern Territory

Dominic McCormack	Principal, Indigenous Communications Solns P/L (consultant to Batchelor Institute of Indigenous Tertiary Education)
Richard Trudgen	ARDS
Coleen Rosas	Manager, NT Aboriginal Interpreter Service