



Australian  
Human Rights  
Commission

---

# Corporate Plan

---

## 2017–2018

---

AUSTRALIAN HUMAN RIGHTS COMMISSION

---



# Contents

## 1 • Preface

## 2 • Part 1: Our purpose

- 3 • Our leadership team
- 4 • Purpose and performance at a glance
- 5 • Our environment

## 10 • Part 2: Operationalising performance

- 12 • 2017–2018 Dashboard: Key Initiatives
- 18 • Evaluating performance

## 22 • Part 3: Integrating our purpose and performance into our day to day work

- 24 • Integration matrix
- 25 • Our organisational structure

The Australian Human Rights Commission encourages the dissemination and exchange of information provided in this publication. All material presented in this publication is provided under a **Creative Commons Attribution 3.0 Australia**, with the exception of:

- the Australian Human Rights Commission logo,
- photographs and images, and
- any content or material provided by third parties.

The details of the relevant licence conditions are available on the **Creative Commons** website, as is the full legal code for the **CC BY 3.0 AU licence**.

### Attribution

Material obtained from this publication is to be attributed to the Australian Human Rights Commission with the following copyright notice:



**Corporate Plan 2017–2018**  
**ISSN 2206-8368 (Online)**

### Third party copyright

Wherever a third party holds copyright in material presented in this publication, the copyright remains with that party. Their permission may be required to use the material.

The Commission has made all reasonable efforts to:

- clearly label material where the copyright is owned by a third party. Please note this does not include photos, images and video which are all regarded as third party material, and
- ensure that the copyright owner has consented to this material being presented on this website.

**Graphic design** Dancingirl Designs

**Cover photo** iStock

# Preface

The Australian Human Rights Commission is a small independent statutory agency that is part of the Attorney-General's portfolio.

This Corporate Plan has been prepared in accordance with s 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act) and s 46AA of the *Australian Human Rights Commission Act 1986*. It articulates the connection between our purpose, operational environment, and organisational impact with an outlook to 2021. It then sets out the key activities and performance that we anticipate will contribute to this impact for the 2017–18 financial year.

## Part 1:

# Our purpose

The Australian Human Rights Commission (the Commission) is the nation's national human rights institution. The Commission was established in 1986 by the federal Parliament as an independent statutory organisation charged with protecting and promoting the human rights of all people in Australia.

The Commission is accredited as an 'A status' national human rights institution (NHRI). This accreditation is regularly reviewed through United Nations sanctioned processes by the Global Alliance of NHRIs. To be given 'A status', NHRIs must be established and operate in compliance with the United Nations *Principles Relating to the Status of National Institutions for the Promotion and Protection of Human Rights*—commonly known as the 'Paris Principles'.<sup>1</sup> The principles require us to operate in a robust, independent manner in order to provide accountability for human rights in Australia.

We have statutory obligations under the *Australian Human Rights Commission Act 1986* (Cth) as well as the *Age Discrimination Act 2004* (Cth), *Disability Discrimination Act 1992* (Cth), *Race Discrimination Act 1975* (Cth) and *Sex Discrimination Act 1984* (Cth). The Commission also has specific responsibilities under the *Fair Work Act 2009* (Cth).

Our vision is an Australian society where respect for human rights and freedoms is the cornerstone of a cohesive and peaceful society in which everyone can contribute and feel safe and included.

**Our purpose is to fulfil our statutory functions so that Australians have access to effective, independent complaint handling and public inquiry processes on human rights and discrimination matters, and benefit from our human rights education, advocacy, monitoring and compliance activities.**

The aim of this Corporate Plan is to articulate how we implement our purpose and promote an Australian society where human rights are enjoyed by everyone, everywhere, everyday.

<sup>1</sup> Further information: <http://nhri.ohchr.org/EN/AboutUs/Pages/ParisPrinciples.aspx>.

## Our leadership team

The work of the Commission is led by a President and seven Commissioners.

In this financial year, Emeritus Professor Rosalind Croucher begins her tenure as the new President of the Commission. The terms of the Race Discrimination Commissioner and National Children's Commissioner will also be completed.



**President**  
Emeritus Professor  
Rosalind Croucher AM



**Aboriginal and Torres Strait Islander  
Social Justice Commissioner**  
June Oscar AO



**Age Discrimination Commissioner**  
The Hon Dr Kay Patterson AO



**Disability Discrimination Commissioner**  
Alastair McEwin



**National Children's Commissioner**  
Megan Mitchell



**Human Rights Commissioner**  
Edward Santow



**Race Discrimination Commissioner**  
Dr Tim Soutphommasane




**Sex Discrimination Commissioner**  
Kate Jenkins



**Executive Director**  
Padma Raman

## Purpose and performance at a glance

As a Commonwealth entity we seek to operate in an innovative and agile manner, in order to realise our purpose. We seek to ensure maximum benefit for the Australian community from the actions that we take. Our performance framework for this is summarised below.

<b>Our vision</b>	<b>Human rights everyone, everywhere, everyday</b>			
<b>Our purpose</b>	To fulfil our statutory functions so that Australians have access to effective, independent complaint handling and public inquiry processes on human rights and discrimination matters, and benefit from our human rights education, advocacy, monitoring and compliance activities.			
<b>Our functions</b>	<p>The Commission exercises functions under the <i>Australian Human Rights Commission Act 1986</i> (Cth), federal discrimination laws (<i>Age Discrimination Act 2004</i> (Cth), <i>Disability Discrimination Act 1992</i> (Cth), <i>Race Discrimination Act 1975</i> (Cth) and <i>Sex Discrimination Act 1984</i> (Cth)) and the <i>Fair Work Act 2009</i> (Cth) and achieves its purpose by:</p> <ul style="list-style-type: none"> <li>Promoting understanding, acceptance and public discussion of human rights in Australia (including through our specialist commissioners).</li> <li>Promoting compliance with human rights and federal discrimination law (including through the preparation of guidelines; developing and monitoring disability standards; and considering applications for exemptions under relevant discrimination laws).</li> <li>Undertaking research, educational and other programs for promoting human rights, including by reporting to Parliament on the status of enjoyment of human rights by children and Aboriginal and Torres Strait Islander peoples.</li> <li>Conducting inquiries into acts or practices that may be contrary to human rights; reporting on laws that Parliament should make, or actions that the Commonwealth should take, to meet Australia's international human rights obligations; and examining laws and proposed laws for consistency with human rights.</li> <li>Inquiring into, and attempting to conciliate, complaints of unlawful discrimination, or breaches of human rights or discrimination in employment.<sup>2</sup></li> </ul>			
<b>Our environment and capability</b>	<p>We operate in a complex social and political environment and multiple factors can affect how and how well we achieve our purpose. Our risk management framework identifies key risks and challenges, identifies opportunities and seeks to build our capability to address these.</p> 			
<b>Our performance<sup>3</sup></b>	<p><b>Outcome 1</b></p> <p>Effective promotion of key human rights issues and engagement with governments, parliament, the courts, business and civil society builds increased awareness and understanding of actions required to comply with Australia's human rights obligations.</p>	<p><b>Outcome 2</b></p> <p>Effective and timely information assists government, business and the community to comply with discrimination and human rights law.</p> <p>The efficient investigation and conciliation of complaints resolves disputes in a timely manner, impartially, and ensures access to justice.</p>	<p><b>Outcome 3</b></p> <p>Expert and persuasive research, analysis, advocacy and reporting contribute to preventing human rights breaches and proactively improving compliance with international human rights obligations of laws, proposed laws and the acts or practices of the Commonwealth.</p>	<p><b>Outcome 4</b></p> <p>Human rights education activities increase understanding and build capacity in individuals and organisations about human rights and freedoms.</p>
<b>Our workplan: how we deliver these outcomes</b>				

<sup>2</sup> This is a general overview. See the specific legislation for exact wording, in particular s 11 of the *Australian Human Rights Commission Act 1986* (Cth). Some functions are set out in other legislation.

<sup>3</sup> These outcomes are from our Portfolio Budget Statement. Each has a series of indicators that allow us to measure the contribution of our activities to these outcomes and, in turn, our purpose.

## Our environment

The Commission operates in a complex social and political environment with multiple factors that can affect how and how well we achieve our purpose. Each year we undertake a strategic planning process which examines our operating environment and assess the risks, challenges and prospects for the year ahead.

The Commission expects to face a number of challenges in this coming financial year and over the next four years, with varying degrees of control over them. There are also many opportunities for the Commission. Our assessment of this environment is provided in Table 1 and Table 2.

### Risk oversight and management

Our risk management process complies with the *Public Governance, Performance and Accountability Rule 2014* requirements for commonwealth entities. Each year a process to review and oversee these risks is led by our internal auditors and integrated into our planning processes. The framework covers three areas:

- *Strategic risks*: including reputation and public image, managing external relationships.
- *Core business risks*: including complaints management, community engagement, media and public awareness, organisational alignment.
- *Administration and corporate service risk assessment*: including financial management, asset management, fraud and corruption prevention, business continuity, regulatory compliance, procurement and contract management, human resources, information and communications technology management, Workplace Health and Safety management, project management and records management.

**Table 1: External challenges and opportunities for the Commission 2017–2018**

Factor	In full control	In partial control	Beyond control	4 year outlook and analysis
<b>External: Challenges</b>				
Effective implementation of reforms to the Commission's functions	✓			<ul style="list-style-type: none"> <li>Legislative amendments are in place.<sup>4</sup> We are focused on implementing these, including the retrospective application to existing complaints, and managing resource implications of the new approach.</li> <li>Judicial interpretation will shape the operation of the new provisions over the next four years.</li> </ul>
Ongoing risk to reputation from high profile issues		✓		<ul style="list-style-type: none"> <li>Continued scrutiny of Commission activities including through Freedom of Information processes is expected.</li> <li>Managed through rigorous internal review of decision-making processes and a focused approach to building positive partnerships and relationships with government and parliament.</li> </ul>
Budget allocations and economic climate		✓		<ul style="list-style-type: none"> <li>Fiscal restraint across government means continued constraints on appropriations, despite increases in Commission Executive. Additionally, the impact of efficiency dividends on small agencies continues to drive tight internal budgeting.</li> <li>Whole of government approaches to shared services places some uncertainty on our continued shared service arrangements.</li> <li>Managed through a) further coordination and improvements to business development and sourcing external funding, b) refocusing our educational activities on diversity and inclusion and business/sectoral engagement, including fee for service training and technical advisory capacity.</li> </ul>
Machinery of government changes			✓	<ul style="list-style-type: none"> <li>Federal election due in late 2018 or early 2019.</li> </ul>
International engagement			✓	<ul style="list-style-type: none"> <li>Australia's candidacy for United Nations Human Rights Council will be decided in late 2017. If elected, this will have an impact on advocacy on human rights for the next four years by giving greater prominence to Australia's human rights record.</li> </ul>
<b>External: Opportunities</b>				
Significant reports released or to be released that will inform human rights outcomes over next four years		✓		<ul style="list-style-type: none"> <li>The work of two Royal Commissions currently underway (into institutional abuse of children and the detention and protection of children in the NT), and the 2017 Australian Law Reform Commission's report on elder abuse are of significant relevance to the functions and work of Commissioners.</li> <li>Commission is well placed to play key role in implementation of reports.</li> </ul>
United Nation human rights treaty appearances		✓		<ul style="list-style-type: none"> <li>The four appearances likely to be scheduled in the next two financial years are an opportunity to build awareness of international-domestic human rights compliance and to seek voluntary commitments to implementation by the Australian government.</li> </ul>

<sup>4</sup> On 13 April 2017, amendments to the *Australian Human Rights Commission Act 1986* (Cth) came into effect. These introduced changes to the way in which complaints of unlawful discrimination are defined and handled by the Commission.

Factor	In full control	In partial control	Beyond control	4 year outlook and analysis
<b>Ratification of Optional Protocol to the Convention Against Torture (OPCAT)</b>		✓		<ul style="list-style-type: none"> <li>There is an opportunity to drive education and effective implementation in the lead up to the (anticipated) ratification in late 2017.</li> <li>Additional scrutiny and public interest in OPCAT issues (e.g. seclusion and restraint practices; juvenile detention) will generate a range of stakeholders interested in the ratification and implementation of OPCAT.</li> </ul>
<b>Sustainable Development Goals (SDGs)</b>		✓	✓	<ul style="list-style-type: none"> <li>New paradigm shift in international processes is centred on the 2030 Agenda and SDGs.</li> <li>Domestic application is expected and NHRIs have a key role to play.</li> <li>SDGs are relevant to almost every aspect of the Commission's work program. Building internal knowledge and specialisation on SDGs and other key human rights issues will be an ongoing priority.</li> <li>International and technical cooperation opportunities may become increasingly dependent on specialist knowledge of SDGs and how to apply them.</li> </ul>

**Table 2: Internal and capability challenges and opportunities for the Commission 2017–2018**

Factor	In full control	In partial control	Beyond control	4 year outlook and analysis
<b>Internal: Challenges and Opportunities</b>				
<b>Embedding a 'new Commission'</b>	✓			<ul style="list-style-type: none"> <li>Four new commissioners were appointed in 2016, a new President and Aboriginal Torres Strait Islander and Social Justice Commissioner in 2017, and a new National Children's Commissioner and Race Discrimination Commissioner are due in 2018. We now have the largest commission executive in the history of the organisation.</li> <li>Requires consideration of governance reforms to assist efficient decision-making.</li> <li>Resource constraints in supporting an expanded executive need innovative approaches.</li> </ul>
<b>'Living within our means': realistic work planning</b>	✓			<ul style="list-style-type: none"> <li>Our limited core-resourcing has an impact on our work program. This is managed through strict adherence to robust project planning to ensure manageable workloads for our committed staff.</li> </ul>
<b>National coverage</b>	✓	✓		<ul style="list-style-type: none"> <li>The single base of our organisation and resources, can create challenges for ensuring engagement with regional, rural and remote Australia.</li> <li>We will manage this through regular and more innovative consideration of how we reach such stakeholders and include building engagement in different locations into Commissioner programs and key project activities.</li> </ul>
<b>Government and parliamentary relationships</b>	✓	✓		<ul style="list-style-type: none"> <li>The new President brings strong relationships to the organisation, in addition to those already held by individual commissioners and officer level staff.</li> <li>Commission has a track record of being sought out for advice across portfolios.</li> </ul>

Factor	In full control	In partial control	Beyond control	4 year outlook and analysis
<b>Internal: Challenges and Opportunities</b>				
<b>Workforce trends and capability</b>	✓	✓		<ul style="list-style-type: none"> <li>There has been high staff turnover in the past year which presents risk from loss of key staff and organisational knowledge in an uncertain funding environment.</li> <li>Provides an opportunity to refresh and renew Commission staffing structures.</li> </ul>
<b>Balancing APS directives with small agency capacity</b>		✓		<ul style="list-style-type: none"> <li>The Commission continues to face challenges in meeting whole of government requirements such as moving to digital record keeping and required workforce profiles.</li> </ul>
<b>Corporate and business operations</b>	✓			<ul style="list-style-type: none"> <li>We have established arrangements for delivering shared services which may be affected by whole of government policies.</li> </ul>
<b>Information and Communications Technology (ICT) opportunities</b>	✓			<ul style="list-style-type: none"> <li>Our 2016–17 movement into cloud storage is leading practice in APS.</li> <li>There is increased potential for 2017 and beyond which could include: exploring artificial intelligence options and addressing digital record keeping obligations.</li> </ul>

### Information and Communications Technology capability

Being able to communicate and share information externally and internally is essential to our work. Information and communications technology plays a critical part in facilitating this.

Last year, we became the first federal agency to move to fully using the Cloud. The lessons from our experience are being used by other federal agencies in moving to using the Cloud. In the next financial year we will focus on the continued development of our capability in this area including:

- Exploring artificial intelligence options such as real time transcription of video and auto captioning of photos.

- Further initiatives to ensure we meet our Digital 20/20 policy to move to digital records.
- Integrating audio visual systems with Skype for business.
- Internally, improving our intranet, and completing our suite of electronic forms.

Implementation of the above will rely on innovative approaches, external funding, pro-bono and case study arrangements.

### Workforce capability

As a micro-agency within the Commonwealth public service we are subject to the same external factors as larger agencies. This includes current Australian Public Service workforce directives and reduced appropriations. We manage these along with other national workforce demands and supply trends. In subsequent financial years, we expect to address:

- Ongoing staff turnover.
- Resourcing externally funded projects with short lead times and parameters.

- Workforce career ambitions, particularly among junior staff, that are more challenging to foster within a small agency environment.
- Continued APS directed re-profiling of our workforce structure.

Planned solutions include:

- Using staffing feeder mechanisms such as talent pools, temporary project staff registers and short term contracts to provide an agile and skilled workforce.
- Continued commitment to build the capability of current staff through professional development opportunities.



Commission staff: Mardi Gras Parade, February 2017.

## Part 2:

# Operationalising performance

This financial year, we have streamlined our functions into a performance framework of four high level outcomes with measurable indicators.<sup>5</sup>

Under **Outcome 1** we focus on our functions to promote the implementation of human rights and freedoms in Australia. We do this using our profile and public presence to reach communities, raise public awareness and contribute to debate about human rights issues. Our President and Commissioners play a key leadership role in this by promoting a positive discourse, facilitating cooperation and partnerships to implement human rights and in using our independent research as an evidence base to set and advance important human rights agendas.

We also intervene in court cases when it is important to make a human rights argument and appear as *amicus curiae*—or ‘friend of the court’—to provide specialist leadership and advice in discrimination cases.

As a National Human Rights Institution (NHRI), we participate in global exchanges between Commissions through the Global Alliance of National Human Rights Institutions (GANHRI) and we have an important role to play in the United Nations system. We regularly provide independent reports which describe how Australia is progressing in relation to meeting its human rights obligations.

Under **Outcome 2** we manage our functions to provide an avenue for people to voice and resolve disputes about human rights in a manner that is accessible, timely and educative. Like many NHRIs around the world, we deliver a National Information Service and a complaint Investigation and Conciliation Service. Conciliating complaints well allows individuals to resolve their disputes quickly and effectively without recourse to litigation and can include actions that address systemic problems.

We also support and promote understanding and compliance with federal discrimination laws through legal information, resources and guides, as well as administration of a temporary exemption service that grants applicants the time to make adjustments in order to comply with discrimination law.<sup>6</sup>

Under **Outcome 3** we have responsibilities to research, monitor and report on the protection of human rights and freedoms. Where groups of people are especially vulnerable to discrimination, exclusion and unfair treatment we have a particular responsibility to monitor the situation facing them, to identify and voice issues of concern and to propose solutions that will improve their lives.

<sup>5</sup> This framework links directly to our Portfolio Budget Statement through the four outcomes and the Portfolio Budget Statement targets included in the performance indicators.

<sup>6</sup> The Commission is able to grant temporary exemptions from some parts of the *Sex Discrimination Act*, the *Disability Discrimination Act* and the *Age Discrimination Act*.



President Rosalind Croucher with Belinda Robinson, Chief Executive Universities Australia, Professor Margaret Gardner AO, Chair Universities Australia and Sophie Johnston, President of the National Union of Students, at the Changing the Course Launch: Sydney, August 2017.

Sometimes we do this through research initiatives or holding national inquiries that examine human rights issues in detail. We regularly consider the human rights impact of existing and proposed legislation and we undertake regular monitoring and reporting work on issues affecting Aboriginal and Torres Strait Islander communities and the status of the enjoyment of rights by children.

**Outcome 4** captures our functions to promote human rights through educational activities.

Our education programs aim to increase capacity to apply human rights in individuals and organisations. We do this by developing and promoting school resources for today's teaching environment and delivering training programs (currently targeting the public service and helping government personnel to apply human rights in their day-to-day work).

Our human rights technical cooperation programs assist with human rights issues facing our regional partners. They use education and skill-building approaches with partner organisations and share experience and best practice in the application of rights based models and approaches to help operationalise local human rights related policies, regulations and legislation.

The key initiatives dashboard on page 12 displays our framework with the key activities for 2017–18 and the contribution they will make to our organisational outcomes.

## 2017–2018 Dashboard: Key Initiatives

### Our Purpose

### Outcome 1

Effective promotion of key human rights issues and engagement with governments, parliament, the courts, business and civil society builds increased awareness and understanding of actions required to comply with Australia's human rights obligations.

Indicator <sup>7</sup>	Activities
1a Leadership, promotion and advocacy that facilitates positive discourse, increases awareness of human rights issues and contributes to positive action by stakeholders and decision makers.	<ul style="list-style-type: none"> <li>• Implementation of OPCAT—will consult with stakeholders and report to government on how OPCAT can be best implemented in a way that meets obligations under the treaty.</li> <li>• Promoting safety and success in Aboriginal and Torres Strait Islander communities, with a focus on women and girls—national consultations and research to consider how far we have come in 30 years in promoting and protecting the rights of women and girls in Indigenous communities and identifying future pathways.</li> <li>• Regional conversations on racism and social cohesion project—will bring local stakeholders and institutions together to share experiences and dialogues to increase understanding of racism and renew local social cohesion efforts.</li> <li>• Housing Older Women project—roundtables will identify innovative social and affordable housing models suitable for older women at risk of homelessness.</li> <li>• Close the Gap Campaign and National Health Leadership Forum—will continue to implement the Campaign's statement of intent and ensure participation of Aboriginal and Torres Strait Islander peoples and their representative bodies in all aspects of addressing their health needs.</li> <li>• Accessible housing project—will build the evidence base for a minimum accessibility regulation.</li> <li>• First national survey of sexual assault and harassment experienced by students in university settings—conducted in conjunction with all 39 Australian universities.</li> <li>• United Nations Universal Periodic Review—will engage with the Government on implementation of recommendations and commitments emanating from the process.</li> <li>• United Nations treaty body submissions, reports and appearances—as scheduled during this period.</li> </ul>
1b* Effective reach among identified audiences, through the provision of relevant and useful information about human rights demonstrated by web and social media analytics that exceed the previous year's bench mark by 5%.	<ul style="list-style-type: none"> <li>• Annual Human Rights Awards—celebrating the achievements of individuals, organisations and businesses in contributing to human rights and freedoms in Australia.</li> <li>• RightsTalk program (a series of discussions on topical human rights issues—open to the public) and our annual partnership with the Australia Day Council for the 'Australians of the year' event.</li> <li>• Android version of our RightsApp mobile application—a free, quick reference guide to international human rights law.</li> <li>• Provide effective communication, digital engagement and access to relevant and useable information and resources.</li> <li>• National Anti-Racism Strategy—promote an understanding of racism and prevention, support and grow the <i>Racism. It Stops with Me</i> campaign, including delivering two community service announcements that promote safe bystander action to build social cohesion.</li> <li>• Commemorate the 20th Anniversary of our <i>Bringing Them Home</i> report with a new interactive information web hub and update of the <i>Bringing Them Home</i> school resource.</li> <li>• Celebrate 25 years of the <i>Disability Discrimination Act</i>.</li> </ul>

<sup>7</sup> Indicators with an asterisk depict Portfolio Budget Statement targets.

## Outcome 1 (continued)

Indicator	Activities
1c* High rate of acceptance of applications to the courts for leave to appear demonstrates acknowledged expertise on human rights, and citation analysis of court judgements demonstrates that our submissions to the courts have contributed to human rights impacts being considered.	<ul style="list-style-type: none"> <li>Manage emerging requests to intervene and, where invited, assist the courts in discrimination and human rights cases through our intervention and <i>amicus curiae</i> ('friend of the court') roles.</li> </ul>
1d Increased capability among organisations and employers to be diverse, inclusive and respectful workplaces.	<ul style="list-style-type: none"> <li>Work with the business sector and employer groups will continue to promote the realisation of human rights in Australia through the United Nations Guiding Principles on Business and Human Rights.<sup>8</sup> Collaborative projects include human rights in investment with the New Zealand Human Rights Commission and the 4th Annual Business and Human Rights Dialogue with the Australian Global Compact Network.</li> <li>Continue collaboration with the National Rugby League to implement their social inclusion framework, policy and training initiative.</li> </ul>

## Our Purpose

### Outcome 2

Effective and timely information assists government, business and the community to comply with discrimination and human rights law. The efficient investigation and conciliation of complaints resolves disputes in a timely manner, impartially, and ensures access to justice.

Indicator	Activities
<p>2a* Efficient and effective information and dispute resolution services meet performance indicators relating to timeliness, effectiveness and service user satisfaction. Including:</p> <ul style="list-style-type: none"> <li>85% of complaints are finalised in under 12 months</li> <li>40% of complaints are resolved by conciliation</li> <li>85% of parties to complaints are satisfied with the service they receive.</li> </ul> <p>2b* The terms on which disputes are resolved include systemic outcomes that accord with the objectives of the law.</p>	<ul style="list-style-type: none"> <li>Continue provision of a National Information Service that assists thousands of people and organisations a year by providing a leading source of information about federal human rights and discrimination law and the associated complaint processes, assists with problem solving and provides referrals to other services.</li> <li>Continue provision of a best practice Investigation and Conciliation Service that enables disputes to be resolved without recourse to litigation, increases understanding of rights and responsibilities (under outcome 4); enables systemic outcomes and that meets the best practice standards for complaint processes in our Charter of Service.<sup>9</sup></li> </ul>
2c Legal information, resources, guidelines and an effective exemption process help employers and organisations to comply with Australian discrimination and human rights law.	<ul style="list-style-type: none"> <li>Develop reports to the Minister under the <i>Australian Human Rights Commission Act 1986</i> (Cth), when conciliation of complaints is unsuccessful and it is appropriate to prepare a report of the complaint, including recommendations for action, for the Attorney-General.</li> <li>Manage and publish accountable, consultative exemption application process using published criteria and procedures to provide guidance in determining when a temporary exemption should be granted.</li> <li>Guidance on Special Measures under the <i>Sex Discrimination Act</i>.</li> </ul>

<sup>8</sup> The United Nations Guiding Principles on Business and Human Rights are a global standard for preventing and addressing the risk of adverse impacts on human rights linked to business activity.

<sup>9</sup> Our Charter of Service is published on our website <https://www.humanrights.gov.au/complaints-charter-service>.

## 2017–2018 Dashboard: Key Initiatives (continued)

### Our Purpose

### Outcome 3

Expert and persuasive research, analysis, advocacy and reporting contribute to preventing human rights breaches and proactively improving compliance with international human rights obligations of laws, proposed laws and the acts or practices of the Commonwealth.

Indicator	Key activities
3a* Parliamentary debates and committee inquiry reports cite and/or reference the work of the Commission demonstrating that our analysis, submissions and recommendations have contributed to human rights issues being considered.	<ul style="list-style-type: none"> <li>• Work with the Parliamentary Joint Committee on Human Rights and government departments to analyse new legislation and identify potential breaches of human rights.</li> <li>• Continue to provide strategic, relevant and compelling submissions to Parliamentary Committee and other inquiries.</li> </ul>
3b* Major reports and national inquiries are viewed as robust, lead to increased understanding of relevant human rights issues and impact, and increased motivation to take action to address human rights violations.	<ul style="list-style-type: none"> <li>• Collaboration with the ADF to inform and support their aim to embed cultural reform through a series of projects with the Army, Air Force and Navy.</li> <li>• Consult and report on the status of the enjoyment of rights of Indigenous peoples and children—deliver the 2017 Children's Report with a focus on young parents and their children.</li> <li>• Develop a Child Safe Organisations National Statement of Principles and related resources—as a key response to the findings of the Royal Commission into institutional abuse of children.</li> <li>• Continue collaboration with state and territory Coroners and bodies and with Domestic and Family Violence Death teams and other stakeholders to develop a national system for domestic and family death review.</li> </ul>
3c Stakeholders use our research, reports and other resources, increasing their capacity to advocate and strategically promote human rights issues.	<ul style="list-style-type: none"> <li>• Continue to promote and drive the improved workforce participation of older people through the implementation of the Willing to Work recommendations.</li> <li>• Review and report on the effectiveness of the Australian Public Services', <i>As One Disability Employment Strategy</i>.</li> <li>• Immigration Detention and Asylum Seeker program will research and report on the human rights implications of policies affecting asylum seekers in the 'Legacy Caseload' and visit and report on immigration detention facilities.</li> <li>• Inquire and report on how best to protect the human rights of people with intersex variations/ variations in sex characteristics in the context of medical interventions.</li> </ul>

## Our Purpose

### Outcome 4

Human rights education activities increase understanding and build capacity in individuals and organisations about human rights.

Indicator	Key projects
<p>4a* Education and training programs demonstrate that:</p> <ul style="list-style-type: none"> <li>• new resources are engaging, of a satisfactory quality and relevant to target audiences</li> <li>• learning objectives have been met for the majority of participants</li> <li>• the majority of participants are satisfied with the quality and relevance of the training.</li> </ul> <p>4b Increased skills, within the school community and adult training participants, to apply human rights in school, work and everyday life.</p>	<p>The school resources program will continue to implement evaluation findings to optimise existing and new resources for today's teaching environment, including:</p> <ul style="list-style-type: none"> <li>• Update of Bringing Them Home schools resource.</li> <li>• Development of the Story of our Rights and Freedoms teaching package for years 7–10.</li> </ul> <p>Public Sector Training Program, including:</p> <ul style="list-style-type: none"> <li>• Disability Rights Training with NSW government.</li> <li>• Employment Rights of Older People Training for managers and human resources personnel, also with NSW government.</li> </ul>
<p>4c* Participation in the investigation and conciliation process results in increased understanding of rights and responsibilities in the law.</p>	<ul style="list-style-type: none"> <li>• Continue provision of a best practice Investigation and Conciliation Service that increases understanding of rights and responsibilities among the conciliation participants.</li> </ul>
<p>4d Regional technical cooperation activities increase human rights capacity and advance national reform in partner states.</p>	<ul style="list-style-type: none"> <li>• Conduct technical cooperation programs on human rights in China and Laos in conjunction with the Department of Foreign Affairs and Trade and partner agencies in those countries.</li> <li>• Work with the Sri Lankan Human Rights Commission to improve Sri Lanka's disability standards and build stakeholder capacity to advocate for improved regulations in this area.</li> </ul>





#### LEFT HAND PAGE [LEFT TO RIGHT]

Commissioner Santow, Archdeacon Macleod-Miller and Father Rod Bower: Albury Lent Lectures, March 2017.

Commissioner Southphommaseane: Harmony Day, March 2017.

Commissioner Oscar, Constitutional recognition for Aboriginal and Torres Strait Islander peoples: Uluru National Convention, May 2017.

Commissioner McEwin: Human Rights Awards, December 2016.

Commissioner Mitchell: Key Challenges in Children's Rights Workshop, February 2017.

Commissioner Mitchell with students from Mackillop Secondary College, May 2017.

Commissioner Santow: OPCAT consultation, Adelaide July 2017.

Commissioner McEwin and Theresia Degener: 10th Session of the Conference of States Parties to the Convention on the Rights of Persons with Disabilities, New York, June 2017.

#### RIGHT HAND PAGE [LEFT TO RIGHT]

Commissioner Patterson: Keynote speech, National Industrial Relations Seminar, Canberra, February 2017.

Commissioner Jenkins with Australian Defence Force personnel deployed in Afghanistan, May 2017.

Commissioner Jenkins with left to right: President of the National Union of Students Sophie Johnston, UNSW Women's Officer Abby Stapleton and President Rosalind Croucher: Changing the Course Launch, Sydney, August 2017.

Commissioner Oscar: United Nations Permanent Forum on Indigenous Issues, April 2017.

Commissioner Southphommaseane: Launching the Leadership Council on Cultural Diversity, March 2017.

Commissioner Patterson: Eastern Elder Abuse Network Workshop, Melbourne, February 2017.



## Evaluating performance

We conduct our activities within a learning and improvement framework, so we can understand what and how we are contributing towards our purpose. We implement a monitoring and evaluation framework that helps us to answer the questions:

<b>Planned work</b>	<ul style="list-style-type: none"><li>• How much did we do?</li><li>• How well did we do it?</li></ul>
<b>Expected results</b>	<ul style="list-style-type: none"><li>• What difference did we make?</li><li>• Who benefits and why?</li></ul>
<b>Learning and improvement</b>	<p>Helps us to:</p> <ul style="list-style-type: none"><li>• Assess implementation methods and process.</li><li>• Guide program development.</li><li>• Assist decision making.</li><li>• Add to existing knowledge and promote best practice.</li><li>• Identify gaps in knowledge and research.</li><li>• Meet our annual reporting obligations to government under the PGPA Act.</li></ul>

Assessing the impact of our work is a complex task, as our efforts are often linked to longer-term goals, multiple activities, collaborative approaches and result in incremental change. This means it is not always possible to attribute outcomes solely or predominately to our efforts.

## 2017–18 Principal evaluations

We have intentionally built the evaluation capacity of our staff and developed systems to improve the monitoring and evaluation of our activities. The evaluations we undertake in this context are a mix of internally and externally-led processes. Where feasible we prioritise externally-led evaluations in collaboration with external evaluation experts. With internally-led evaluations, we use designs that increase the validity and independence of our findings. Within this approach, the evaluations we undertake are proportional to our resources and capability.

Table 3 provides a snapshot of key evaluations for the coming year and over the four year outlook of this plan.

**Table 3: Evaluation workplan**

Outcome 1 evaluations			
Indicator	Activity	2017–2018	2018–2021
1a	OPCAT implementation stakeholder consultation and report	Roundtable participant survey and desktop analysis of the extent to which government implementation of OPCAT reflects the report findings and recommendations.	Case study of our OPCAT support
	Close the Gap Campaign	Use of findings from the 2016–17 evaluation to assess influence, engagement and improvements at this stage of the 25-year campaign.	Conducted every 5 years to 2030
1b	Major events, communications and digital engagement	Ongoing media, web and social media analytics for key projects, events, reports and resources assess reach and uptake.  Participant surveys for major events assess satisfaction levels and improvements.	
	<i>Racism. It Stops With Me</i> campaign	Annual <i>Racism. It Stops With Me</i> supporter survey to assess satisfaction, improvements, reach and effect on broader audiences.	Dependent on continued funding
1c	Legal interventions and <i>amicus curiae</i>	Assessment of impact on jurisprudence by monitoring: <ul style="list-style-type: none"> <li>• incidence of being invited by the courts to consider intervention</li> <li>• incidence of being granted leave to intervene/appear as <i>amicus curiae</i> by the court</li> <li>• analysis of extent our submission is reflected in the judgement and orders made by the court.</li> </ul>	By intervention
1d	Human rights in investment and Annual Business Dialogue projects	Online surveys to assess participant satisfaction and learning outcomes.	

**Table 3: Evaluation workplan (continued)**

Outcome 2 evaluations			
Indicator	Activity	2017–2018	2018–2021
2a 2b	National Information Service  Investigation and Conciliation Service	Statistics regarding contacts with the National Information Service and web analytics in relation to use of online information are collected and monitored.  Key Performance Indicators for the service developed with reference to best practice standards for complaint processes and a 'Charter of Service'. Statistical data is used to measure performance against KPI targets relating to timeliness of process and complaint outcomes.  Service Satisfaction Survey assesses performance in relation to qualitative data such as user perceptions of accessibility, fairness and overall service satisfaction and to obtain data on perceived increased understanding of rights and responsibilities in the law.  Statistical data on conciliation agreements assesses the level of systemic outcomes from the complaint process.	Ongoing
2c	Management and reporting of complaints under the <i>Australian Human Rights Commission Act 1986</i> (Cth)  Management exemptions  Guidelines	Monitoring to assess parliamentary response to tabled reports and web analytics assess access to published exemptions and guidelines material.	

Outcome 3 evaluations			
Indicator	Activity	2017–2018	2018–2021
3a	Submissions to parliamentary inquiries	Monitoring and analysis of submission citation rates in Committee reports and reflection of advice in bills entered into law.	
3b 3c	Statutory Reports  Australian Defence Force (ADF) Cultural Reform Collaboration  Immigration reports	2017 Children's Report conducts annual accountability review of actions taken and progress against past report recommendations. Media and web analytics assesses recognition and online engagement with the report.  Impact evaluation to capture improvements and assess the influence and impact of the Commission's work on ADF's cultural reform strategy. Implementation of findings.  Stakeholder survey and key informant interviews to assess satisfaction, value contribution to capacity building.	Dependent on refunding

## Outcome 4 evaluations

Indicator	Activity	2017–2018	2018–2021
4a 4b	School education program  Public sector training program	Story of our rights and freedoms resource: pre-immediate and 6 months post evaluation with teachers to assess changes in student attitudes and behaviours.  Pre and post participant surveys measure self-reported change in participants: knowledge, skills, ability to apply human rights in their work.	2018–19  Teacher survey to assess teacher satisfaction with <i>Bringing Them Home</i> teaching resource
4c	Investigation and Conciliation Service	Continuous implementation of Service Satisfaction Survey assesses performance in relation to perceived increased understanding of rights and responsibilities in the law.	
4d	Human Rights Technical Cooperation Program with China	Annual Monitoring Evaluation and Learning assessment and report, and four year review. Uses quantitative/qualitative data to assess relevance, effectiveness, outcomes and improvements.	

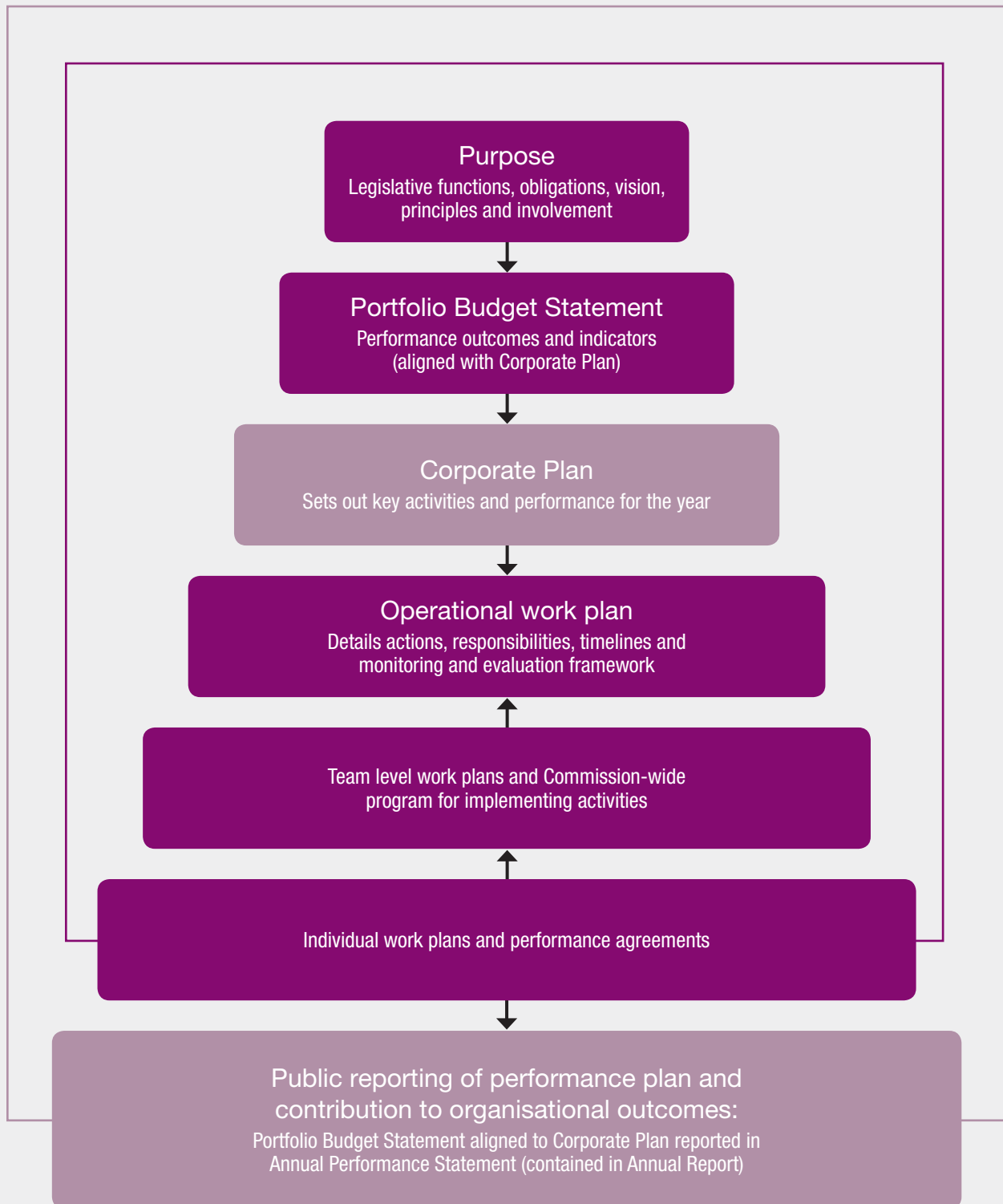
Part 3:

# Integrating our purpose and performance into our day to day work

The diagram on page 23 illustrates how our operational planning, as well as our monitoring and evaluation activities are aligned to deliver our purpose. Our annual work plan enables us to review and report each year on our progress in meeting our organisational objectives and, over time, to assess what impact we are making through these in achieving our mandate and goals.



## Integrating our purpose and performance with our activities

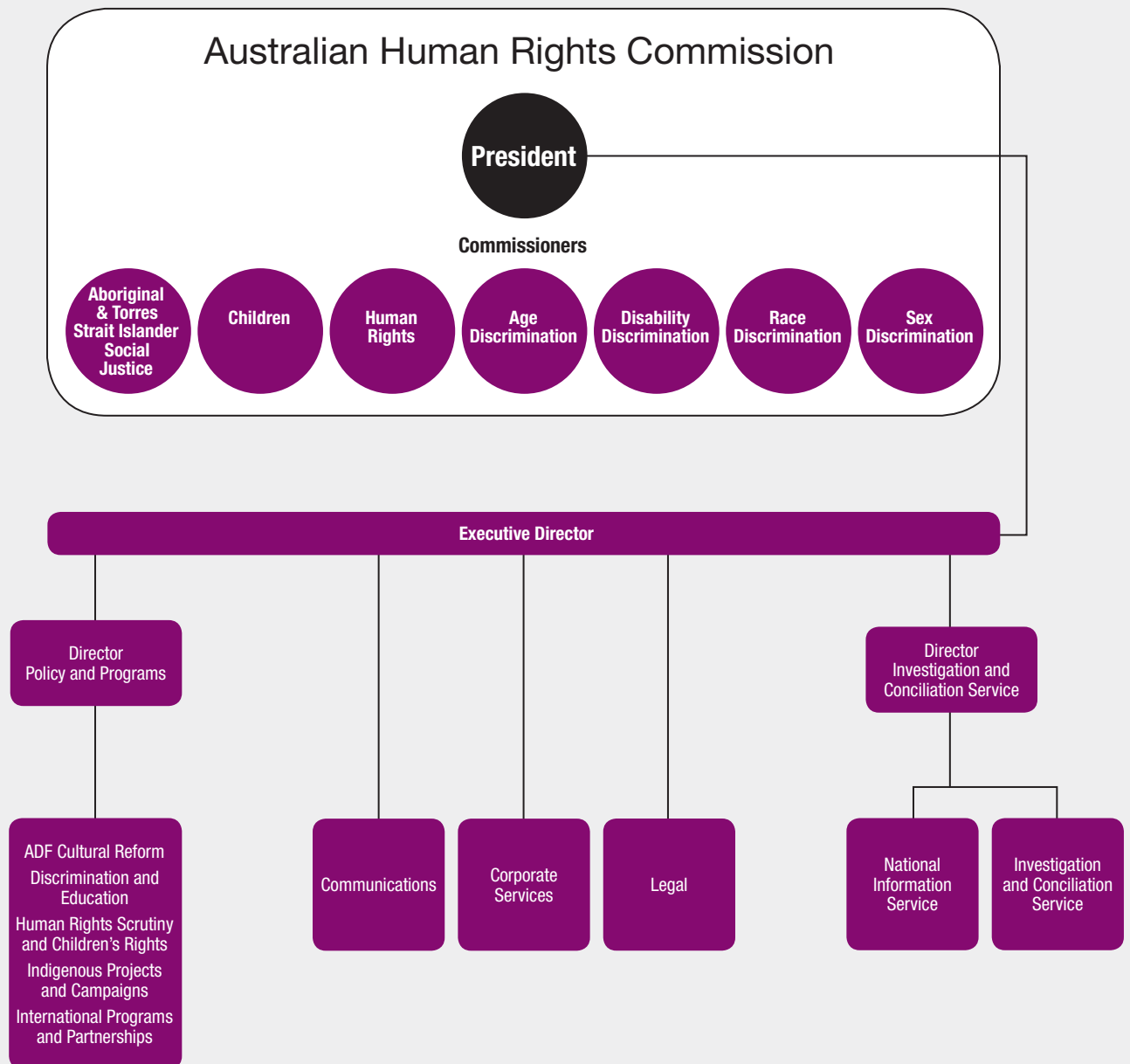


## Integration matrix

The integration matrix below identifies the main systems that we have put in to place to track how we achieve our purpose over the next four years.

Action	Outcome	Responsibility
A Commission-wide work plan is developed annually to guide our work activities.	<p>A work plan for the entire Commission is approved by the Commission Executive at the beginning of each financial year.</p> <p>It identifies key priorities, milestones and peak workload periods across the Commission for the year.</p> <p>All projects and activities link to the purpose, functions and outcomes set out in this Corporate Plan.</p>	All staff, led by team managers and coordinated by the Director – Policy and Programs.
Team work plans are designed to contribute to our organisational outcomes and purpose.	<p>Team activities are agreed by the President and Commissioners on an annual basis following a planning and peer review process that identifies the best projects to advance the key objectives of our Corporate Plan.</p> <p>Each team draws on their evaluation and evidence to identify how the activities for the coming year can deliver the main outcomes identified in the Corporate Plan.</p>	All staff, led by team managers.
Performance management scheme integrates the Corporate Plan.	<p>All staff have a performance agreement that indicates their role in conducting activities and projects.</p> <p>These projects and activities have a ‘line of sight’ to organisational outcomes and purpose.</p>	<p>Commission managers.</p> <p>All staff are responsible for meeting performance measures.</p>
Monitoring and evaluation framework ensures project evaluations are congruent with the Corporate Plan and meet our reporting requirements under the PGPA Act.	<p>Key projects and activities incorporate a monitoring and evaluation component designed to assess impact or contribution to our organisational outcomes through a series of qualitative or quantitative indicators and targets.</p> <p>We document our progress towards achieving our outcomes.</p>	<p>Executive Director; Director – Policy and Programs; Director – Investigation and Conciliation Service; and team Managers.</p> <p>All staff are responsible for conducting relevant monitoring and evaluation activities.</p>
Annual report and web-based tools report on progress in achieving our purpose through the outcome indicators and targets.	<p>Our Annual Report includes an Annual Performance Statement on progress in achieving our purpose.</p> <p>We publish our annual report online, as well as other materials required to meet our performance and reporting obligations under the PGPA Act.</p>	Executive Director; Director – Policy and Programs; and Director – Investigation and Conciliation Service to coordinate with team managers.
Learning and development framework supports capacity of staff to implement the Corporate Plan.	<p>Learning and development framework identifies staff capacity needed to achieve strategic goals.</p> <p>Framework includes opportunities to learn from internal and external expertise.</p> <p>Staff participate in training and feedback reflects strong professional and personal value.</p>	<p>Human Resources Manager in consultation with Director – Policy and Programs; Director – Investigation and Conciliation Service; and team managers.</p> <p>All staff to participate in delivery of and attendance in learning opportunities.</p>

## Our organisational structure





## Further Information

### Australian Human Rights Commission

Level 3, 175 Pitt Street  
SYDNEY NSW 2000  
GPO Box 5218  
SYDNEY NSW 2001

Telephone: (02) 9284 9600  
Complaints Infoline: 1300 656 419  
General enquiries and publications: 1300 369 711  
TTY: 1800 620 241  
Fax: (02) 9284 9611

Website: [www.humanrights.gov.au](http://www.humanrights.gov.au)

For detailed and up to date information about the Australian Human Rights Commission visit our website at: [www.humanrights.gov.au](http://www.humanrights.gov.au). To order more publications from the Australian Human Rights Commission, download a Publication Order Form at: [www.humanrights.gov.au/about/publications/](http://www.humanrights.gov.au/about/publications/), call: (02) 9284 9600, fax: (02) 9284 9611 or email: [publications@humanrights.gov.au](mailto:publications@humanrights.gov.au)

#### TOP ROW LEFT TO RIGHT:

Commission staff, Launch of Human Rights in Investment Report, 2017.

Commission staff football team.

#### SECOND ROW LEFT TO RIGHT:

Commission staff: Mardi Gras Parade, February 2017.

Commission staff, Harmony Day, March 2017.

#### THIRD ROW LEFT TO RIGHT:

Australians of the Year, Inspiring Change in Human Rights Talk: Sydney Town Hall, June 2017.

Commission #WrapWithLove knitting group: Made and distributed four blankets for the homeless.

#### FOURTH ROW:

Deng Adut with audience members at Australians of the Year, Inspiring Change in Human Rights Talk: Sydney Town Hall, June 2017.

