



Australian
Human Rights
Commission

Corporate Plan 2023–2024

COVERING THE PERIOD
2023–24 TO 2026–27



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Corporate Plan 2023–2024

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Contact details

For further information about the Australian Human Rights Commission, please visit www.humanrights.gov.au.

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Preface

As the Accountable Authority of the Commission, I am pleased to present our 2023–24 Corporate Plan.

This plan covers the four-year period to 2026–27, as required under section 35(1) of the *Public Governance, Performance and Accountability Act 2013* (Cth). It identifies the strategic and operating framework in which the Commission operates, and the actions we will take to achieve our purpose.

This Corporate Plan ensures a line of sight exists between our Portfolio Budget Statement and the purpose and strategic goals of our organisation represented in our [Strategic Plan](#).

This year, marking the 75th anniversary of the Universal Declaration of Human Rights, provides several important opportunities for the promotion and protection of human rights at the national level. For the Commission, the Respect@Work positive duty implementation beginning in 2023 is the biggest change to our regulatory responsibilities in 30 years, parliamentary consideration of a federal Human Rights Act builds on the significant multi-year work of the Commission's Free+Equal project, and there is a significant expansion of the Commission's work on anti-racism.

The Commission has weathered a challenging financial period and remains focused on implementing our vision and purpose, further strengthening our governance and systems, as well as dealing with the significant backlog in our complaints handling. We continue to work with Government to secure sustainable core funding for the Commission to allow us to effectively implement our statutory mandates and recognising that our current core funding is inadequate. We remain driven by our vision of an Australian society where every person is free and equal in dignity and rights.



Emeritus Professor Rosalind Croucher AM
President

Our vision and purpose

As Australia's national human rights institution, **our vision** is an Australian society in which human rights are respected, promoted and protected. Where every person is free and equal in dignity and rights. Where the Commission is connected to Australian communities and is a valued national institution having a positive impact on the major human rights priorities facing Australia.

As Australia's national human rights institution **our purpose** is to promote and protect the human rights of everyone in Australia. We do this through advising all arms of government and a range of public and private institutions; contributing to stronger law, policy and practice; delivering an accessible and effective investigation and conciliation services; engaging inclusively with civil society communities and the private sectors; raising human rights awareness and providing human rights education; and working with partners to build a stronger culture of respect for human rights.

Our **statutory functions** require us to undertake activities that:

- promote understanding, acceptance and public discussion of human rights in Australia (including through our special purpose Commissioners)
- inquire into, and attempting to conciliate, complaints of unlawful discrimination, and complaints about conduct that may breach human rights
- report to Parliament on acts or practices that may be inconsistent or contrary to human rights, including making recommendations for government action or improved laws that would improve compliance with Australia's international human rights obligations
- promote human rights and issues protected by federal discrimination law (including through efforts to strengthen understanding of and compliance with human rights and discrimination laws, such as the preparation of guidelines, developing and monitoring disability standards, our intervention function and considering applications for temporary exemptions under relevant discrimination laws)
- undertake 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
- examine laws and proposed laws for consistency with human rights.

Our goals and values

Our strategic goals reflect our vision and purpose statement. They guide our strategic priorities and core work.

Our **goals** are:

- Improve enjoyment of human rights by all, supporting access to justice and remedies for people and communities whose rights are breached.
- Strengthen Australia's human rights framework, embedding human rights issues at the national level.
- Walk with Australia's First Nations communities and support Aboriginal and Torres Strait Islander Peoples' priorities through our work.
- Ensure better understanding of, and respect for, human rights so people and communities take action to defend human rights in their own contexts.
- Ensure that the Commission is sustainable into the future and able to strategically implement its statutory mandate.
- Maintain our international standing as a strong National Human Rights Institution representing human rights in Australia and contributing to human rights globally.

Our **values** are reflected in the work that we do, and in how we work with our partners and each other. These values are complementary to the Australian Public Service Values as set out in the *Public Service Act 1999*.

Commission staff and statutory office holders value and promote:

- Respect
- Inclusion
- Integrity
- Empowerment
- Collaboration

Who we are

The Commission is an independent statutory organisation, established on a permanent basis by the *Australian Human Rights Commission Act 1986* (Cth) and exercising functions under Australia's four federal discrimination laws. We work to ensure that human rights are respected, protected and promoted in Australia and internationally. The Commission also has specific responsibilities under the *Native Title Act 1993* (Cth) and the *Fair Work Act 2009* (Cth).

Our strategic priorities and operations are determined independently of government in line with our internal governance framework.

We are accredited internationally 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 (GANHRI). To achieve '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'. The Principles require us to operate in a robust, independent manner to provide accountability for human rights in Australia.

At our most recent accreditation review in March 2022, consideration of our 'A status' was deferred to October 2023 on the basis of issues of potential non-compliance in the appointment processes for Commissioners. Since then, the *Australian Human Rights Commission Legislation Amendment (Selection and Appointment) Act 2022* (Cth) has come into effect. The Act ensures Commissioner appointments are in line with our international commitments under the Paris Principles. Ensuring retention of our 'A status' is one of our strategic priorities for the Commission in 2023–24.

Our leadership team and organisational structure

The 2023–24 period is a time of change for the Commission, with several statutory office holders' terms coming to an end, and new Commissioners taking up their role and functions. This is an opportunity to reflect on and celebrate the significant achievements and impacts of outgoing Commissioners. It also provides the opportunity to welcome new Commissioners, who bring new experiences and approaches to the Commission as a national institution and to the complex work of current and emerging human rights challenges.

Our leadership team

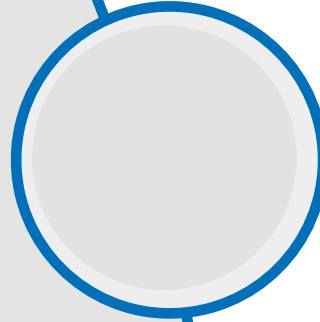
Our work is led by a President, seven Commissioners and the Chief Executive



June Oscar AO
Aboriginal and Torres Strait
Islander Social Justice
Commissioner



The Hon Dr Kay Patterson AO
Age Discrimination Commissioner
(ceased 28 July 2023)



Vacant
Disability Discrimination
Commissioner



Emeritus Professor
Rosalind Croucher
AM FAAL
President



Anne Hollonds
National Children's
Commissioner



Lorraine Finlay
Human Rights
Commissioner



Chin Tan
Race Discrimination
Commissioner
(to cease
6 October 2023)

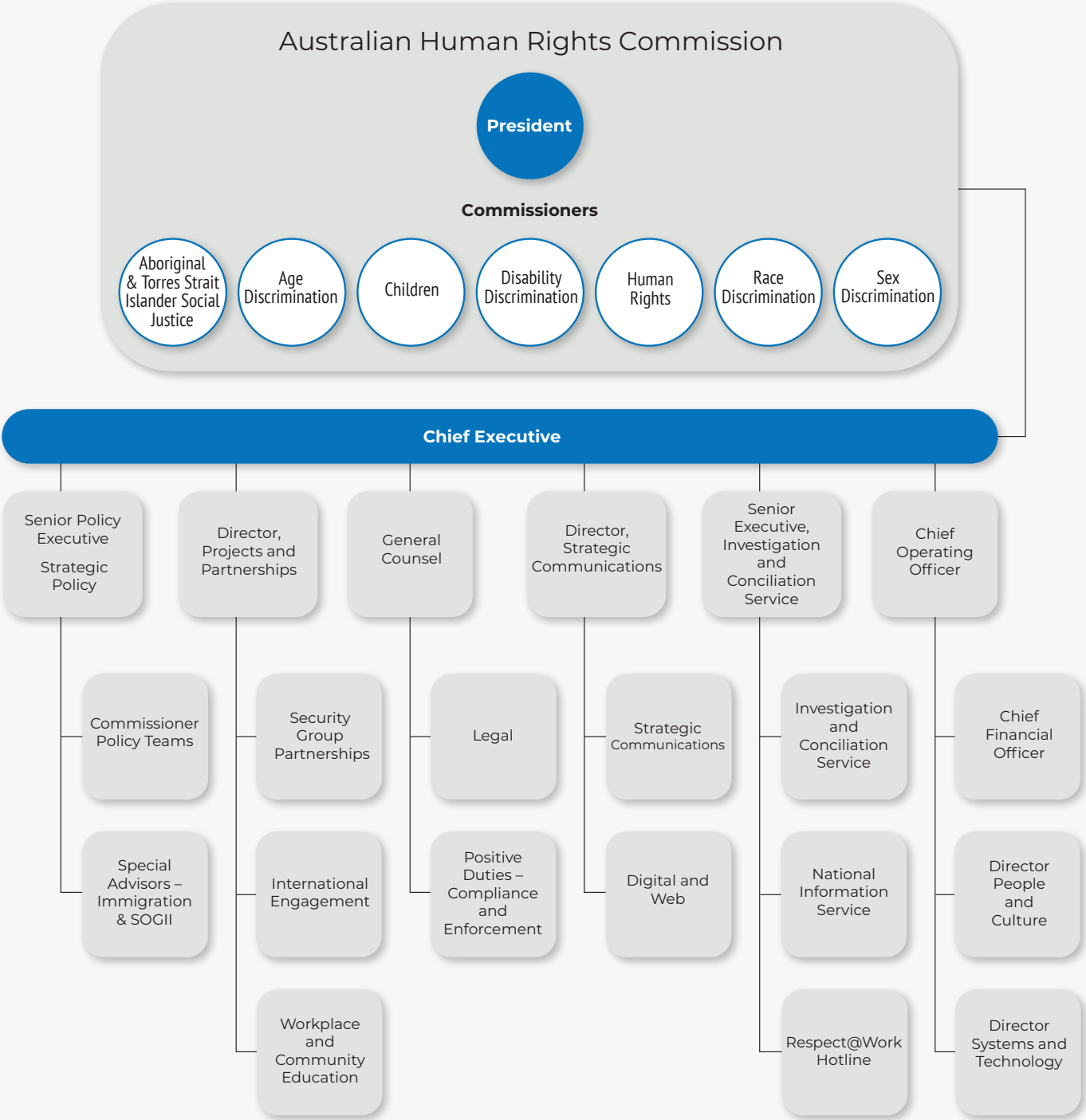


Dr Anna Cody
Sex Discrimination
Commissioner
(commencing
4 September 2023)



Leanne Smith
Chief Executive

Our Organisational Structure



Key activities – how we work

In this planning period, the Commission will advance its strategic goals through legislative reform, new federal frameworks, advocacy, partnerships, and diverse projects with a range of partners across government, corporate sector, peak bodies, academia, philanthropic, NGOs, civil society and international organisations.

We utilise a range of innovative approaches to fulfil our statutory functions, taking into account the intersectional nature of human rights, the wide-ranging impacts on individuals and communities both across Australia and internationally, and the complexity in our systems and institutions.

We conduct some activities on an ongoing or regular basis – such as complaints handling under federal discrimination laws, statutory reports on the human rights, the status of children and Indigenous peoples, and educational outreach.

Some key activities are undertaken for a defined period – such as major inquiries, engagement with the United Nations human rights scrutiny processes, and partnership programs with other government entities, civil societies, business and communities. This includes work tackling complex systems change at the national level, often when there are multiple jurisdictions under state and territory responsibilities such as the child safety and wellbeing, child protection and youth justice systems.

Others activities require strategic and consistent ongoing efforts by the Commission on human rights issues – through our advocacy or engagement – such as our applications to the courts, submissions to Parliament and government, and coalition building with the human rights partners across Australia, in the Asia-Pacific region and internationally.

Strategic Priorities 2023–24

Goal 1: Improve enjoyment of human rights by all, supporting access to justice and remedies for people and communities whose rights are breached.

Human rights protection needs to be a central part of laws, policies and practices, to build a fairer and more inclusive Australia. The advocacy of our Commissioners, as well as the partnerships we engage in, help us to positively influence laws, policies and practices and drive other practical changes.

One of our core functions is to help people resolve complaints of unlawful discrimination and other breaches of human rights through our complaint handling service. People can complain to us about discriminatory treatment in many areas of public life or breaches of their human rights.

Our conciliation service usually resolves complaints without any need for recourse to the court and achieves systemic improvements in many areas of public life, including employment and access to goods and services.

The COVID-19 pandemic significantly impacted our work in conciliation. We have seen a significant and sustained increase in discrimination and human rights complaints creating a backlog of cases that continues to impact on our current workload. This planning period we have received a short-term increase in our funding to address this and have used this to increase staff levels in this team to substantially reduce the backlog.

A significant focus of the Commission in this planning period is implementing our new regulatory powers in relation to the positive duty now established under the *Sex Discrimination Act 1984* (Cth). This includes a new positive duty information service, and a compliance and enforcement team. The Commission will provide information and support for business on compliance with the newly introduced positive duty to prevent sexual harassment and sex discrimination at work, and establish an ongoing compliance, inquiry and enforcement function within the Commission.

In this period, the Commission will, within existing resources, increase the focus on LGBTIQ+ communities and rights.

Goal 2: Strengthen Australia's Human Rights Framework, embedding human rights issues at the National Level.

We have a longstanding record of drawing national attention to pressing human rights issues, raising community awareness, and encouraging positive action by governments, businesses and others. During this planning period, the Commission will continue to strengthen our engagement with our partners across government, the corporate sector, peak bodies, academia, NGOs, civil society and our international partners to promote and address human rights issues. This includes strengthening our engagement with the parliamentary scrutiny processes including the Parliamentary Joint Committee on Human Rights (PJCHR), engagement on the issue of religious discrimination, continued engagement with the UN and government on the Optional Protocol to the Convention against Torture (OPCAT) and supporting cultural reform across security agencies, through our ongoing security group partnerships, and the Parliament through supporting the implementation of our 2022 *Set the Standard* report.

During this planning period, the Commission will pursue human rights frameworks of national significance to effect structural and systematic change. These significant pieces of work are the fruition of multiyear planning, consulting, coalition building and design. This includes the project, *Free+Equal: A National Conversation on Human Rights*, which builds on two position papers (December 2021 and March 2023) setting out a law reform agenda for federal discrimination laws and a proposed model federal Human Rights Act. Of note, the model Human Rights Act paper has been specifically referenced in the current PJCHR inquiry into Australia's human rights framework. We will continue to create awareness, build support for and provide technical advice on the proposed Human Rights Act and human rights framework.

The Race Discrimination Commissioner and team are implementing a four-year project to deliver a National Anti-Racism Strategy to 2026 to tackle racism and promote racial equality in Australia. This project builds on the significant work of the *Racism. It Stops with Me* campaign, and longstanding advocacy of the Commission and Commissioners. Over the 2023–24 planning period, this will involve the development of the National Anti-Racism Framework. This includes a comprehensive community consultation and design process that will culminate in a Commission conference and the provision of guidance to government about a National Anti-racism Framework.

The National Children's Commissioner and team will continue to work on addressing structural and systemic issues nationally to ensure the visibility of children and young people at the front of policy and decision-making. The work highlights the significant human rights issues surrounding children and young people's health, development, learning and wellbeing across Australia. Activities will focus on addressing the critical issue of multiple state and territory jurisdictions with too many families

currently falling through the gaps of multiple and often siloed national framework and strategies.

The National Children's Commissioner will undertake a survey of secondary school students from across Australia to explore young people's experiences of, and attitudes towards, respectful relationships and consent education and their knowledge and understanding of the issues surrounding consent. Findings from the survey will establish a point in time understanding of young people's experiences and help to inform improvements to the national curriculum and respectful relationships education policy in Australia.

The National Children's Commissioner has also been funded by the Department of Social Services for engagement and consultations with children, young people and families to inform five national strategies.

The National Children's Commissioner will continue to promote the use of the Children's Rights Impact Assessment tool by all government agencies, and advocate for direct engagement with children and young people in policy, legislation, and service system design and monitoring.

The National Children's Commissioner is preparing a Children's Rights Report to the Australian Parliament in early 2024. This report will focus on Youth Justice and Child Wellbeing Reform (<https://humanrights.gov.au/our-work/childrens-rights/projects/youth-justice-and-child-wellbeing-reform-across-australia>).

It will be based on written submissions, literature review, stakeholder interviews, consultations with children and young people, and roundtables.

Goal 3: Walk with Australia's First Nations communities and support Aboriginal and Torres Strait Islander People's priorities through our work.

The Commission works to ensure government, the private sector and civil society acknowledge and implement the rights of Aboriginal and Torres Strait Islander peoples to self-determination, participation in decision making, respect for and protection of culture, and equality and non-discrimination.

The Aboriginal and Torres Strait Islander Social Justice Commissioner and team will deliver the final stages of *Wiyi Yani U Thangani (Women's Voices)*, a multi-year initiative setting out to capture Aboriginal and Torres Strait Islander women and girls' strengths, challenges and aspirations for change. Stage One involved *Wiyi Yani U Thangani (Women's Voices): Securing our Rights, Securing our Future 2020 Report*, which was developed from over 106 engagements with 2,294 women of all ages across urban, regional and remote areas across every state and territory. Stage Two saw the development of the *Wiyi Yani U Thangani Implementation Framework*. In Stage Three, the National Summit bringing together over 900 Aboriginal and Torres Strait Islander women has been successfully delivered and the focus will now move to developing and delivering the National Plan for First Nations Gender Justice and the establishment of the First Nations Gender Justice Institute.

The Aboriginal and Torres Strait Islander Social Justice Commissioner will also deliver a report on Native Title as part of our statutory obligations. The Commission will continue to support and provide leadership on key human rights issues including supporting the Uluru Statement and the Voice referendum.

Goal 4: Ensure better understanding of, and respect for, human rights so people and communities take action to defend human rights in their own context.

Some people in Australia are especially vulnerable to discrimination, exclusion, and unfair treatment. We have a responsibility to monitor the situation facing these groups, and work alongside them and their supporters to promote actions for change.

The Commission will continue to implement our engagement strategy with government, the Parliament, the corporate sector, peak bodies, academia, the NGOs, civil society, philanthropic organisation and international partners. Within our existing resources, we will seek to increase our workforce and community education team capacity to deliver training across difference sectors, locations and participants. We will also seek to strengthen our online and website content so that it is more accessible to different groups. For example, our commitment to more visibility and accessibility planning towards the rights of children means that we will also be looking at developing more child-friendly and accessible content on our website. We will also release landmark research on attitudes to ageing among caring professions, and the impact of educative measures to address this.

Ensuring meaningful consultation and collaboration with people with a disability in the development of tangible outcomes continues to be a focus of the Commission and the Disability Discrimination Commissioner and team, including highlighting structural discrimination and intersectional disadvantage faced by people with disability. This planning period will see the progression of Stage Two of the IncludeAbility Project with partnerships to pilot the employment of persons with disability.

During this planning period, the Human Rights Commissioner will continue to develop and share guidance materials on technology and human rights through partnerships across sectors.

Goal 5: Maintain our international standing as a strong National Human Rights Institution representing human rights.

As a national human rights institution (NHRI), we engage in UN mechanisms, such as the Human Rights Council and human rights treaty bodies, to provide a credible, independent voice on the status of human rights in Australia. This is part of the Commission's responsibility to lift the consideration of human rights across law, policy and practice. It also forms a key plank of Australia's international advocacy on human rights and contributes to our international reputation as a leading democratic country with a robust approach to human rights scrutiny.

The Commission underwent its five-yearly accreditation review as a national human rights institution in March 2022. The review committee deferred consideration of whether the Commission should maintain its 'A status' as an NHRI until October 2023, to provide time for the Government to address concerns about appointment processes. A key focus of this reporting period is to play our role in ensuring the Commission's 'A status' reaccreditation.

This planning period the Commission will continue to increase our strategic engagement with regional, global and bilateral partners. This includes rebuilding our international engagement with our existing partners in Vietnam, Lao PRD and working to strengthen other NHRIs in the Pacific.

Within existing resources, we will also seek to increase our ability to engage with cross-cutting emerging human rights issues – such as climate change; and those that receive little visibility – such as forced sterilisation.

Goal 6: Ensuring the Commission is sustainable into the future and able to strategically implement its statutory mandate.

The Commission does not have the core ongoing resources it needs to successfully and effectively implement its full mandate. Following a particularly difficult few years, the Commission has undergone a change management process to downsize and to make significant improvements to its governance, systems and financial management frameworks over the past two years. We will continue to embed, monitor and strengthen these systems in the coming year, as well as to continue to advocate for appropriate ongoing resourcing to ensure we are financially sustainable now and into the longer term.

Operating Context

Environment and capabilities

Our work involves a mixture of forward-looking, agenda-setting programs that seek to strengthen Australia's human rights framework, as well as reactive support where we provide human rights expertise and input to government priorities, parliamentary processes, relevant court proceedings and through the operation of our national information service and complaint-handling functions.

Each year we examine our forward operating environment to gather information about current events and issues, and their relevance to the vision and purpose of the Commission – this has a direct impact on planning for the Commission and our teams.

We do this through utilising existing planning frameworks such as the PESTEL Analysis (political, economic, social, technological, environmental and legal). In doing so we assess the factors (constraints, dependencies, risks, challenges, strengths and opportunities) that may have an impact on our work in the coming year, and in our four-year outlook.

ENVIRONMENT

Capability

Challenges

Risk

Opportunities

Dependencies

FACTORS

Political

- Political
- federal Government first term
- the Voice referendum
- Disability Royal Commission
- national and S&T Children's plans not aligned to each other
- Increased political polarisation

Economic

- cost of living impacts including housing and child poverty levels
- employment and impacts on older Australians and people with disability
- wellbeing budget considerations

Social

- intersectional nature of discrimination and rights
- impact of location based disadvantage
- impact of mental health
- shifting discourse on racism, gender identity etc

Technology

- human rights and AI
- civil participation through home technology
- technology accessibility gap

Environmental

- climate change effects and impact on vulnerable populations
- impact of disasters and displacement

Legal

- proposed Human Rights Act
- introduction of positive duties under SDA
- potential Religious Discrimination Act
- GANHRI Accreditation

Building national agendas on human rights

Free+Equal, Respect@Work, National Anti-Racism Framework, Wiyi Yani U Thangani (Women's Voices), elder abuse, employment of persons with disabilities and older persons, Human Rights Accountability measures, immigration detention inspections, child wellbeing and engagement practices

International standing and engagement

Maintaining 'A status' global rating by addressing issues of potential non-compliance. Securing ongoing core funding to ensure independence and financial sustainability.

Strengthening governance and financial systems

Ensuring national coverage of our work

Expanding our partnership approach

Managing workforce trends

Workforce

Cooperation

Infrastructure

Partnership

Capabilities

The Commission continues to focus on the capabilities of its people, infrastructure and resources, with a goal to ensure that the Commission is sustainable into the future and able to strategically implement its statutory mandate. In this planning period, the Commission will continue to focus on what we can effectively and accountably achieve within our limited resources; workforce support; workplace culture and professional development; reviewing our systems and ICT capacity; and preparing for a physical office relocation in 2024.

The Commission will continue to advocate for increased ongoing core funding to support our existing statutory functions. We will continue to enhance the alignment of our strategic and budget planning processes, working with each of our teams to ensure accountability – through improving our audit and forecasting tools to ensure we can effectively implement the strategic priorities of the Commission.

In this reporting period we will plan and execute our office relocation in line with our Hybrid Work Policy and with a view to supporting our operations and staff into the future, while also seeking cost savings. We will continue to support and build a diverse workforce, including staff based interstate and/or in regional locations. As the Commission has no office presence outside Sydney, this includes strengthening partnerships for co-location and reciprocal office space access agreements with partners.

We seek to strengthen our workplace culture across the Commission, both in person and in remote working teams. This includes strengthening our corporate support and improving our policies, internal communications, systems, structures and suite of services. We seek to improve our staff training and professional development, including

support in communication, complaint handling, management, budget and broader policy training. This includes enhancing our cultural competency across the Commission to ensure cultural safety for our people, particularly our First Nations staff.

Information and communications technology (ICT) has a crucial role in supporting the organisation's communication, collaboration and accountability – both internally and externally. Investing in this aspect of our capability has been challenging, given our long-standing fiscal constraints and as a small Commonwealth agency. In this planning period, significant work will take place to prepare an evidence base for a New Policy Proposal for capital investment for the Commission, including improving our ICT infrastructure as we prepare to move to new premises.

Risk oversight systems and key risk management

We adopt a positive risk management culture that promotes an open and proactive approach to managing risk. We achieve this through our governance, risk and compliance mechanisms, such as our Audit and Risk Committee and our Governance Framework subcommittees – Partnerships and Projects, Budget, Strategic Issues and Engagement and the Organisational Development and Culture. Our corporate planning processes are conducted at all levels of the organisation and include an assessment of our strengths, weaknesses, opportunities and threats. Our internal and external auditing processes also assess risk. The planning period will commence with the results and recommendations of an enterprise-wide risk assessment conducted by new internal auditors.

Our existing [risk management framework](#) provides a mechanism for proactively identifying and mitigating risks across the organisation, and

for monitoring the operating environment. It introduces a risk appetite statement, that identifies the Commission's attitude towards risk and establishes the amount of risk that we are willing to accept in the work we undertake. It provides guidance to our people on how the internal control framework established within the risk management framework is to be optimised to deliver risk mitigation in an effective and efficient manner with regard to finite resources.

The risk management framework is tailored to meet the Commission's needs. Our positive risk culture encourages the practice of risk identification and the appropriate mitigation of actual, potential, or perceived risks. By identifying, monitoring and reviewing these risks the Commission ensures new risks are identified and existing risks remain appropriately managed.

The Commission has identified and manages actual, potential or perceived risks within the below profile categories:

- **Key strategic risks:** uncertainties that exist or threaten delivery of the Commission's strategic purpose – such as working within a constrained funding environment, maintaining our reputation as a strong independent National Human Rights Institution, ensuring strong relationships with key stakeholders and partners, and our ability to respond quickly and effectively to a changing political landscape.
- **Core business risks:** risks associated with core business that deliver the Commission's goals and outcomes – such as ensuring the work of the Commission aligns with our strategic objectives, maintaining an accessible and effective complaint-handling service that complies with all relevant laws, and ensuring our community engagement activities achieve the objective of increased public awareness of human rights.

- **Corporate support risks:** risks associated with the provision of the Commission's corporate processes and services – including recruitment and maintaining a skilled and diverse workforce, ensuring the appropriate use of assets or resources, ensuring business continuity processes are in place, avoiding IT interruption, outage or information compromise
- **Particular risks:** such as Protective Security, Child Safety and Wellbeing, and work health and safety.

Partnerships

The Commission regularly operates through partnerships and cooperation with government, corporate sector, peak bodies, academia, philanthropic, NGOs, civil society and international organisations. These partnerships support our legislative mandates and our strategic priorities across the Commission. Our partnerships with other government departments include the Attorney-General's Department, National Indigenous Australians Agency, Department of Defence, Australian Federal Police, Department of Social Services, Department of Education, Department of Infrastructure, Transport, Regional Development, and the Arts. Our partnerships with other sectors in Australia include a broad range of non-government organisations (NGOs) and community organisations, education peak bodies and universities, legal services and the business sector.

Our partnerships internationally include the Global Alliance of National Human Rights Institutions (GANHRI), the Office of the High Commissioner for Human Rights, bilateral partnerships in our region, engagement with other NHRIs through the Asia Pacific Forum and the Pacific Island Forum.

Partnerships increase our capability through shared skills and resources and create a collective ability to achieve outcomes greater than the individuals or organisations acting alone. It is a central feature of how we work.

Working together to solve problems through multi-year arrangements also builds the impetus and capacity of our partners to implement positive changes which improve workplace culture and increase the capacity of personnel to contribute their best. We have learned that medium to

long-term collaboration delivers real reform. Partnerships ensure that the Commission can work on responses to identified issues with stakeholders across multiple years and beyond what our ongoing core funding allows. This approach is in line with institutional reform learnings, which recognise that real improvements come from thoughtful and sustained response.



Our performance

Measuring our impact (what difference, what benefit), in the context and nature of our work, is important but complex. The ultimate results of our activities are often long-term and incrementally achieved.

Our role is generally collaborative and as a result, challenging to attribute. The framework in the table below shows how we measure the Commission's performance in this context. Our purpose and functions are reflected in organisational goals and outcomes that tell an entity-level 'performance story'. The outcomes are aligned to a level where we can reasonably expect to contribute to them:

- within the four-year outlook of each Corporate Plan,
- through the collective contributions of our President and Commissioners across their individual terms, and through our ongoing institutional programs and services, and
- in an operating context that remains stable.

Progress indicators are mapped to each of the outcomes. They are designed to provide reasonable evidence of contribution to the outcome, and include output, process, and outcome measures. They are, in turn, supported by data from monitoring and evaluation strategies implemented across the Commission's programs and services. While some of these measures show the direct **attributions** of the Commission, others are to capture the stories and case studies of the Commission's work to document our **contributions** – noting that these are often best understood when seen in the context of multi-year programs, advocacy and submissions.

These strategies range from the basic capture of outputs to more comprehensive mixed-method evaluations. The Commission's fluid operational environment, limited resources, eight statutory officeholder portfolios, with multiple programs, and the nature of the work, means any monitoring and evaluation strategy must be proportionate to the activity and available capacity and resources.

Measuring our performance

Measuring our impact (what difference, what benefit), in the context and nature of our work, is important but complex. The ultimate results of our activities are often long-term and incrementally achieved.

The Commission utilises a monitoring, evaluation, accountability and learning approach to our work.

Our Strategic Plan is our foundational document identifying Commission wide goals and outcomes. Our strategic priorities and the workplans of our teams are aligned against these goals. The below framework aligned the outcomes and goals of the Commission against performance expectations and key indicators.

In this framework, our purpose and functions are reflected in organisational goals and outcomes that tell an entity level 'performance story'. The outcomes are pitched to a level where we can reasonably expect to contribute to them:

- within the four-year outlook of each Corporate Plan,
- through the collective contributions of our President and Commissioners across their individual terms, and through our ongoing programs and services, and
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These strategies range from the basic capture of outputs to more comprehensive mixed-method evaluations. The Commission's fluid operational environment, limited resources, eight statutory officeholder portfolios, with multiple programs, and the nature of the work, means any monitoring and evaluation strategy must be proportional to the activity and available capacity and resources.

Table notes:

- *This framework was introduced in 2019–20. It is continually reviewed to ensure the performance indicators meet the requirements for performance measures for Commonwealth entities under s 16EA of the PGPA Rule.*
- *The table fulfils the PGPA Act requirement to ensure our Portfolio Budget Statement (PBS) criteria and targets can be linked to the planned outcomes in our Corporate Plan.*
- *For brevity, some PBS criteria and targets are abridged and several have been divided across the table cells to meet the technical functions of the framework.*

Performance measurement framework

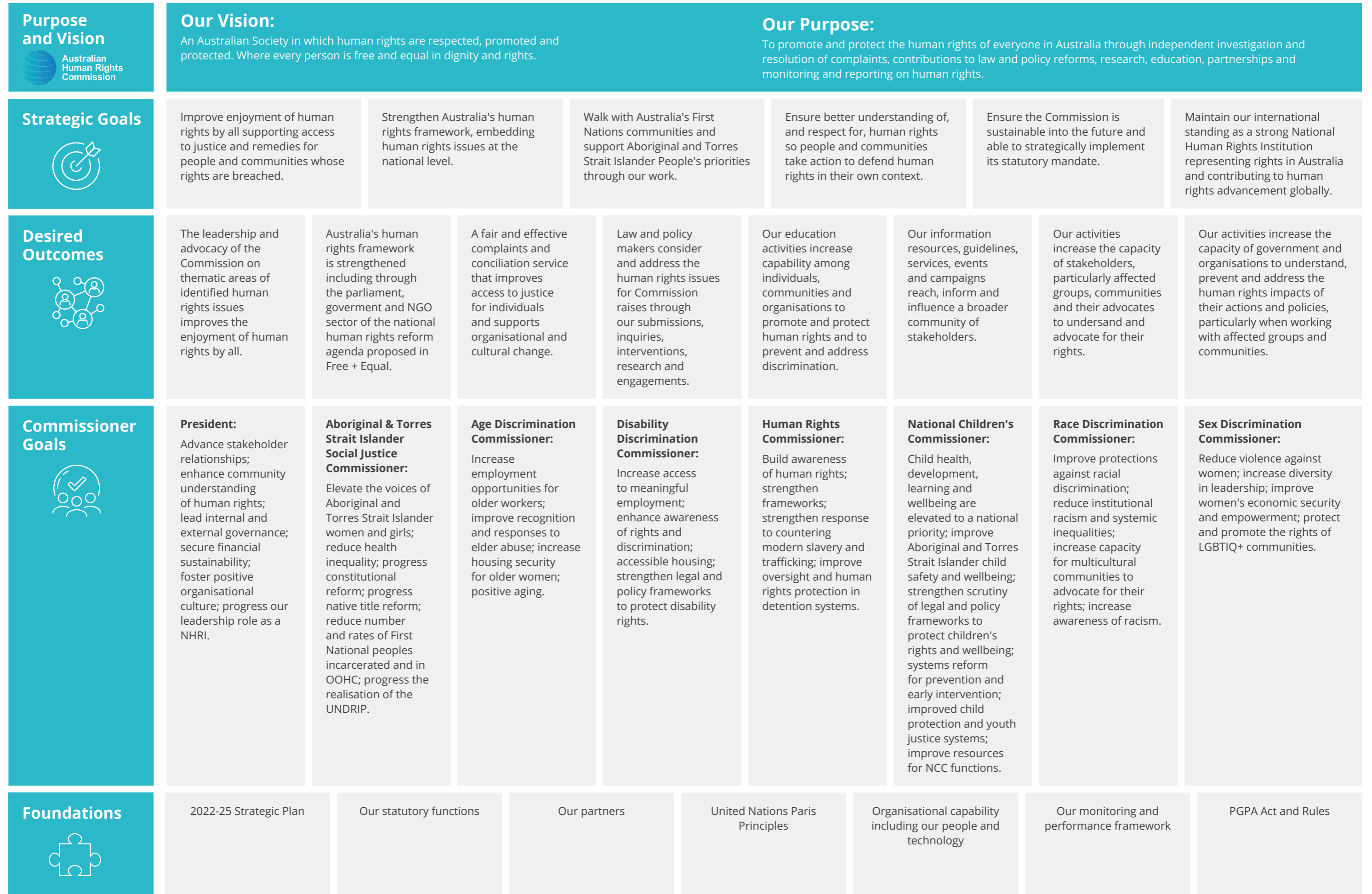
Goal	Outcome	Performance expectation	Indicator (and PBS target) <small>(feasible qualitative/quantitative measures of the expected performance in this reporting year)</small>	2022 2023	2023 2024	2024 2025	2025 2026
<p>1 Improving enjoyment of human rights by all, supporting access to justice and remedies for people and communities whose rights are breached.</p>	<p>1.1 We deliver a fair and effective investigation and conciliation of complaints service.</p> <p>PBS CRITERION</p>	<p>Our investigation and conciliation of complaints and dispute resolution meet performance indicators on timeliness, efficiency and service user satisfaction.</p> <p>Our investigation and conciliation of complaints and dispute resolution processes have systemic and educational outcomes.</p>	<p>85% of complaints are finalised in under 12 months.</p> <p>PBS TARGET</p> <p>40% of complaints are resolved by conciliation.</p> <p>PBS TARGET</p> <p>85% of parties to complaints are satisfied with the service they receive.</p> <p>PBS TARGET</p> <p>Instances where the terms on which investigation and conciliation disputes are resolved include systemic outcomes that accord with the objectives of the law.</p> <p>Instances where participation in the investigation and conciliation process results in increased understanding of rights and responsibilities in the law.</p>	✓	✓	✓	✓
<p>2 Strengthening Australia’s human rights framework, embedding human rights issues at a national level.</p>	<p>2.1 The leadership and advocacy of the President and Commissioners on thematic areas or identified human rights issues, improves the enjoyment of human rights by affected groups.</p>	<p>Our research, reporting and advice influences and builds capacity in decision makers and other stakeholders to take action to address the identified human rights issues.</p> <p>PBS TARGET</p>	<p>Research, reporting and advice activities of the Commission:</p> <ul style="list-style-type: none"> are viewed as evidenced, persuasive and credible by stakeholders increase understanding of the human rights issues and impacts raised strengthen stakeholder capacity to promote and advocate for the human rights issues raised. <p>Instances of programs attracting strategic partnerships that advance the priority human rights issues we have advocated for.</p> <p>Instances of improved Federal and state government policy, practice and legislative change that reflect our advice.</p> <p>High proportion of Committee inquiry reports reflect and cite the Commission’s advice.</p>	✓	✓	✓	✓
				✓	✓	✓	✓
				✓	✓	✓	✓

Goal	Outcome	Performance expectation	Indicator (and PBS target) <small>(feasible qualitative/quantitative measures of the expected performance in this reporting year)</small>	2022 2023	2023 2024	2024 2025	2025 2026
<p>2 Strengthening Australia’s human rights framework, embedding human rights issues at a national level. (continued)</p>	<p>2.2 Law and policy makers, at all levels, consider and address the human rights impacts we identify through our submissions, inquiries, research, reports and United Nations engagement.</p> <p>PBS CRITERION</p>	<p>Parliamentary committee inquiry reports reflect the human rights issues raised in our submissions and recommendations.</p> <p>PBS TARGET</p> <p>The number of recommendations to UN mechanisms made, and instances of recommendations implemented or referenced by Government.</p> <p>PBS TARGET</p> <p>Arguments presented in our submissions to courts influence outcomes in a way that is consistent with human rights.</p> <p>PBS TARGET</p>	<p>High proportion of Committee inquiry reports reflect and cite the Commission’s advice.</p> <p>Instances of our recommendations to UN mechanisms being reflected in treaty body concluding observations and other reports.</p> <p>Majority of our applications to the courts for leave to appear are accepted.</p> <p>Instances of our court submissions reflected in the final judgment of the matter.</p>	✓	✓	✓	✓
	<p>2.3 The national human rights reform agenda proposed in the <i>Free & Equal: An Australian conversation on human rights</i> report is considered and addressed by the Parliament, government and the non-government sector.</p>	<p>Recommendations and actions in the report are addressed by the Attorney-General and Federal Parliament. The recommendations and actions in the Report inform and direct future reform.</p>	<p>The recommendations and actions in the report generate dialogue and receive public support and commitment from the Attorney-General and the non-government sector.</p>	✓	✓	✓	

Goal	Outcome	Performance expectation	Indicator (and PBS target) <small>(feasible qualitative/quantitative measures of the expected performance in this reporting year)</small>	2022 2023	2023 2024	2024 2025	2025 2026
<p>3 Better understanding of, and respect for, human rights so people and communities take action to defend human rights in their own context.</p>	<p>3.1 Our education activities increase capability among individuals, communities and organisations to promote and protect human rights and address discrimination.</p> <p>PBS CRITERION</p>	<p>Participants in education activities benefit through achieving the intended human rights learning and capability objectives.</p> <p>Most participants in our adult training programs report:</p> <ul style="list-style-type: none"> • satisfaction with the quality and relevance of the training • increased understanding, expertise, reframed attitudes. <p>PBS TARGET</p>	<p>Learner satisfaction with Commission training is at 80% based on participant surveys of our learning courses.</p>	✓	✓	✓	✓
	<p>3.2 Our activities increase the capacity of Governments, organisations, other groups and services to understand and address the human rights impact of their actions, particularly when working with vulnerable groups and communities.</p>	<p>Our activities with stakeholder organisations lead to systemic and sustained action, including changes to organisational policy and practice, to respect, protect and promote human rights in their context.</p> <p>PBS TARGET</p> <p>Our regional technical cooperation activities increase stakeholder capacity to advance national reform in partner states.</p>	<p>Number of organisations working with the Commission to develop human rights education/training activities.</p>	✓	✓	✓	✓
	<p>Instances of organisations working with the Commission to develop human rights education/training activities.</p> <p>Instances of stakeholders in our activities with organisations making changes to organisational policy and practice, to respect, protect and promote human rights in their context.</p> <p>Instances of partners':</p> <ul style="list-style-type: none"> • increased knowledge and application of human rights frameworks, principles, and practices to advance human rights reform • practice/policy reform relating to human rights principles, which are reviewed or developed because of technical cooperation activities. 	✓	✓	✓	✓		

Goal	Outcome	Performance expectation	Indicator (and PBS target) (feasible qualitative/quantitative measures of the expected performance in this reporting year)	2022 2023	2023 2024	2024 2025	2025 2026
<p>4 Maintaining our international standing as a strong human rights institution representing human rights in Australia and contributing to human rights advancement globally.</p>	<p>4.1 Our activities increase the capacity of vulnerable groups, communities and their advocates to understand and advocate for their rights.</p> <p>PBS CRITERION</p>	<p>Participants and stakeholders, in our consultations, research and education and informing activities experience participation, empowerment and benefit.</p>	<p>Instances of participants and stakeholders in our consultations and research activities report participation experiences that are beneficial and empowering.</p> <p>PBS TARGET</p>	✓	✓	✓	✓
	<p>4.2 Our activities increase the capacity of governments, organisations, other groups and services to understand and address the human rights impact of their actions, particularly when working with vulnerable groups and communities.</p> <p>PBS CRITERION</p>	<p>Our activities with stakeholder organisations lead to systemic and sustained action, including changes to organisational policy and practice, to respect, protect and promote human rights in their context.</p> <p>PBS TARGET</p>	<p>Instances of stakeholders in our activities with organisations reporting that our work has contributed to increased understanding of the impact of their systems and operations on human rights.</p> <p>Instances of stakeholders in our activities with organisations making changes to organisational policy and practice, to respect, protect and promote human rights in their context.</p> <p>Instances of partners':</p> <ul style="list-style-type: none"> increased knowledge and application of human rights frameworks, principles, and practices to advance human rights reform practice/policy reform relating to human rights principles, which are reviewed or developed because of technical cooperation activities. 	✓	✓	✓	✓
	<p>4.3 The Commission is compliant with the Paris Principles (Principles Relating to the Status of National Human Rights Institutions) and is assessed as an independent and effective national human rights institution.</p>	<p>Our regional technical cooperation activities increase stakeholder capacity to advance national reform in partner states.</p> <p>The Commission maintains its 'A status' as assessed by the Global Alliance of National Human Rights Institutions (GANHRI).</p>	<p>Compliance with the Paris Principles and/or remediation actions in train e.g. <i>Australian Human Rights Commission Legislation Amendment (Selection and Appointment) Act</i>.</p>	✓	✓	✓	✓
	<p>5 Ensuring that the Commission is sustainable into the future and able to strategically implement its statutory mandate.</p>	<p>5.1 The Commission has a clear strategic direction and confidently implements its mandate with secure and sustainable funding that is transparently and accountably managed.</p>	<p>The Commission maintains its compliance with the <i>Australian Human Rights Commission Act 1986</i>, the <i>Public Governance, Performance and Accountability (PGPA) Act 2013</i>.</p>	<p>Completion of all requirements under the PGPA Act, including corporate accountability, Annual Reports and Financial compliance.</p> <p>Implementation of appropriate governance and financial structures including number of recommendations adopted from the external reviews.</p>	✓	✓	✓

Commission Theory of Change



Further Information

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