



# Corporate Plan

2018–2019

AUSTRALIAN HUMAN RIGHTS COMMISSION



## THE UNIVERSAL DECLARATION of Human Rights

**WHEREAS** recognition of the inherent dignity and of the equal and inalienable rights of all members of the human family is the foundation of freedom, justice and peace in the world,

**WHEREAS** disregard and contempt for human rights have resulted in barbarous acts which have outraged the conscience of mankind, and the advent of a world in which human beings shall enjoy freedom of speech and belief and freedom from fear and want has been proclaimed as the highest aspiration of the common people,

**WHEREAS** it is essential, if man is not to be compelled to have recourse, as a last resort, to rebellion against tyranny and oppression, that human rights should be protected by the rule of law,

**WHEREAS** it is essential to promote the development of friendly relations among nations,

**WHEREAS** the peoples of the United Nations have their faith in fundamental human rights, in the dignity and worth of the human person and in the equal rights of m-

determined to promote social progress and better standards of life in larger freedom,

**WHEREAS** Member States have pledged themselves to achieve, in co-operation with the United Nations, the promotion of universal respect for and observance of human rights and fundamental freedoms,

**WHEREAS** a common understanding of these rights and freedoms is of the greatest importance for the full realisation of this pledge,

**NOW THEREFORE** THE GENERAL ASSEMBLY

PROCLAIMS this Universal Declaration of Human Rights as a common standard of achievement for all peoples and all nations, to the end that every individual and every organ of society, keeping this Declaration constantly in mind, shall strive by teaching and education to promote respect for these rights and freedoms and by progressive measures, al, to secure their universal and effective al, to both among the peoples of Member States peoples of territories under their jurisdiction.

**ARTICLE 1** —All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.

**ARTICLE 2** —1. Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.

2. Furthermore, no distinction shall be made on the basis of the political, jurisdictional or international status of the country or territory to which a person belongs, whether this territory be an independent State or a Non-Self-Governing territory, or under any other limitation of sovereignty.

**ARTICLE 3** —Everyone has the right to life, liberty and the security of person.

**ARTICLE 4** —No one shall be held in slavery or servitude; slavery and the slave trade shall be prohibited in all their forms.

**ARTICLE 5** —No one shall be subjected to torture or cruel, inhuman or degrading treatment or punishment.

**ARTICLE 6** —Everyone has the right to recognition everywhere as a person before the law.

**ARTICLE 7** —All are equal before the law and are entitled without any discrimination to equal protection of the law. All are entitled to equal protection against any discrimination in violation of this Declaration and against any incitement to such discrimination.

**ARTICLE 8** —Everyone has the right to an effective remedy before the competent national tribunals for acts violating the fundamental rights granted him by the constitution or by law.

**ARTICLE 9** —No one shall be subjected to arbitrary arrest, detention or exile.

**ARTICLE 10** —Everyone is entitled in full equality to a fair and public hearing by an independent and impartial tribunal, in the determination of his rights and obligations and of any criminal charge against him.

**ARTICLE 11** —Everyone charged with a penal offence has the right to be presumed innocent until proved guilty according to law in a public trial at which he has had all the guarantees necessary for his defence.

2. No one shall be held guilty of any penal offence on account of any act or omission which did not constitute a penal offence, under national or international law, at the time when it was committed. Nor shall a heavier penalty be imposed than the one that was applicable at the time the penal offence was committed.

**ARTICLE 12** —No one shall be subjected to arbitrary interference with his privacy, family, home or correspondence, nor to attacks upon his honour and reputation. Everyone has the right to the protection of the law against such interference or attacks.

**ARTICLE 13** —1. Everyone has the right to freedom of movement and residence within the borders of each state.

2. Everyone has the right to leave any country, including his own, and to return to his country.

cation insuring for himself and his family an existence worthy of human dignity, and supplemented, if necessary, by other means of social protection.

4. Everyone has the right to form and to join trade unions for the protection of his interests.

**ARTICLE 21** —Everyone has the right to rest and leisure, including reasonable limitation of working hours and periodic holidays with pay.

**ARTICLE 25** —1. Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control.

2. Motherhood and childhood are entitled to special care and assistance. All children, whether born in or out of wedlock, shall enjoy the same social protection.

**ARTICLE 26** —1. Everyone has the right to education. Education shall be free, at least in the elementary and fundamental stages. Elementary education shall be compulsory. Technical and professional education shall be made generally available and higher education shall be equally accessible to all on the basis of merit.

2. Education shall be directed to the full development of the human personality and to the strengthening of respect for human rights and fundamental freedoms. It shall promote understanding, tolerance and friendship among all nations, racial and religious groups, and shall further the activities of the United Nations for the maintenance of peace.

3. Parents have a prior right to choose the kind of education that shall be given to their children.

**ARTICLE 27** —1. Everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits.

2. Everyone has the right to the protection of the moral and material interests resulting from any scientific, literary or artistic production of which he is the author.

**ARTICLE 28** —Everyone is entitled to a social and international order in which the rights and freedoms set forth in this Declaration can be fully realized.

**ARTICLE 29** —1. Everyone has duties to the community in which alone the free and full development of his personality is possible.

2. In the exercise of his rights and freedoms, everyone shall be subject only to such limitations as are determined by law solely for the purpose of securing due recognition and respect for the rights and freedoms of others and of meeting the just requirements of morality, public order and the general welfare in a democratic society.

3. These rights and freedoms may in no case be exercised contrary to the purposes and principles of the United Nations.

**ARTICLE 30** —Nothing in this Declaration may be interpreted as implying for any State, group or person any right to engage in any activity or to perform any act aimed at the destruction of any of the rights and freedoms set forth herein.



#STANDUP4HUMANRIGHTS



cultural rights indispensable for his dignity and the free development of his personality.

**ARTICLE 23** —1. Everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to protection against unemployment.

2. Everyone, without any discrimination, has the right to equal pay for equal work.

3. Everyone who works has the right to just and favourable remuner-

Adopted by the United Nations General Assembly at its 183rd meeting, held in Paris on 10 December, 1948

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UNITED NATIONS

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**Cover photo 1**—The Universal Declaration of Human Rights 10 December 1948, United Nations Department of Public Information, Wikipedia Commons, Public Domain, 2–70 Years Universal Declaration of Human Rights logo, <http://www.standup4humanrights.org/en/index.html>.

# 1. Preface

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

This Corporate Plan articulates how we implement our purpose and promote an Australian society where human rights are enjoyed by everyone, everywhere, everyday.

It has been prepared in accordance with s 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (Cth) and s 46AA of the *Australian Human Rights Commission Act 1986* (Cth). It sets out the connection between our purpose, operating environment, and organisational impact over the next 4 years to 2021.

It also sets out the key activities that we anticipate will contribute to this impact over the 2018–19 financial year.

Additional materials that further detail our performance and evaluation frameworks and related matters are included on our Corporate Plan webpage at <https://www.humanrights.gov.au/corporate-plan-2018-2019>.

## 2. Our purpose

**As Australia's national human rights institution, 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 Australian Human Rights 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 (NHRIs). 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) and *Native Title Act 1993* (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.

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

## 2.1 Our leadership team

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



*Emeritus Professor  
Rosalind Croucher AM*

**President**  
August 2017



*Kate Jenkins  
Sex Discrimination Commissioner*



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



*The Hon Dr Kay Patterson AO  
Age Discrimination Commissioner*



*Megan Mitchell  
National Children's Commissioner*



*Edward Santow  
Human Rights Commissioner*



*Alastair McEwin  
Disability Discrimination Commissioner*



*Dr Tim Soutphommasane  
Race Discrimination Commissioner  
term finishes 19 August 2018*



*Padma Raman  
Chief Executive*



**Left to right (from top):** Commissioner Patterson in Seawinds Community Hub, Rosebud, May 2018; Commissioner Oscar with students from the Yiramalay Wesley College, Melbourne, Wiyi Yani U Thangani (Women's Voices) session, February 2018; President and Commissioners, offsite planning meeting, May 2018; Commissioner McEwin and President Croucher with guest speakers at the Disability Discrimination 25th Anniversary, March 2018; Commissioner Mitchell with the Principal of Wulgari Primary School, Darwin, May 2018; Commissioner Jenkins, Commissioner Oscar and the Hon Kelly O'Dwyer MP, 62nd session of the UN's Commission on the Status of Women, New York, March 2018; Commissioner Santow, World Refugee Day, June 2018. Photo by Katherine Griffiths, City of Sydney.

## 2.2 Performance framework

This Corporate Plan sets out how the Commission meets its legislative mandate and the outcomes in our Portfolio Budget Statement. Figure 1 shows the line of sight between our purpose, programs and the day-to-day work of our staff.

**Figure 1: Integrating our purpose into our day to day work**

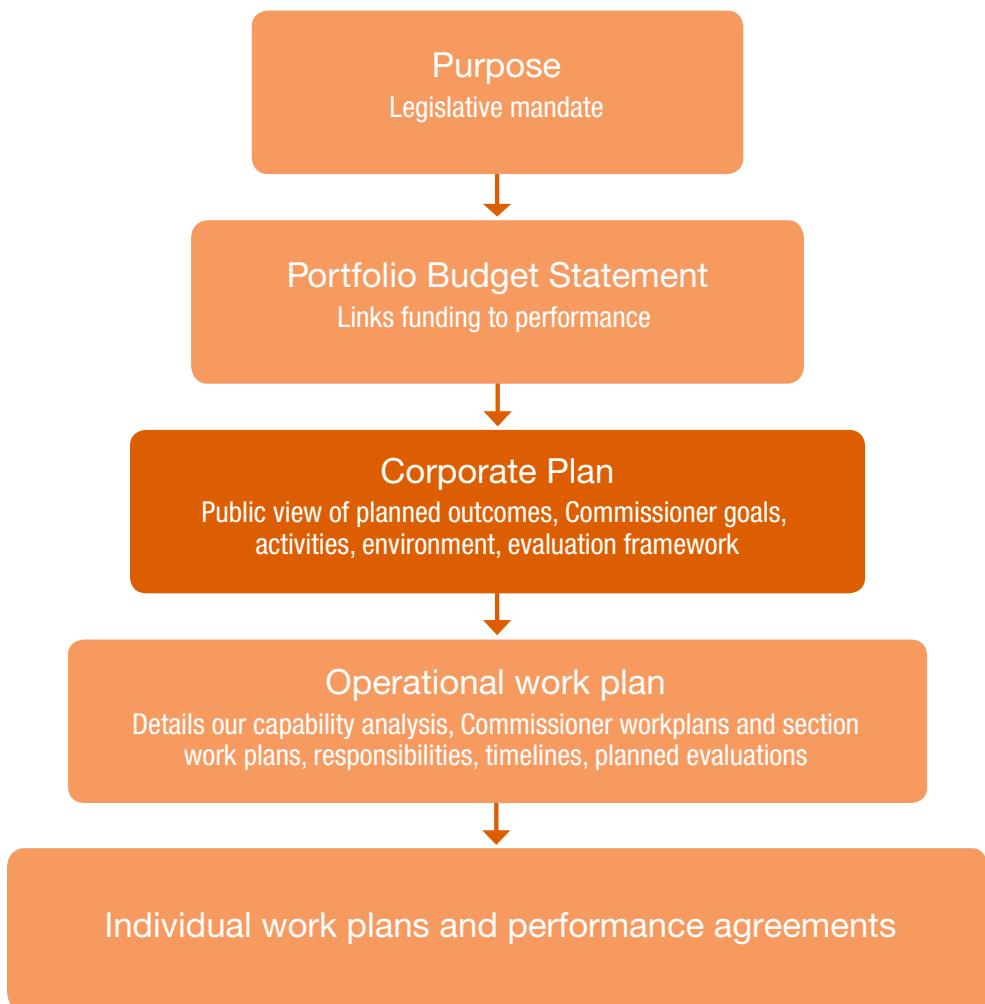


Figure 2 below, sets out our four performance outcomes and the indicators used to measure performance against these. The four outcomes correspond to the Performance Criteria in the Commission's Portfolio Budget Statement (PBS). The indicators with an asterisk, correspond to the targets in our PBS. Under the *Public Governance, Performance and Accountability Act 2013* (Cth), we report on our performance in our Annual Report.

## Figure 2: Our performance outcomes and indicators framework

<b>Our vision</b>	<b>Human rights—everyone, everywhere, everyday</b>											
<b>Our purpose</b>	As Australia's national human rights institution 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.											
<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>	We operate in a complex social and political environment and multiple factors can affect how, and how well, we achieve our purpose. Our planning framework identifies key risks, challenges, and opportunities and aims to build our capability to address these.											
<b>Our performance</b>	<table border="1"> <thead> <tr> <th colspan="4"><b>Outcomes</b></th> </tr> </thead> <tbody> <tr> <td><b>1</b> 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.</td><td><b>2</b> 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.</td><td><b>3</b> 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.</td><td><b>4</b> Human rights education activities increase understanding and build capacity in individuals and organisations about human rights and freedoms.</td></tr> </tbody> </table>				<b>Outcomes</b>				<b>1</b> 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.	<b>2</b> 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.	<b>3</b> 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.	<b>4</b> Human rights education activities increase understanding and build capacity in individuals and organisations about human rights and freedoms.
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<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.

Our performance	Indicators	
<p><b>1a</b> Leadership, promotion and advocacy that facilitates positive discourse, increases awareness of human rights issues and contributes to positive action by stakeholders and decision makers.</p> <p><b>1b*</b> Effective reach among identified audiences, through the provision of relevant and useful information about human rights with increased reach demonstrated by web and social media analytics that exceed the previous year's benchmark by 5%.</p> <p><b>1c*</b> 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.</p> <p><b>1d</b> Increased capability among organisations and employers to be diverse, inclusive and respectful workplaces.</p> <p><b>1e</b> As a national human rights institution our engagement with United Nations processes contributes to the full implementation of human rights commitments by the government and Parliament.</p>	<p><b>2a*</b> 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><b>2b*</b> The terms on which disputes are resolved include systemic outcomes that accord with the objectives of the law.</p> <p><b>2c</b> Legal information, resources, guidelines and an effective exemption process help employers and organisations to comply with Australian discrimination and human rights law.</p>	<p><b>3a*</b> 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.</p> <p><b>3b*</b> 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.</p> <p><b>3c</b> Stakeholders use our research, reports and other resources, increasing their capacity to advocate and strategically promote human rights issues.</p> <p><b>4a*</b> 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><b>4b</b> Increased knowledge, attitudes and skills, within the school community and adult training participants, to apply human rights in school, in work and in everyday life.</p> <p><b>4c*</b> Participation in the investigation and conciliation process results in increased understanding of rights and responsibilities in the law.</p> <p><b>4d</b> International technical cooperation activities increase human rights capacity and advance national reform in partner states.</p>
	<p><b>Commissioner term goals<sup>3</sup></b> </p> <p><b>Operational workplan — how we deliver these</b> </p>	

<sup>3</sup> Commissioners are statutory officeholders usually appointed for a term of five years.

## 3. Operating context

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 examine our operating context to assess the risks, challenges, opportunities and capability factors that may have an impact on our work.

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 undertaken with 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.

Figure 3 below summarises the challenges and opportunities that the Commission anticipates we will face this coming financial year as well as over the next four years. We note that we have varying degrees of control over these matters.

We also detail our internal capability relating to Workforce, Information and Communications Technology and Partnerships.

Further information about these challenges and opportunities, our level of control over them and our management strategy is set out in the appendices to this Corporate Plan on our website.

**Figure 3: Key challenges and opportunities, 2018–19**



## Workforce Capability

As a micro-agency within the Commonwealth public service, we are subject to the same external factors as larger agencies. This includes Australian Public Service (APS) workforce directives and continuing reduced appropriations. In this coming year we expect to see a need to address:

- Continuing trends of workforce career ambitions, particularly among junior staff, that are challenging to foster within a small agency environment.
- Continuing requirements to resource externally funded projects with short lead times and parameters.

We will manage these along with other workforce demand and supply trends via:

- A continued commitment to building the capability of current and less experienced staff through professional development opportunities.
- Use of staffing feeder mechanisms such as talent pools, temporary project staff registers and short term contracts to maintain an agile and skilled workforce.
- Increasing in-house skills and reducing outsourcing by building in-house capacity around critical and emerging needs such as data analysis and design/graphics skills.



## Information and Communications Technology Capability

Information and communications technology (ICT) has a crucial role in supporting the organisation's communication and sharing of information both internally and externally.

Our ICT manages a complex network with a diverse range of supported platforms. To ensure the continuity and availability of ICT services, and a reliable and resilient network service requires increasing investment, which is challenging in our current fiscal environment.

Our ICT Strategic Plan for the coming four years focuses on continuity, security and efficiency in addition to exploring innovative ways to harness new communications technologies such as artificial intelligence. For example, this financial year we have commenced a trial with RecordPoint to implement new technology that is cloud-based and artificial intelligence driven for records management.

## Partnership Capability

The Commission regularly works in partnership across government, business, the non-government sector and internationally. We are a source of expertise on human rights research, consultation and implementation design. We also have a track record of being trusted as providing a neutral, 'safe', meeting place for different sectors to come together to jointly address difficult human rights challenges.

Some of our partnerships involve fee for service arrangements that draw on our expertise and our networks to advance human rights awareness and protections. For example, we work across the federal government on projects like:

- Wiyi Yani U Thangani (Women's Voices) with the Department of Prime Minister and Cabinet (PM & C)
- Child Safe Organisations program, with the Department of Social Services
- Cultural reform program with the Australian Defence Force
- National Inquiry into Sexual harassment in the Workplace with the Office for Women (PM & C)
- Human rights technical cooperation programs in Laos and China, and activities in other countries, with the Department of Foreign Affairs and Trade
- We are also working with these Commonwealth entities: Australian Sports Commission, Attorney-General's Department, Department of Education and Training, National Disability Insurance Agency, and the Digital Transformation Agency.

Other partnerships involve collaborations across different sectors on specific human rights projects of mutual benefit. These increase our capability and reach through shared resources and generating a collective ability to deliver outcomes greater than that of individual organisations acting alone. For example:

- A range of organisations across government, industry, the legal sector and NGOs are working with the Commission on issues relating to the impact of new technology on human rights protections.
- We host the secretariat for the Close the Gap Campaign and National Health Equality Forum, working with over 30 partners to achieve health equality for Aboriginal and Torres Strait Islander peoples within a generation.
- We are working with the Australian Building Codes Board and other stakeholders to support the development of a regulatory impact statement on universal housing design standards that will be of great benefit to people with a disability and older Australians.
- We are working with the Australian Sports Commission and multiple sporting codes on guidance for the inclusion of intersex people in sport, as well as with Golf Australia to develop national guidelines for equal opportunity in golf.

- We are working across the business sector, including with the Australian Human Resources Institute on issues affecting employment of older Australians, the Global Compact Network Australia on an annual dialogue on business and human rights, as well as with universities and unions on a number of sexual harassment research projects.

The Commission also receives generous pro-bono support from the legal sector, consultancy firms, the medical and education sectors in our work. For example:

- We have strategic partnerships with a number of law firms for research and other support for the work of our Commissioners.
- Medical professionals provide assistance in our monitoring visits to immigration detention facilities, providing expertise on mental health, child health and related issues.

In this coming year, we will continue to build relationships and undertake partnerships where there is strategic benefit to the organisation. To do this requires agility, coordination and an attuned risk compass. Figure 4 identifies the range of our regular partners and collaborators.

**Figure 4: Partner categories**





**Left to right (from top):** Commissioner Oscar, 38th Human Rights Council, Geneva, June 2018; Commissioner Patterson at the Attitudes to Ageing in Australia Report launch, University of Melbourne, March 2018; President Croucher with Human Rights medallist Johnathan Thurston, December 2017; Commissioner Santow, Human Rights and Technology Conference, July 2018; Commissioner Jenkins, Human Rights and Technology workshops, July 2018; Commissioner McEwin, Human Rights Awards, December 2017; Commissioner Mitchell, consultations with children, Utopia Homelands, June 2018; President Croucher, Human Rights and Technology Conference, July 2018.



# 4. Operationalising performance

The Commission's activities in 2018–19 and beyond advance the four outcome areas in this Corporate Plan.

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 experience and advice in discrimination cases.

As a National Human Rights Institution (NHWI), 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 provide an avenue for people to voice and resolve disputes about human rights in a manner that is accessible, timely and educative.

Like many NHWIs around the world, we deliver a National Information Service and a complaint Investigation and Conciliation Service. Conciliating complaints allows individuals to resolve their disputes quickly and effectively without recourse to litigation. Moreover, agreed outcomes through conciliation regularly include actions that have a systemic impact.

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 to grant applicants the time to make adjustments in order to comply with discrimination law.<sup>4</sup>

Under **Outcome 3** we conduct research and report on the protection of human rights and freedoms. We have a particular responsibility to monitor situations involving groups of people who are especially vulnerable to discrimination, exclusion and unfair treatment.

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.

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<sup>4</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*.

**Outcome 4** captures our functions to promote human rights through educational activities. Our objective is to build ‘rights-mindedness’ across the community with better understanding and awareness of human rights and how to protect them. 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.

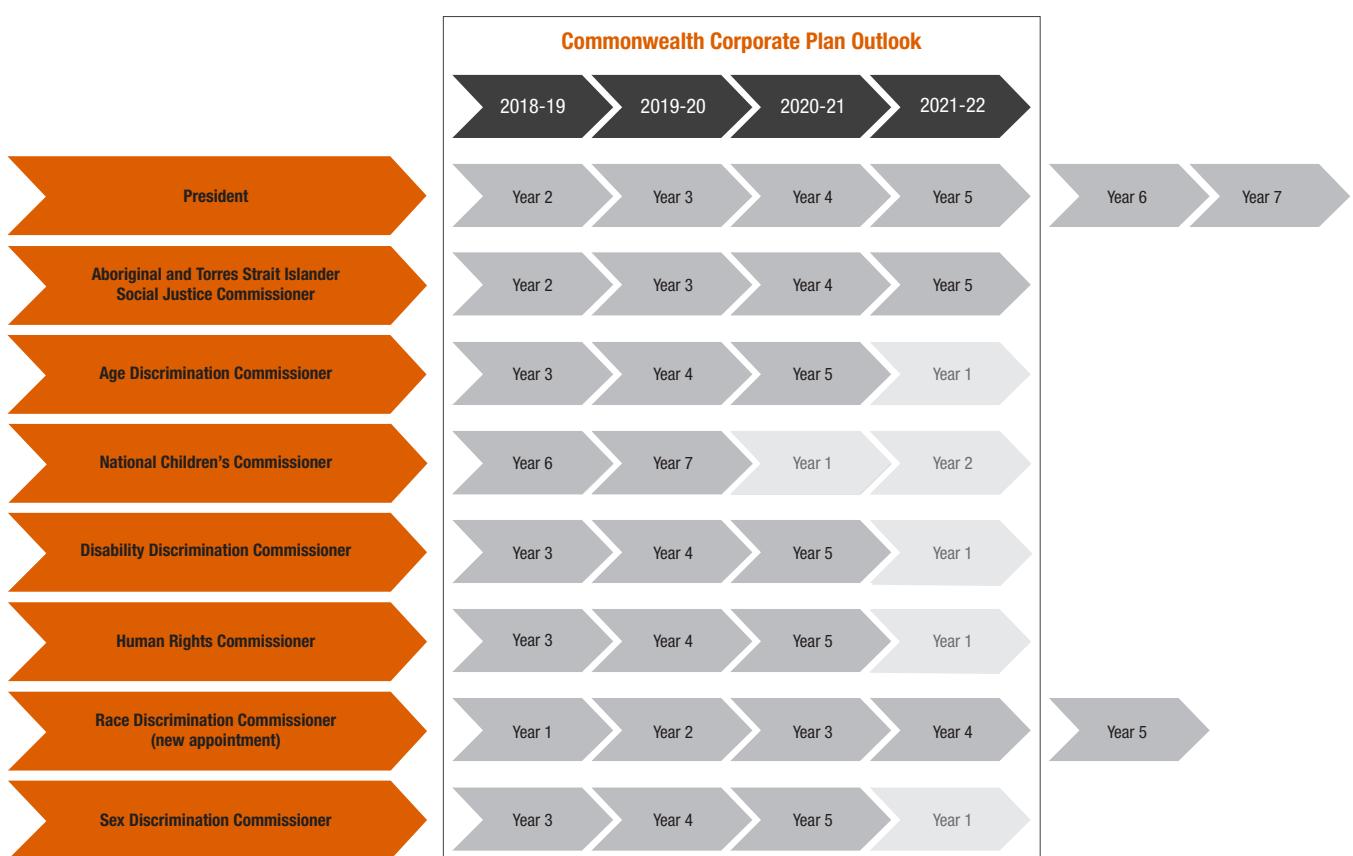


**Left to right:** Commissioner Oscar and President Croucher, Bringing Them Home 20th Anniversary and website launch, December, 2017.

## 4.1 Planning our work and the Commissioner terms

The Commission's workplan and outlook differs from many other agencies as the terms of our President and Commissioners do not always align with the standard four year outlook of the Commonwealth Corporate Plan cycle. Statutory appointments are made at differing times and usually for a period of five years.<sup>5</sup> Figure 5 shows the current stage in their terms for our President and each Commissioner.

**Figure 5: Commissioner Terms transect the multiyear outlook of the Corporate Plan**



<sup>5</sup> The President has been appointed for a seven year term and the five year term of the National Children's Commissioner has been extended for a further two years.

Our President and each Commissioner has a series of goals that they are seeking to achieve over their terms. Our Corporate Plan website provides the individual profiles that summarise the difference each aims to make during their term, their goals, the approaches they use and key initiatives they are leading in this year.<sup>6</sup>

Click on the icons below for President and Commissioner profiles or visit our website at <https://www.humanrights.gov.au/corporate-plan-2018-2019>.



**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



**National Children's Commissioner**  
Megan Mitchell



**Disability Discrimination  
Commissioner**  
Alastair McEwin



**Human Rights Commissioner**  
Edward Santow



**Sex Discrimination Commissioner**  
Kate Jenkins

<sup>6</sup> At this time, there is no Race Discrimination Commissioner work plan due to the completion of the current Commissioner's term (August 2013–18).

## 4.2 Key initiatives against performance outcomes

The table below maps the Commission's planned initiatives for the coming financial year, linked to the outcome and indicator that they predominantly contribute to. Many activities occur over multiple years, as reflected in the table.

Outcome, Indicator, and Initiative		Multiyear to:
<b>1a</b>	Human Rights and Technology Program	2020–21
	Older Women at Risk of Homelessness program	2020–21
	National Inquiry Sexual Harassment in the Workplace	2018–19
	Nothing about us, without us leadership and advocacy program	2020–21
	Wiyi Yani U Thangani (Women's Voices) Aboriginal and Torres Strait Islander Women and Girls Program	2019–20
	Child Safe Organisations Program	2019–20
<b>1b*</b>	Close the Gap Campaign and National Health Leadership Forum	2021–22
	Elder Abuse Awareness Program	2020–21
	Your Rights at Retirement resource series	2018–19
	National Anti-Racism Partnership Strategy and Racism. It Stops With Me. Campaign	2021–22
	Android RightsApp mobile application: guide to international human rights law	2018–19
	Annual Human Rights Day Awards/other major events and launches	Ongoing
	Communication, digital and website services providing access to good information and resources	Ongoing
<b>1c*</b>	Legal interventions and <i>amicus curiae</i> in court proceedings	Ongoing
<b>1d</b>	Older Australians and Employment Program	2020–21
	AHRC-ADF Collaboration on Cultural Reform in the Australian Defence Force	2019–20
	Disability Employment Project	2018–19
	National Annual Dialogue on Business and Human Rights	2018–19
<b>1e</b>	Report to the United Nations Committee on the Rights of the Child	2018–19
	Report to United Nations Committee on the Elimination of Discrimination Against Women and Girls	2018–19
<b>2a*</b>	National Information Service	Ongoing
	Investigation and Conciliation Service	Ongoing
<b>2b*</b>	Investigation and Conciliation Service	Ongoing
<b>2c</b>	Guidelines for the application of special measures under the Sex Discrimination Act 1984 to advance substantial equality between men and women.	2018–19
	Federal guidelines on the inclusion of trans and intersex people in sport	2018–19
	National Guidelines: Equal Opportunity in Golf	2018–19
	Management and reporting of complaints under the <i>Australian Human Rights Commission Act 1986</i> (Cth)	Ongoing

Outcome, Indicator, and Initiative		Multiyear to:
<b>3a*</b>	Human Rights Scrutiny Program (Parliamentary Joint Committee on Human Rights) and submissions to parliamentary inquiries	Ongoing
<b>3b*</b>	2018 Children's Report	2018–19
	National Disability Insurance Scheme: a human rights charter	2018–19
	Implementation of the Change the Course report recommendations by Australian universities	2018–19
	Implementation of the Optional Protocol to the Convention against Torture project	2018–19
	Intersex Variations/Variations in Sex Characteristics in the Context of Medical Interventions project	2018–19
<b>3c</b>	Asylum Seeker and Immigration Detention Program	Ongoing
	Violence against people with disability in institutional settings report	2018–19
	Accessible housing project	2019
<b>4a*</b>	The Story of our rights and freedoms resource	2018–19
<b>4b</b>	Children's Rights Digital Resource	Ongoing
	Public Sector Training Program and training components within other programs	Ongoing
<b>4c*</b>	Investigation and Conciliation Service	Ongoing
<b>4d</b>	China-Australia Human Rights Technical Cooperation Program	2020–21
	Laos People's Democratic Republic-Australia Human Rights Technical Cooperation Program	2020–21
	Vietnam Human Rights Education Program	2020–21

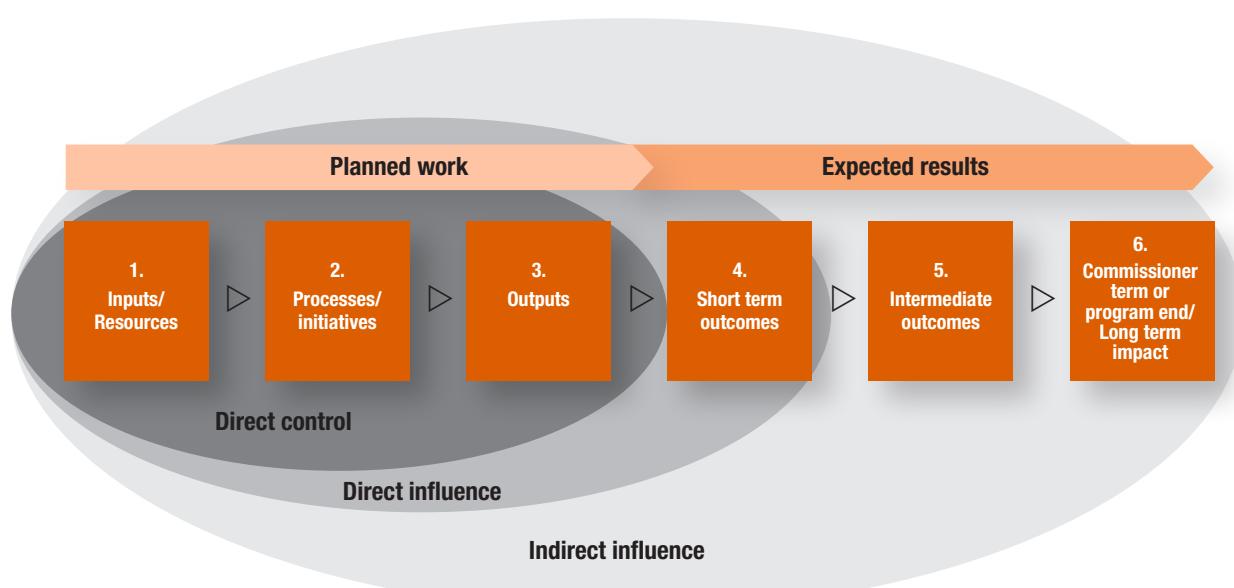


# 5. Evaluating our performance

We deliver our work program within a monitoring, evaluation, and learning framework, to assess how we are contributing to our outcomes and how we can improve this contribution.

Measuring the impact of our work is a complex task, as our efforts are often collaborative and linked to longer-term goals and incremental change, which cannot be attributed solely to our work. Our framework uses a program logic approach shown in Figure 6. This approach helps us to identify plausible outcomes and to design evaluations to measure results and capture our influence.

**Figure 6: Program logic approach**

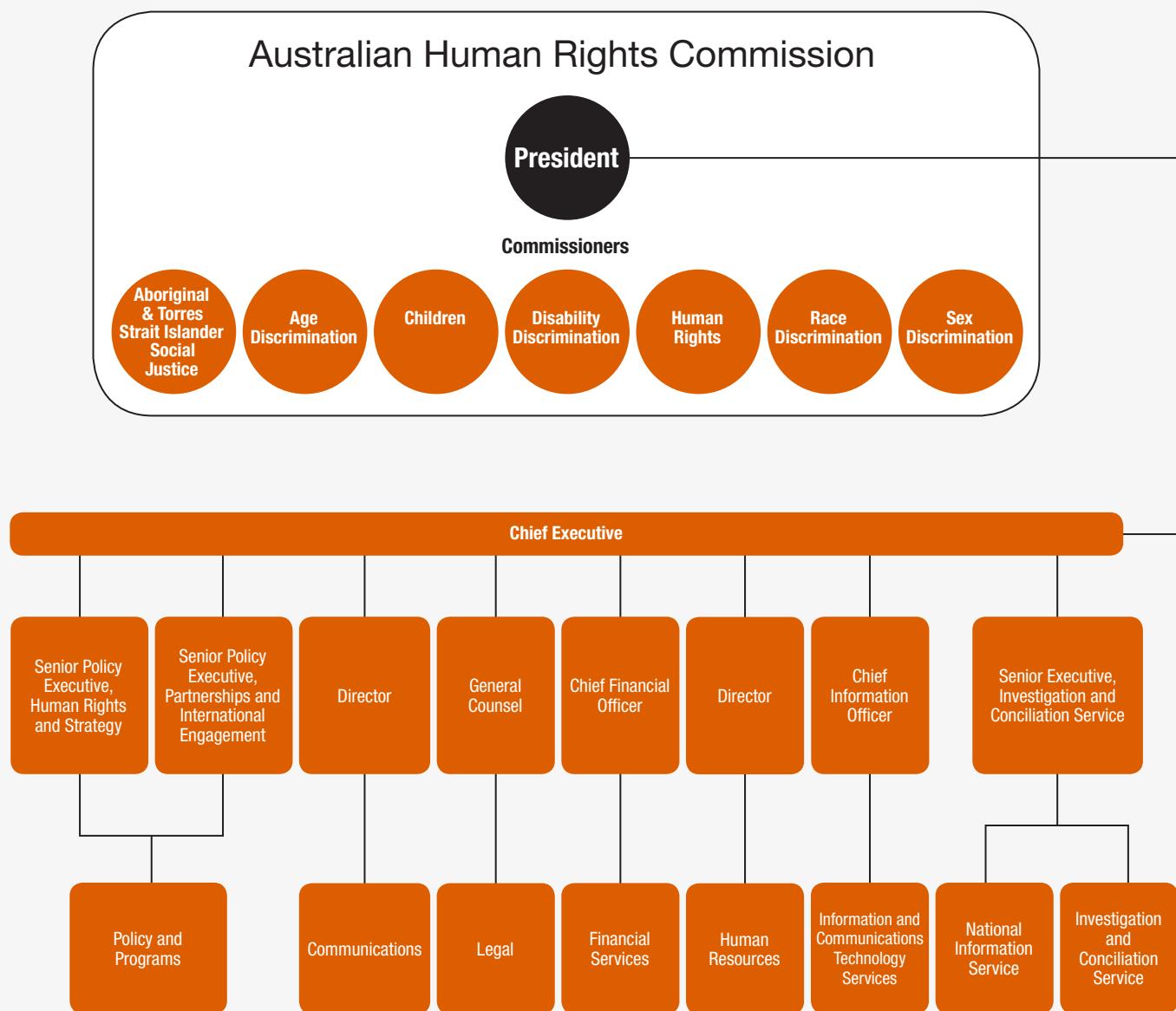


We have also built the evaluation capacity of our staff and developed systems to improve the monitoring and evaluation of our activities. The evaluations we undertake are proportional to our resources. If feasible, we collaborate with external evaluation experts, however, most of our evaluations are internally designed and led. All our evaluations aim to answer these 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>Helping 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>

Our Corporate Plan website provides further information about the evaluation activities we intend to conduct this financial year.

## 6. Our organisational structure



# 7. 2018–19 Corporate Plan web page

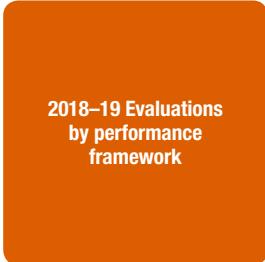
For brevity, the additional materials referred to in this document are located on our website. These include the President and Commissioner profiles and further detail on our risk management and evaluation framework. To access these click on the icons below or visit our website at <https://www.humanrights.gov.au/corporate-plan-2018-2019>.



President and  
Commissioners  
profiles



2018–19 Challenges,  
risks and opportunities  
analysis



2018–19 Evaluations  
by performance  
framework



#### **Further Information**

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