



## Strategic plan 2020 - 2024

### OUR VISION

A Queensland where human rights are real for everyone.

### OUR PURPOSE

To protect and promote freedom, respect, equality and dignity.

### OUR VALUES

Independence, respect, inclusion, diversity, integrity.

This plan outlines the strategic direction for the Queensland Human Rights Commission for the period 2020-2024. It provides the framework for operational planning and actions to ensure the Commission delivers services in an efficient, effective and accountable manner, prioritizing those whose human rights are most at risk. The implementation of this strategic plan will be reported publicly through the Commission's Annual Report.

As an independent statutory body, the Queensland Human Rights Commission is accountable to Parliament through the Attorney-General and Minister for Justice. Our operational objectives are directly aligned to the objectives of our governing legislation, the *Anti-Discrimination Act 1991* and *Human Rights Act 2019*. Through our work we contribute to the whole-of government objectives of 'be a responsive government' and 'keep communities safe', while also delivering on our independent objectives.

## OUR OBJECTIVES

### SUPPORTING JUSTICE AND SELF-DETERMINATION FOR ABORIGINAL PEOPLES AND TORRES STRAIT ISLANDER PEOPLES

#### CULTURE

Provide a culturally appropriate Commission experience.

#### UNDERSTANDING

Work with Aboriginal & Torres Strait Islander communities to strengthen understanding of rights and remedies.

#### DIALOGUE

Support the establishment of formal dialogue arrangements to advance human rights for Aboriginal peoples and Torres Strait Islander peoples.

#### COLLABORATION

Work collaboratively to identify and dismantle structural barriers to equality for Aboriginal peoples and Torres Strait Islander peoples.

### WORKING TOWARD SAFER COMMUNITIES

#### RESPOND

Develop effective responses to hate speech and vilification.

#### BALANCE

Work with agencies to support an appropriate balancing of rights when ensuring safety in public spaces.

#### PROTECT

Make human rights protections more accessible to children in care and detention.

#### EDUCATE

Promote public discussion about how climate change impacts human rights.

### PROMOTING ACCESS AND INCLUSION

#### LEAD

Maintain a lead agency role in eliminating all forms of discrimination and promoting inclusion for diverse populations.

#### ACCESS

Promote the principles of human rights in addressing access to health and education for all people in Queensland.

#### CONNECT

Promote the advancement of equal access to services for people in regional & remote Queensland.

### INCREASING INSTITUTIONAL TRANSPARENCY

#### PATHWAYS

Support pathways for people in closed facilities to understand their rights and access QHRC services.

#### ILLUMINATE

Use reporting, review and communication functions to encourage transparency and promote best practice.

## STRATEGIES FOR ACHIEVING OUR OBJECTIVES

STRATEGIES	PERFORMANCE INDICATORS
Provide impartial, fair and efficient dispute resolution and information services	A high satisfaction rate from conciliation evaluations completed.
Use our reporting and review functions to guide the application of human rights in Queensland	Influence the review of the <i>Human Rights Act 2019</i> . Produce an Annual Report on the operation of the <i>Human Rights Act 2019</i> .
Deliver expert training and education	Meet annual targets for delivery of training about the <i>Anti-Discrimination Act 1991</i> and <i>Human Rights Act 2019</i>
Promote an understanding and acceptance, and the public discussion of human rights	Lead and participate in key human rights events and activities.
Intervene in proceedings involving human rights issues to provide expert assistance to courts and tribunals	Successful interventions resulting in improved human rights outcomes.
Collaborate to add value in addressing complex human rights issues and systemic barriers to equality	Strengthen strategic relationships with government agencies, non-government organisations and the private sector where human rights are most at risk.
Strive to maintain good governance and operational excellence across all areas of our work	Unqualified financial audit, compliance with corporate reporting requirements, high client satisfaction rates from training and dispute resolution and achievement of service delivery targets.

## RISKS AND CRITICAL ISSUES

### REPUTATION

To achieve its vision and purpose the Queensland Human Rights Commission must maintain its independence, uphold its reputation for impartial, fair and efficient dispute resolution and continue to deliver accessible and high quality services to all people in Queensland. The Commission must take action where necessary to highlight and address human rights issues while balancing the rights of a diverse and dispersed population. Clear and transparent communication across a variety of channels will be necessary to ensure risk to reputation is managed effectively.

### RESOURCES

The Commission is responsible for delivering information and services to all people in Queensland, including those in regional and remote locations and those who are socially isolated or with specific accessibility requirements. As demand for dispute resolution and education services continues to increase, effectively managing resources to ensure equitable, accessible and responsive service delivery will be a critical issue for the Commission.