



**ACT HUMAN RIGHTS
COMMISSION**

Australian Capital Territory

**Governance and Corporate
Support Protocol
2025-28**

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1.1	Amended to update Victims of Crime Commissioner, annual reporting, budgets and performance indicators for 2025-26 financial year	February 2026
ENDORSEMENT	MAIN DOCUMENT ENDORSED BY HRC ACT Human Rights Commission President: Signature: Dr Penelope Mathew 6 /12 /2024	MAIN DOCUMENT ENDORSED BY JACS Director-General: Signature: Richard Glenn 6 /12/2024
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1. Intention of Protocol

The ACT Human Rights Commission Governance and Corporate Support Protocol 2025-28 (the Protocol) is established under the *Human Rights Commission Act 2005*¹ (the HRC Act).

Section 18A of the HRC Act states that the President of the ACT Human Rights Commission (the Commission) must:

- (a) *after consulting with the director-general and the other commissioners, prepare a draft governance and corporate support protocol for each 3-year period that includes—*
 - (i) *how the responsible directorate and the commission will consult and communicate with each other*
 - (ii) *a strategic plan for the 3-year period*
 - (iii) *how funding will be allocated within the Commission for each year in the 3-year period*
 - (iv) *a budget for each Commissioner mentioned in section 4 for each year in the 3-year period*
 - (v) *performance criteria to be met by the Commission in each year of the 3-year period*
 - (vi) *financial and performance reporting and auditing requirements for the 3-year period*
 - (vii) *processes for requesting funding; and*
 - (viii) *anything else prescribed by regulation.*
- (b) *give the draft plan to the director-general for endorsement.*
- (c) *publish the approved plan on the Commission’s website.*

2. Communication and Responsibilities

2.1. Framework Principles

The Commission is an independent² agency established in 2006 under the HRC Act.

Under section 4 of the HRC Act, the main functions of the Commission are performed by:

- **President and Human Rights Commissioner** – Dr Penelope Mathew
- **Public Advocate and Children and Young People Commissioner** – Jodie Griffiths-Cook
- **Discrimination, Health Services, Disability and Community Services Commissioner** – Karen Toohey
- **Victims of Crime Commissioner** – Juliette Ford

As an independent authority, the Commission is not subject to the direction of anyone else in the exercise of their functions under the HRC Act or related Acts.³ However, the Minister for Human Rights (the Minister) may direct the Commission to inquire into and report on a matter that can be complained about under the HRC Act⁴.

¹ section 18(1)(d) - [Human Rights Commission Act 2005](#)

² section 16

³ Commissioners or Commission staff may also exercise functions under other Acts, for example, delegated functions under the *Financial Management Act 1996*, in respect of which they may be subject to lawful direction.

⁴ section 17

In conducting their relationship, the Commission and the Justice and Community Safety Directorate (JACS) will align with the *Public Sector Management Act 1994*⁵ (the PSM Act) in a manner which:

- promotes the values of:
 - respect
 - integrity
 - collaboration
 - innovation
- promotes the best practice principle of:
 - working efficiently, effectively, and constructively
 - responsiveness, collaboration, and accountability
 - makes fair and reasonable decisions
- promotes a mutually professional relationship
- encourages regular discussions between them
- enables them to fulfil their obligations at law and under this Protocol.

This Protocol does not detract from the statutory powers or duties of the President, Commissioners, or the Director-General of JACS (as the responsible Directorate).

2.2. Governance and Consultation

In its role providing governance support functions to the Commission, JACS will:

- consult the Commission in relation to the coordination of JACS portfolio responses (for example, incoming government briefs, state of the service contributions, JACS Annual Report)
- invite the President and Commissioners to participate in regular or other corporate management/governance forums such as the JACS Executive Committee (JEC) and the Strategic Management Committee (SMC), Audit and Risk Committee (ARC)
- invite the President and Commissioners to other relevant consultations and meetings (where a consultation or meeting is relevant to a particular Commissioner, JACS should invite that Commissioner directly and copy the President into the invitation if appropriate)
- consult the President (or nominated representative) on behalf of the Commission on the formulation of systemic ACT Public Sector policy
- seek the advice of the President on behalf of the Commission in relation to relevant legislative policy proposals progressed by JACS and encourage other agencies to do the same
- seek the advice of the President on behalf of the Commission in developing JACS responses to whole of government corporate matters
- seek the advice of the President on behalf of the Commission in developing JACS corporate policies and collective agreement negotiations.

2.2.1. Annual Reporting

The Commission publishes its own annual report in line with statutory requirements, and with the Annual Report Directions (the Directions are published annually on the Legislation Register). JACS will work with the President to identify material such as financial reporting that can be included in the JACS annual report, as the Director-General is legislatively responsible for annual reporting of the Commission's finances.

⁵ section 7 - [Public Sector Management Act 1994](#)

The below table identifies annual report sections where responsibility for reporting is split across JACS and the Commission, based on the 2024-25 Annual Report Directions. If differences occur between the information provided in this section of the protocol and the Annual Report Directions, the Annual Report Directions must be followed.

Where not included in the table below, the Commission reports on the activity in the Commission's annual report.

ANNUAL REPORT ACTIVITY	REPORTING APPEARS IN COMMISSION / JACS REPORT
B5 - Internal Audit	JACS
B6 - Fraud Prevention	JACS
B7 - Freedom of Information	The Commission provides input directly to the ACT Ombudsman for this activity
B8 - Community Engagement and Support	The Commission - JACS receives input from the Commission on <i>Grants and Sponsorship</i>
B10 – Disability Inclusion Act 2024 Reporting	JACS
B11 - Multiculturalism Act 2023 Reporting	The Commission - JACS report includes high-level input from the Commission
B12 – Period Products and Facilities (Access) Act Reporting	JACS
B13 - Work Health and Safety	JACS
B14 - Human Resources Management	The Commission and JACS
B15 – Ecological Sustainability Reporting	JACS
Financial reporting	
C1 - Management Discussion and Analysis	JACS
C2 - Financial Statements	JACS
C3 - Capital Works	The Commission and JACS
C4 - Asset Management	JACS
C5 - Government Contracting	The Commission and JACS
C6 - Statement of Performance	The Commission and JACS
Annual Report Requirements for Specific Reporting Entities (Part 4)	
Justice Agencies	The Commission reports on requirements under Section 18(i) of the <i>Victims of Crime Act 1994</i>
Care and Carer Support Agencies	The Commission reports on requirements under <i>Carers Recognition Act 2021</i>
Whole of Government Annual Reporting (Part 5 and Part 6)	
Part 5 - Human Rights	JACS report on this for the whole of the ACT Public Sector – the Commission provides input
Part 5 - Territory Records	The Commission provides this input directly to the Territory Records Office for this activity
Part 6 - State of the Service Report	JACS coordinates - the Commission provides input

2.2.2. Workplace Issues

The President and Commissioners have day-to-day responsibility for members of the staff of the Commission and management of the workplace, consistent with public sector principles and obligations in the *Public Sector Management Act 1994*⁶. The Director-General has overarching responsibility for staff of the directorate employed in the Commission.

Training

Appropriate training of all staff is a shared objective; and the President and Commissioners are responsible for ensuring that staff working at the Commission are appropriately trained to perform their functions adequately.

JACS will oversee the development of a JACS portfolio training strategy for all staff; and inform the President and Commissioners of any training opportunities which may be of interest to the Commission. JACS will also provide advice on whole of government and Directorate development opportunities for senior executives.

The President and Commissioners will encourage staff working at the Commission to participate in JACS portfolio training opportunities, subject to operational needs and resources. Commissioners and staff also have specialist conference and training needs. Proposals submitted to JACS to fund these specialist needs will be considered in good faith by JACS.

JACS will also facilitate access to whole of government training for Commission staff if necessary.

Leave

The Director-General will act as the leave approver for the President. The President will approve leave for Commissioners and staff working at the Commission. Commissioners, Senior Directors, Directors, and managers will approve leave for staff in their respective teams.

The President or a Commissioner may delegate their statutory functions to another Commissioner or an appropriate staff member for leave periods of 3 months or less.

Where a significant leave period of more than 3 months is requested, the President or the Commissioner (as relevant) must consult the Director-General and the Minister on arrangements to ensure continuity of statutory functions during the leave period.

Cabinet approval must be sought for an acting appointment covering the period of absence. JACS will facilitate the Cabinet process for acting appointments.

Preparation of papers associated with the briefing of Ministers and Cabinet will be the responsibility of JACS.

To facilitate Ministerial consideration, where the President or a Commissioner intends to seek approval to take leave of more than 3 months, they should inform the Director-General and the Minister at least 3 months in advance of the leave commencing, unless the need for leave arises urgently or unexpectedly.

Travel

The President will consult the Minister, via a brief through the Director-General JACS, on overseas travel proposed by the President or Commissioners. Domestic travel will be authorised by the President or their delegate and booked in accordance with the JACS Travel Guidelines and relevant ACT Government policy. The President's domestic travel will be approved by the Deputy Director-General Justice.

Commission staff will seek advice from the JACS Agency Security Advisor (ASA) prior to undertaking official overseas travel.

⁶ [Public Sector Management Act 1994](#)

Personnel

President and Commissioners will undertake performance management in line with any applicable standards developed by JACS, for staff working under the Commission.

JACS will:

- raise with the President any personnel matters affecting the Commission or staff working in the Commission that come to the attention of the Chief Human Resources Officer
- negotiate enterprise agreements in relation to JACS portfolio staff
- invite the Commission to participate in the ACTPS whole of service staff survey.

2.2.3. Ministerial and Assembly Issues

The President has a responsibility to provide advice directly to the Minister and relevant Ministers on matters of significance. To facilitate provision of material to the Minister by the President, or from the Minister to the President, JACS will:

- provide ministerial services (processing of briefs, ministerial correspondence, and cabinet submissions) to the President in a timely manner
- provide the Commission with such information or assistance on ministerial services as the Commission may reasonably request
- consult with the President prior to implementing any changes to ministerial services
- provide the Commission with draft ministerial briefs and Cabinet Submissions
- seek the advice of the President on behalf of the Commission in relation to Cabinet Submissions
- provide the President's unedited coordination comments on behalf of the Commission on draft Cabinet Submissions directly to the Cabinet Office.

Responses to Ministerial correspondence and speeches for the Minister will generally be prepared by JACS, but where it is appropriate to include information from or about the Commission, JACS will seek input from the President on behalf of the Commission, prior to finalising material for the Minister.

The President on behalf of the Commission may:

- submit briefs or other material to the Minister using JACS ministerial services. If the President does use JACS ministerial services for this purpose, briefs or other material will be provided to the Minister without 'clearance' or vetting by JACS
- consult with JACS prior to submitting a brief or other material to the Minister or any other Member of the Assembly.

Given the Director-General's responsibility for providing policy advice to the Minister, as a matter of courtesy it is desirable for the President on behalf of the Commission to provide the Director-General with an information copy of any brief or other material submitted to the Minister.

The President on behalf of the Commission may provide advice directly to Members of the Legislative Assembly without the need to notify the Attorney-General, the Minister or JACS. If the Commission/President provides formal written advice on a draft Bill to any Member of the Assembly, it will normally be posted on the Commission's website at the appropriate time.

2.2.4. Contact with External Scrutineers and Media

The President and Commissioners are free to speak to the Ombudsman, Privacy Commissioner, other external scrutineers, or the media on matters within the Commission's areas of responsibility.

The President on behalf of the Commission will:

- liaise directly with the Ombudsman or other relevant external scrutineer to resolve complaints that are raised with respect to the Commission’s functions
- if such a complaint is of a sensitive nature or about an internal management issue, inform the Director-General of the existence of the complaint and such details in connection with it as the President considers appropriate
- for any other contact with external scrutineers or the media that is likely to be controversial – take reasonable steps to inform the Minister (and/or relevant Ministers) and Director-General (and/or other relevant Director-Generals) of the contact unless the nature of the contact makes it inappropriate to do so.

2.3. Corporate Support and Services

Consistent with the approach taken by JACS business units and other statutory offices, JACS will provide the following support and services to the Commission, including:

- advice in relation to whole of government and directorate corporate policies (including work health and safety, fraud and integrity and other human resource management policies)
- library and research services.

2.3.1. Accommodation

The ACT Government has developed a policy for accommodation for all business units; and JACS is responsible for providing accommodation services for the Directorate.

In relation to the premises of the Commission, JACS will:

- consult with the President about any proposed changes in accommodation arrangements
- respect the President’s request for officers of JACS in ordinary circumstances only to enter the premises by prior arrangement with the Commission, including officers with security passes that have automatic access to the Commission’s premises.

2.3.2. Security

The Commission and JACS are both responsible for ensuring that assets and records of the ACT are kept safe, used appropriately, and preserved properly.

The Commission will:

- develop and maintain a security plan in accordance with the JACS Security Plan and the ACT Protective Security Framework and any associated Standards
- report security breaches or incidents to the JACS ASA
- arrange for coordination of any necessary security clearances through the JACS ASA (noting the Commission does not currently have designated security positions)
- advise the JACS ASA, as part of the ACT Contact Reporting Scheme, of any work-related overseas travel, visits by Official Government foreign delegations or contacts by foreign nationals that may appear suspicious, in accordance with the Foreign Delegations advice on SharePoint.

JACS will:

- provide the Commission with advice on whole of government and Directorate protective security policies, procedures, and issues, including physical, personnel and information security
- take all reasonable steps to support appropriate security for people, assets, and information in the Commission.

2.3.3. ICT Support

JACS will:

- assist, as requested, with access to shared or other services provided for the ACT Public Sector otherwise than by JACS
- provide the Commission with high level advice on whole of government and Directorate ICT principles, policies, frameworks, standards, strategies and procedures.

The Commission will work in alignment with whole of government and JACS ICT principles, policies, frameworks, standards, strategies and procedures.

2.3.4. Access to Other Professional Services

Consistent with the approach taken for requesting services from other ACT Public Sector functions in the ordinary course of business, the Commission can request professional services from functions under the JACS portfolio:

- in seeking assistance with policy development, the Commission should first consult JACS Legislation, Policy and Programs and escalate to the Director-General or their deputy, as required
- the Commission can provide drafting instructions to the Parliamentary Counsel as necessary for legislative amendment agreed to by government
- the Commission will obtain its legal services in accordance with the Law Officers (General) Legal Services Directions 2012 (Legal Services Directions) and any arrangement entered into with the Solicitor-General on behalf of the Attorney-General. Under paragraph 1.2 of the Legal Services Directions, the Government Solicitor may agree to an agency outsourcing Territory legal work with the approval of the Chief Solicitor, e.g. if there is a reasonable apprehension of a conflict of interest on the part of the Government Solicitor.

3. Strategic Plan

The *ACT Human Rights Commission's Strategic Plan 2025-2028* is set out in [Schedule B](#) and is published on the Commission's website.

4. Financial Management

Under Section 31(1) of the *Financial Management Act 1996*, the responsible Director-General of a directorate is accountable to the responsible Minister for the efficient and effective financial management of the public resources for which the directorate is responsible.

JACS Director-General has overarching responsibility for the whole of the Directorate's operating budget, which includes the operating budget of the Commission.

4.1. Funding Allocation

The President has day-to-day responsibility for the Commission's operating budget, including in respect of travel (refer 2.2.2 Workplace Issues – Travel). Commissioners will arrange work programs consistently with budgets allocated to them.

The President will:

- recognise that all Commissioner statutory functions are weighted equally when making decisions about funding allocations
- make the best use of available resources to fulfil the Commission's functions

- make adequate financial provision from the Commission’s operating budget for the recruitment of new Commissioners in the event of vacancies, provided that:
 - the Director-General will liaise with the President about proposals for such recruitment prior to commencing recruitment action, with a view to agreeing on a reasonable level of expenditure, e.g. advertising and/or executive search consultants
 - if more than one vacancy arises in any financial year, the Director-General will consider funding the recruitment action (including relocation allowances for inter-State applicants) from JACS contingency funds (if any are available). A formal brief to the Director-General via Strategic Finance is required to access Contingency funds.

4.2. Commissioners’ Budgets

Schedule A sets out each Commissioner’s Budget for 2025-26. Schedule A of this Protocol will be updated at the beginning of each financial year to reflect the current financial year’s budget allocations.

There are five cost centres in the Commission:

- President and Human Rights Commissioner, including whole of Commission corporate expenses (24281)
- Victim Support (24123)
- Public Advocate and Children and Young People Commissioner (24270)
- Discrimination, Health Disability, and Community Services Commissioner (24280)
- Intermediary Program (24136).

Employee Expenses and related Supplies and Services (travel, training, contractors, consultants, and professional expenses) are set out in each Commissioner’s Budget.

Whole of Commission Fixed Expenses (e.g. rent, electricity, insurance etc) and running Supplies and Services expenses (e.g. phones, ICT, and stationery) are paid by the President, and each Commissioner’s cost centre contributes proportionately, in accordance with full-time equivalent (FTE) staff, who have an oncosts allocation included as set out in the Treasury On-Cost Guide.

The President may also request a contribution from a Commissioner’s cost centre for whole of Commission fixed expenses for FTE staff, who do not have such an oncosts allocation. This contribution may include on-costs for PC/Monitors; ICT Infrastructure; and corporate overhead on-costs as set out in the Treasury On-Cost Guide.

4.3. Funding Requests

JACS will:

- provide the Commission’s budget bid proposals with Commission agreed rankings to the Minister during the annual Budget Process who will make the decision as to whether they proceed to the Treasurer, as well as applications for supplementary appropriations in exceptional cases mid-term.
 - If JACS does not support the proposals, they will still be forwarded to the Minister.
 - Prior to advising the Minister that they do not support the proposal, JACS will discuss this outcome with the President and the relevant Commissioner
- routinely consider applications for annual capital upgrade works via Asset Renewal Program process by the Commission.

5. Performance Criteria

The Commission undertakes, so far as possible, to comply with performance indicators for the Commission as set out in the budget papers and reported through the JACS Annual Report (refer to [Schedule C – Strategic and Accountability Indicators 2025-26](#)).

[Schedule C](#) of this Protocol will be updated at the beginning of each financial year to reflect the current financial year's performance indicators.

6. Financial and Performance Reporting and Auditing

6.1. Financial and Performance Reporting

The President on behalf of the Commission undertakes to:

- comply with Director-General Instructions⁷ and the *Financial Management Act 1996* (FMA)⁸
- take reasonable steps to remain within budget, and provide timely variance explanations and forecast updates in line with the Directorate internal management reporting
- provide quarterly Statement of Performance reporting
- provide JACS with required information in a timely manner to enable JACS to meet the requirements of:
 - Ministers
 - Treasury
 - FMA
 - ACT Auditor-General
 - other financial management and reporting obligations.

JACS will:

- provide the Commission with information in relation to the Output level reporting
- provide coordination/liaison on a whole of Directorate budgetary and other financial matters to Ministers, Treasury, the ACT Auditor-General and other agencies external to JACS
- facilitate a provision of monthly reports of expenditure against budget (including capital works reports when applicable) and financial advice to the Commission to assist in explaining and addressing any areas of concern with budget administration
- provide coordination/liaison on a whole of Directorate Statement of Performance reporting to the Legislative Assembly.

The President on behalf of the Commission will:

- ensure that the financial and non-financial activities of the Commission are accurately and promptly recorded in the format required
- ensure that adequate controls are in place to maintain the integrity of financial information and records
- report monthly on the financial performance of the Commission against the budget (including capital works report when applicable), including provision of variance explanations as appropriate and early advice on cost pressures

⁷ [FGG 4 - Financial Governance Guidelines - Director General Instructions](#)

⁸ [Financial Management Act 1996](#)

- notify JACS when new performance indicators have been developed in line with relevant deadlines
- notify JACS in a concise and timely manner of any factors which may affect the Commission’s ability to meet performance indicators
- report on progress against performance indicators to JACS in a timely manner
- provide JACS with such periodic reports as the Director-General may reasonably request.

6.2. Audits and Risk Management

It is incumbent on all Executives and Officers of the Directorate to provide all possible assistance to the internal audit team in carrying out internal audit and review functions. The internal audit team provides assurance to the Director-General that JACS financial and operational controls are in place to manage risks and achieve the Directorate’s objectives, which includes assurance that controls are operating in an efficient manner. The internal audit team assists in improving the Directorate’s business performance.

Internal audit reviews may cover any of the programs and activities of the Commission as provided for in relevant business agreements, memoranda of understanding or contracts.

JACS will provide the following internal audit and risk management support to the Commission:

- where required, the scheduling and conduct of audits identified in the JACS Strategic Internal Audit Program relating to Commission activities
- assistance in the identification of Commission risks and the development of risk treatment and monitoring plans as part of the ACT Government and JACS risk management frameworks
- assistance in the identification of fraud risks, including the development of fraud prevention and monitoring strategies.

JACS will seek the advice of the President in developing:

- the Directorate’s Annual and Strategic Internal Audit Programs
- Directorate responses to whole of government audit and risk matters.

JACS will invite the President and Commissioners to participate in the JACS Audit and Risk Committee to discuss Commission related audit and risk matters.

The Commission risks may also be discussed at other relevant executive forums as appropriate, including the Strategic Management Committee.

JACS will liaise between the Commission and the ACT Audit Office during the conduct of external performance and financial statement audits. The Commission will also engage directly with the ACT Audit Office on any performance audits of their functions.

7. Definitions

The following definitions apply in this Protocol unless the context otherwise requires. Otherwise, words in this Protocol are to be interpreted in accordance with the *Legislation Act 2001*⁹.

ACT	means: <ul style="list-style-type: none"> • when used in a geographical sense, the Australian Capital Territory; and • when used in any other sense, the body politic established by section 7 of the <i>Australian Capital Territory (Self-Government) Act 1988 (Commonwealth)</i>
ACTPS	means ACT Public Sector
ASA	means JACS Agency Security Advisor
Attorney-General	means the ACT Attorney-General
Audit and Risk Committee	means the JACS committee responsible for reviewing and providing independent advice to the Director-General about the appropriateness of the Directorate’s system of internal control
Bill	means a proposed law or a proposal to change an existing law
Commission	means the ACT Human Rights Commission formed under the <i>Human Rights Commission Act 2005</i>
Commissioners	means the Commissioners appointed under the <i>Human Rights Commission Act 2005</i>
Director-General	means the Director-General for JACS and for this Protocol includes deputy Director- General as delegates
Directorate	means JACS and the business units under the umbrella of, and territory authorities reporting through, JACS, including the Commission
Financial Management Act	means the <i>Financial Management Act 1996</i>
FTE	means full-time equivalent
Human Rights Commission Act	means the <i>Human Rights Commission Act 2005</i>
ICT	means Information and Communication Technology
JACS	means the administrative unit known as the Justice and Community Safety Directorate and for this Protocol includes the staff working under the Director-General unless otherwise indicated
JACS Executive Committee	means the JACS committee responsible for information sharing across the JACS directorate
JACS portfolio	means the JACS administrative unit and the other business units (including the Commission) that come within the Minister’s responsibilities under the administrative arrangements
Minister	means the Minister responsible for all functions of the Commission, who at the date of the publication of this Protocol is the Minister for Human Rights
Ministers	means the relevant Minister, including the Attorney-General, eg in respect of matters under the Human Rights Act 2004
Ombudsman	means the ACT Ombudsman, who manage complaints about unfair treatment by ACT Government agencies and provide the ACT Community with a group of specialist oversight functions
President	means the President appointed under the Human Rights Commission Act 2005.
Protocol	means the ACT Human Rights Commission Governance and Corporate Support Protocol 2025-28
Public Sector Management Act	means the Public Sector Management Act 1994
Strategic Management Committee	means the JACS committee responsible for monitoring the JACS directorate’s performance, compliance and assurance against corporate commitments and regulatory responsibilities

⁹ [Legislation Act 2001](#)

8. Schedules

- A Commissioner Budgets 2025-26
- B ACT Human Rights Commission Strategic Plan 2025-27
- C Performance Criteria (as set out in the annual budget papers)

Schedule A – Commissioners’ Budgets 2025-26

ACT Human Rights Commission Internal Budget 2025-26 \$’000

Description	HRC	President	Victim Support	Public Advocate	DHSDCSC and IPC	Intermediary	TOTAL
	\$’000	\$’000	\$’000	\$’000	\$’000	\$’000	\$’000
Revenue:							
GPO	20,639	2,919	10,372	2,413	3,604	1,331	20,639
Miscellaneous	18	18					18
Resources Received Free of Charges	1,604	1,604					1,604
TOTAL REVENUE	22,261	4,541	10,372	2,413	3,604	1,331	22,261
Expenses							
Employee Expenses	16,590	2,254	7,380	2,727	2,979	1,250	16,590
Supplies and Services - Variable	3,409	143	2,532	71	432	231	3,409
Worker's Compensation	343	44	166	54	57	22	343
Rent (incl Parking)	850	850					850
Outgoings (incl Utilities & Cleaning)	184	169	1			14	184
Shared Service Expenses	947	945	2				947
Insurance	85	85					85
Depreciation & Amortisation	89	89					89
TOTAL EXPENSES	22,497	4,579	10,081	2,852	3,468	1,517	22,497

Schedule B – Strategic Plan 2025-2028

ACT Human Rights Commission Strategic Plan 2025-2028

Our Vision

An inclusive community that respects and realises human rights and ensures access to justice for everyone



Our Purpose

WE LISTEN...

to, engage, educate and inform you and your community

WE DELIVER...

accessible services to empower and support you

WE ADVOCATE...

for your rights to justice, dignity and wellbeing

WE HOLD GOVERNMENT...

systems and people to account to uphold your human rights

WE DRIVE...

rights-based systemic change



Our Values

INDEPENDENT

We are courageous, providing a frank and fearless independent voice in challenging inequality and injustice

RESPECTFUL

We respect and support people of all identities and experiences

COLLABORATIVE

We empower and actively engage others within and beyond the Commission

INTEGRITY

We respect privacy, and act with compassion and integrity, always aiming for the highest quality outcomes

INNOVATIVE

We continuously innovate, gathering evidence to evaluate and improve, and we are open to change



Our Capabilities

CULTURALLY SAFE

We respect the cultural rights and spiritual values of Aboriginal and Torres Strait Islander peoples, and we provide **culturally safe** services

CLIENT-CENTRED

We ensure all our work is **client-centred**, so we deliver safe, respectful and timely services

ACCESSIBLE

We provide services that are flexible and **responsive** to diverse community needs

ENGAGED

We **listen actively** and connect to ensure people know their rights, and that we understand and prioritise the most important issues

EMPLOYER OF CHOICE

We are an **employer of choice** for the diverse human rights workforce as demonstrated through our recruitment processes and capability development

Build and enhance strong partnerships with Aboriginal and Torres Strait Islander peoples and organisations in the ACT region to promote respect for, protection of and fulfilment of their rights

Enhance our education and outreach programmes to improve understandings of rights and promote compliance

Champion the rights, safety and wellbeing of children and young people including leading implementation of the ACT Child Safety Standards Scheme and advocating for increased investment in early intervention and diversionary programs/services for young people at risk, and their families/carers

Over the next 3-years we will...

Improve service delivery and protection of ACT community members through the effective response to individual concerns and complaint handling, systemic investigations, submissions to parliamentary inquiries and effective engagement with key stakeholders

Pursue a rights-based approach for victims of crime including positive duties to effectively advocate for victims' rights and support recovery from the impacts of crime

Advocate for additional rights in the Human Rights Act with a focus on socio-economic rights, and pursue other improvements in key pieces of legislation within our mandates

ACT Human Rights Commission Strategic Plan 2025-2028

Schedule C – Performance Indicators

OUTPUT CLASS 1 JUSTICE SERVICES

Output 1.5 Protection of Rights

Description Provision of advocacy, complaints-handling, advice, community awareness raising and other services in connection with the promotion and protection of rights especially for vulnerable members of society, through services provided by the ACT Human Rights Commission, including the Public Advocate of the ACT and Victim Support ACT. This output also includes services provided by the Privacy Commissioner.

		2025-26 Original Target
Total Cost (\$'000)		26,277
Controlled Recurrent Payments (\$'000)		24,024
<hr/>		
a	High level of client satisfaction with Human Rights Commission complaints process:	
	- Percentage of survey respondents who consider the complaint handling service accessible	80%
	- Percentage of survey respondents who consider the complaint handling service to be fair	80%
	- Percentage of complaints concluded within Commission standards	75%
b	High level of community education, information and advice in relation to human rights and (i) services for children and young people, (ii) disability services, (iii) discrimination, (iv) health services, and (v) services for older people and other complaint jurisdictions:	
	- Number of community engagement activities undertaken by the Commission	90
Public Advocate of the ACT		
c	The Public Advocate of the ACT's actions towards achieving a caring community where the rights and interests of vulnerable people are protected:	
	- Proportion of client survey respondents for whom advocacy services are provided by the Public Advocate of the ACT where a high level of satisfaction is reported	75%

The Public Advocate’s actions towards achieving a caring community where the rights and interests of vulnerable people are protected:

- Percentage of referrals to the Public Advocate actioned within five working days 90%
- Percentage of compliance documents reviewed within five working days of allocation 80%

Victim Support ACT

- d Percentage of referrals to Victim Support ACT or the Victims of Crime Commissioner - actioned within five working days 95%