

# STRATEGIC PLAN

2008-2012



ANTI DISCRIMINATION  
COMMISSION QUEENSLAND

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# Contents



COMMISSIONER'S MESSAGE	1
THE COMMISSION	2
OUR MISSION, VISION & VALUES	3
OUR STRATEGIC DIRECTION	4
KEY RESULT AREAS	
<i>Complaint Resolution</i>	5
<i>Complaint Determination</i>	7
<i>Information Services</i>	9
<i>Community Engagement</i>	11
<i>Human Rights Advocacy</i>	13
<i>Enhancing Governance</i>	15
<i>Organisational Capability</i>	17
SUPPORTING PLANS	18
INFORMATION & ASSISTANCE	19



# Commissioner's Message



This strategic plan continues the Anti-Discrimination Commission Queensland's (ADCQ) strong focus on its legislative functions provided for under the *Anti-Discrimination Act 1991* ("the Act").

The plan enhances two key result areas to support the ADCQ and developed in the previous plan, namely:

- *Enhancing Governance* recognising the increased commitment by the ADCQ to working with public sector agencies to enhance human rights and eliminate discrimination.
- *Organisational Capability* to make explicit the ADCQ's strong commitment to ensure it has the systems to deliver its legislative requirements.

In that regard, the ADCQ has formed an Executive Leadership Team which will provide the strategic direction for the Commission and lead the implementation and monitoring of the Commission's Operational Plans.

This Strategic Plan is ambitious, yet achievable. Individual complaint handling and training are the cornerstones of the work of the ADCQ. There is a continuing need to use proactive approaches to prohibiting discrimination. The Strategic Plan details that the ADCQ will identify important human rights issues and promote legislation that enhances and protects human rights. We will also continue to focus on community engagement, particularly working with the ADCQ's Advisory Committees that are now an integral part of the work of the ADCQ.

Queensland Anti-Discrimination legislation promotes the idea that everyone has a right to live in a society free from discrimination. This Strategic Plan (supported by the Operational Plan) guides the ADCQ to ensure that this is more than an idea, it can be a reality.

# The Commission



The ADCQ is an independent statutory body responsible for administering the *Anti-Discrimination Act 1991*, which promotes equality of opportunity for everyone by protecting them from unlawful discrimination in certain areas of public life and from sexual harassment, victimisation and vilification.

## LEGISLATIVE ROLE

The ADCQ has the following fundamental legislative responsibilities under the Act:

- Investigate and endeavour to resolve alleged contraventions of the Act.
- Conduct research and education programs that promote understanding, acceptance and public discussion of human rights in Queensland.
- Provide expert and authoritative advice to the public, private and community sectors in relation to the application of the law; the coverage of the Act; and the development of public policy with human rights implications.
- Refer complaints that are unable to be resolved by conciliation to the Anti-Discrimination Tribunal ("the Tribunal") for public hearing and determination.

# Our Mission, Vision & Values



## MISSION

Human Rights Leadership in Queensland through:

- Upholding rights
  - Complaint Resolution
  - Complaint Determination
- Promoting rights
  - Information Services
  - Community Engagement
- Protecting rights
  - Human Rights Advocacy
  - Enhancing Governance

## VISION

A society reflecting individual and cultural diversity and equality of opportunity for all.

## VALUES

- Treating everyone with respect and dignity, acknowledging their fundamental human rights.
- Fairness, justice and impartiality.
- Independence of the ADCQ and the Tribunal from all other organisations, including each other.
- A workplace culture that encourages diversity and innovative work practices and delivers safe and equitable workplace conditions.
- The rule of law.

# Our Strategic Direction



The ADCQ's strategic direction over the next four years has been determined by integrating the Queensland Government's framework with its own strategic organisational outlook.

## GOVERNMENT PRIORITIES, OUTCOMES & OUTPUTS

As part of its *Charter of Social and Fiscal Responsibility*, the Queensland Government has outlined its commitment to delivering improved outcomes for the community.

While broadly contributing to the Government outcomes and priorities for Queensland, the Commission focuses most strongly on the following Priorities and associated Outcomes:

### ***Priorities***

- Safer and more supportive communities.
- Community engagement and a better quality of life.

### ***Outcomes***

- Safe and secure communities.
- A fair, socially cohesive and culturally vibrant society.

### ***Output***

- Human Rights Protection and Promotion

# Key Result Area 1:

# COMPLAINT RESOLUTION



To assess, conciliate and resolve complaints of discrimination, sexual harassment and vilification through an accessible, fair, effective and timely complaint resolution process.

## Strategies:

- 1.1 Improve the assessment and resolution of complaints under the Act.
- 1.2 Ensure the complaint resolution services meet the diverse needs of clients, including Aboriginal and Torres Strait Islander communities.
- 1.3 Improve parties' understanding of their rights and responsibilities under the Act.
- 1.4 Maintain and improve access to complaint resolution services in regional and remote areas.
- 1.5 Train advocates in ADCQ processes.

## Performance Measures:

- Accepted complaints resolved by conciliation.
- Accepted complaints finalised within the ADCQ.
- Accepted complaints referred to the Tribunal.
- Clients satisfied with complaint handling services.
- Timeliness of assessment, conciliation and finalisation of complaints.
- Parties who understand rights and responsibilities under the Act.
- Complaints lodged from regional and remote areas.
- Number of advocates trained.



## Key Result Area 2:

## COMPLAINT DETERMINATION



To facilitate the effective determination of complaints, exemptions and opinions in an accessible, fair and timely manner within the Tribunal.

### Strategies:

- 2.1 Effectively co-ordinate tribunal hearings.
- 2.2 Continue to analyse and improve processes and systems in the Tribunal registry.
- 2.3 Conduct conciliation conferences to achieve early resolution of Tribunal complaints.
- 2.4. Develop, implement, and improve mechanisms to assist people accessing the Tribunal, in particular unrepresented parties.
- 2.5 Train advocates in Tribunal processes.
- 2.6 Develop an induction and professional development program for members.

### Performance Measures:

- Timeliness of Tribunal registry processes.
- Complaints resolved by Tribunal conciliation.
- Accepted complaints referred to the Tribunal resolved prior to public hearing.
- Tribunal matters finalised by public hearing
- Tribunal decisions released within 8 months of hearing.
- Tribunal registry processes reviewed, developed, and improved to assist access.
- Number of advocates trained.
- Induction and professional development program developed and implemented.



## Key Result Area 3:

## INFORMATION SERVICES



To provide authoritative and expert information about discrimination and human rights law.

### Strategies:

- 3.1 Develop, implement, and improve information strategies to inform and improve the community's understanding of the Act and human rights.
- 3.2 Provide accurate and authoritative information about the law and the ADCQ's processes in response to public enquiries.
- 3.3 Co-ordinate and improve information services to target groups.

### Performance Measures:

- Number of complaint enquiry advices provided.
- Percentage of enquiries resolved or referred on first contact.
- Number of publications distributed.
- Number of publications and information services and strategies maintained and updated.
- Number of information services to target groups.



## Key Result Area 4:

## COMMUNITY ENGAGEMENT



To promote understanding, acceptance and public discussion of human rights.

### Strategies:

- 4.1 Improve community understanding of the Act, using a range of training and education programs.
- 4.2 Engage and consult with stakeholder groups, including engaging and consulting with Aboriginal and Torres Strait Islander communities in culturally appropriate ways.
- 4.3 Forge effective partnerships with communities and key agencies.

### Performance Measures:

- Training and education sessions provided.
- Training hours delivered.
- Number of people trained.
- Level of client satisfaction with training and education services.
- Number of community consultations and delegations.
- Number of service improvement initiatives implemented as a result of client feedback processes.
- Partnerships/projects established with key agencies to promote and support understanding of human rights.



## Key Result Area 5:

## HUMAN RIGHTS ADVOCACY



To identify human rights issues within Queensland and then influence, advocate and effect change through innovative, proactive, independent leadership.

### Strategies:

- 5.1 Engage effectively with the private sector to address systemic discrimination in key areas, including areas affecting Aboriginal and Torres Strait Islander communities.
- 5.2 Enhance community discussion of human rights through significant public events.

### Performance Measures:

- Number of initiatives developed and implemented to address systemic discrimination.
- Number of public events held to promote community discussion of human rights.



## Key Result Area 6:

## ENHANCING GOVERNANCE



To foster alliances and partnerships within public sector agencies to optimise human rights outcomes.

### Strategies:

- 6.1 Promote and improve legislation that protects human rights.
- 6.2 Increase active participation in statutory and other committees to provide human rights advice, and to improve services to vulnerable people.
- 6.3 Effectively engage with government departments and service delivery agencies when they are developing policies or legislation which may impact on human rights.

### Performance Measures:

- Human rights principles considered/implemented by government agencies.
- Human rights principles considered/implemented in the work of statutory committees impacting on vulnerable people.
- Legislation passed/amended to enhance human rights.



## Key Result Area 7:

## ORGANISATIONAL CAPABILITY



To facilitate an organisational culture of performance, management accountability, staff capability and capacity for change .

### Strategies:

- 7.1 Maintain the corporate governance framework to ensure improved accountability and performance.
- 7.2 Provide and encourage continuous, relevant learning and development programs for our staff.
- 7.3 Produce policies and procedures that are clear, documented and relevant to the organisation.
- 7.4 Use emerging technologies to improve the efficiency, timeliness, accessibility, and cost effectiveness of systems.
- 7.5 Continue to improve our financial, information management and performance management systems.

### Performance Measures:

- Level of satisfaction with services provided by Support Services.
- Number of service improvement initiatives implemented as a result of feedback from staff.
- Number of staff attending learning and development opportunities.

# Supporting Plans



## **Operational Plans**

Operational plans link the Strategic Plan with the day-to-day operations of the organisation.

The plans cover an 18-month period and are updated annually in order that they continue to play an important role in detailing specific actions required to meet the goals of the Commission's Output.

## **Information and Communication Technology Resources Strategic Plan**

The Information and Communication Technology Resources Strategic Plan identifies key information management initiatives that support the current and future needs of the Commission and that will enable the Commission to move into the rapidly changing environment of the future.

The initiatives are undertaken within the context of the overall Commission vision, mission and its Strategic Plan.

## **Equal Employment Opportunity Management Plan**

The Commission has developed an Equal Employment Opportunity (EEO) Management Plan that outlines objectives and strategies to ensure target group members are not disadvantaged in their ability to compete on merit for employment and promotion.

# Information & Assistance



## Contact Officer

For further information, assistance and or suggestions concerning the Strategic Plan and its publication and distribution, please contact:

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