

# Modernisation of Queensland Human Rights Commission's Complaints Management Process

## Client

Queensland Human Rights Commission

## Business Area

Advisory & Consulting

## Industry

State Government

## Location

Queensland



## Overview

The Queensland Human Rights Commission (QHRC) works to prevent discrimination and strengthen human rights in Queensland, to help build a fairer, safer, and more inclusive community. People can make complaints to QHRC under the Queensland Anti-Discrimination Act 1991 and the Human Rights Act 2019.

To improve the manual handling of enquiry and complaint volumes and meet rising service expectations, QHRC partnered with Atturra to modernise its Microsoft Dynamics 365 environment to deliver a faster, more transparent and better governed complaints management process.

## Fast Facts

- Automated workflows, role-based security and tighter CRM integration replaced manual, error-prone processes.
- Full migration of historical case data provides complete picture across past and present matters, strengthening reporting accuracy and trend analysis.
- New enquiry form means faster response to approximately 300 enquiries per month.
- Management has real-time visibility into complaint themes, volumes and timeliness.

**“Atturra worked extensively with the Commission during the discovery phase to understand our culture, needs and processes. They delivered interim improvements to the platform, which built trust across our team and demonstrated its benefits. The final product provides a smoother, more accessible client experience, reduces administrative time for staff, and enables us to improve our real-time reporting and insights.”**

*Namalka Arambewala, former Project Manager, QHRC*

**atturra**

Level 2, 10 Bond Street,  
Sydney, NSW, 2000  
+61 2 9657 0999  
[atturra.com](http://atturra.com)

## Client

Queensland Human Rights Commission

## Business Area

Advisory & Consulting

## Industry

State Government

## Location

Queensland

## Business Opportunity

Following a strategic advisory engagement with Atturra in 2025, QHRC identified an opportunity to modernise the IT systems underpinning its enquiries and complaints management processes.

The system for receiving and actioning enquiries and complaints was already supported by Dynamics 365, but it was underutilised. Enquiries were received via a shared email mailbox, requiring manual triage, and follow-up and data entry into the CRM was manual and time-consuming. This approach increased administrative overheads, introduced operational risk, and limited visibility into performance.

To address the manual handling of more than 300 enquiries and 120 complaints monthly, QHRC needed a solution that would streamline intake, automate workflows, and strengthen security controls to better protect sensitive information. They also recognised the need to establish strong governance and privacy mechanisms, new licensing structures, structured queues, and modernised integrations across Outlook, SharePoint, and web channels, while also enabling people to lodge complaints online for the first time.

## Solution

Leveraging QHRC's existing Microsoft investment, Atturra worked closely with stakeholders to map end-to-end enquiry and complaint pathways, designing a solution aligned with the business's operational, privacy and governance requirements.

Dynamics 365 was configured to automatically link web responses with the CRM via secure pathways, with a new guided web form enabling people to lodge complaints directly through the QHRC website. Alongside the core uplift, Atturra implemented new system environments (DEV/TEST/PROD), restructured user access and business units, integrated Outlook and SharePoint, and migrated historical case data.

A structured hyper care period followed go-live, with daily stand-ups to rapidly resolve issues and ensure continuity of service during the transition. A discovery phase then followed to scope additional requested features, including Document Core Pack integration, Outlook full email integration,

KPI reporting, and new queue structures for specialised triage. A comprehensive DevOps backlog was established to support ongoing enhancements.

Delivered using Agile methodology, the project prioritised close collaboration, regular validation and user testing. Despite organisational change, a mid-project privacy impact assessment, and late discovery of additional requirements, the solution was delivered in approximately five months.

## Outcomes achieved

Pre-defined workflows for case allocation now ensure enquiries and complaints move efficiently through each stage of review and resolution. Staff work from a single, authoritative system of record, improving data integrity and auditability, while enhanced role-based security and restricted SharePoint access have reduced the risk of inadvertent data manipulation or disclosure.

For people submitting a complaint, the online form provides a more accessible and supportive experience, helping individuals navigate a sensitive process with greater confidence. Automated updates keep complainants informed, reducing uncertainty and follow-up enquiries. Management now has real-time visibility into complaint themes, volumes and timeliness.

Migration of historical cases has ensured QHRC holds a complete dataset across recent and older matters, improving reporting accuracy and long-term trend analysis. Following successful implementation, QHRC has moved to an ongoing Enterprise Application Services arrangement with Atturra, ensuring the Dynamics 365 platform can continue to evolve in response to changing service and policy needs.

## Technologies

- Dynamics 365 Customer Service
- SharePoint
- Secure web forms and validation services
- Outlook integration
- Document Core Pack
- DevOps backlog structures supporting continuous improvement.

**atturra**

Level 2, 10 Bond Street,  
Sydney, NSW, 2000  
+61 2 9657 0999  
[atturra.com](http://atturra.com)