

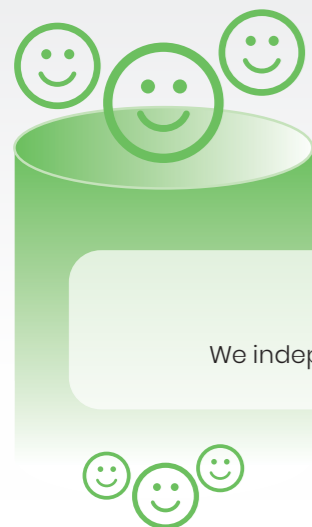
OUR PURPOSE

Building trust through transparency

Our Values

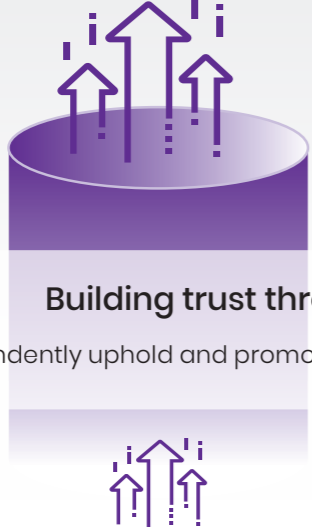


Our Strategic Pillars



Foster an adaptable and agile culture

A safe and rewarding workplace that engages and retains high performing staff enabled to maximise their potential



Building trust through transparency

We independently uphold and promote information access and privacy rights

Maximise effectiveness

Optimise opportunities, partnerships, engagement, support and access to our services and expertise



Governance and sustainability

Ensure we deliver our services fairly, responsibly and efficiently



From regulator to enabler

Promote and support agency leadership, innovation and capability in privacy by design and adoption of the push model

Provide independent, timely and fair reviews of decisions made under the RTI Act and IP Act



Our strategies

- Resolve external review applications using flexible approaches
- Maintain comprehensive case and knowledge management systems for quality resolution and decision making services
- Determine external review applications through formal written decisions
- Investigate strategies to ensure equitable and timely access to review services for all applicants, especially when experiencing high demand and repeated unreasonable behaviour of some review participants



Our success measures

- Percentage of external review applications finalised to received (100%)
- Percentage of applicants who are satisfied with the conduct of the external review (70%)
- Percentage of agencies satisfied with the external review service (75%)
- Percentage of open review applications over 12 months old at the end of reporting period (0%)
- Percentage of finalised external review applications resolved informally (75%)
- Mean average days to finalise an external review (150 days)

Assist agencies to adopt privacy by design and achieve compliance with the privacy principles



Our strategies

- Promote privacy by design and privacy impact assessments, including training, guidance and tools
- Provide independent expert advice and assistance to agencies
- Promote the benefits of engaging our privacy services early
- Determine whether it is in the public interest to approve waiver applications through formal written decisions
- Issue compliance notices where required to ensure compliance with the privacy principles



Our success measures

- Number of consultations and submissions
- Number of advices to, and meetings with, agencies
- Percentage of agency stakeholders satisfied with advice service we provide (75%)

Provide an independent, timely and fair privacy complaint mediation service



Our strategies

- Promote within agencies a culture that recognises the benefit of early resolution of privacy complaints through mediation before formal QCAT proceedings
- Engage with complainants to explain the process, our role and manage expectations



Our success measures

- Percentage of agencies satisfied with the privacy complaint mediation service we provide (75%)
- Mean average days to finalise an accepted privacy complaint (140)

Promote greater awareness of right to information and information privacy in the community and within government | Improve agencies' practices in right to information and information privacy



Our strategies

- Use a range of communication and engagement initiatives to help the community to understand and exercise their information rights
- Encourage agency RTI and Privacy champions at a high level, consistent with good practice recommendations and models
- Co-design training and online resources with agencies to increase capability across the sector
- The Enquiry Service continues to provide quality information and assistance to the community and agencies
- Advise and influence key stakeholders on emerging trends and issues of significance
- Strengthen key partnerships and strategic networks to build expertise, resources and achieve better common outcomes
- Monitor, audit and report on agencies' information management and information privacy practices and on their compliance with the legislation
- Make audit recommendations on both specific and systemic matters
- Support agencies to self-assess and improve their performance monitoring of key aspects of RTI and IP



Our success measures

- Percentage of agencies satisfied with the quality of the information resources we provide (80%)
- Percentage of agencies satisfied with the enquiries service (80%)
- Number of responses to written and oral enquiries (4,500)
- Percentage of training participants satisfied with sessions (75%)
- Number of training participants (4000)
- Number of reports tabled in Parliament (5)
- Number of awareness activities conducted (250)
- Number of website visits (150,000)

2020-21 Challenges & Risks



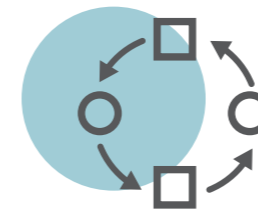
Work with public sector leaders to adopt an open and transparent approach to information access and decision making



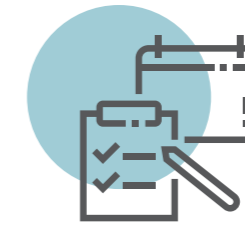
Keep abreast of rapidly advancing technologies, information sharing and new information management requirements to address greater risks in online engagement and data handling



Engage effectively with diverse stakeholders, particularly those from regional and remote communities



Build our capability and adapting our business processes to perform our statutory functions effectively during COVID-19 and afterwards



Significant resources are required to finalise and implement the Operation Impala report, review of RTI and IP Acts and other key policy developments, pending uncertain timing



Respond to increasing demand for external review and projected growth in a timely manner, while also managing unreasonable behaviour

2020-21 Priorities

1 Encourage and support proactive release of government-held information and privacy by design

2 Influence and uphold privacy and information access rights frameworks

3 Implement relevant recommendations of the Crime and Corruption Commission's report, *Operation Impala: Report on misuse of confidential information in the Queensland public sector*

4 Refresh training programs and improve communication and engagement with communities and agencies throughout Queensland

5 Work with agency experts to ensure information management practices keep pace with rapidly evolving technology environment including electronic service delivery and artificial intelligence

6 Conduct a balanced program of audits, including compliance with prescribed requirements, follow up on implementing our recommendations, and topical right to information and information privacy issues

7 Investigate new strategies including through digitised business practices and new technology to manage increasing demand

8 Develop the leadership and technological abilities of our workforce, improve staff engagement and culture and strengthen governance and information management practices