

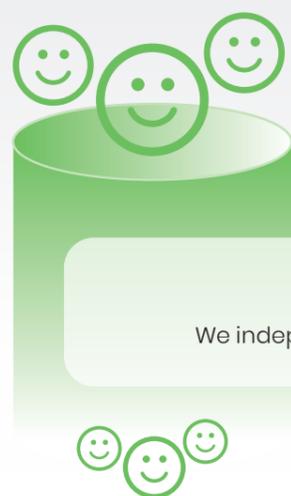
### OUR PURPOSE

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



##### 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

**Building trust through transparency**

We independently uphold and promote information access and privacy rights

### 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
- Determine external review applications through formal written decisions where required
- Maintain comprehensive case and knowledge management systems for quality resolution and decision-making services
- Identify and implement strategies to ensure equitable and timely access to review services for all applicants, especially when experiencing high demand and repeated unreasonable behaviour on the part of review participants



#### Our success measures

- Percentage of external review applications finalised to received (100%)
- Percentage of applicants 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 external review applications resolved informally without a written decision, compared to the total number of finalised reviews (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 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, OIC's 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 understand and exercise their information access and privacy rights
- Encourage agency RTI and Privacy champions at a senior level, consistent with good practice recommendations and models
- Co-design training and online resources with agencies to increase capability across the sector
- Continue to provide quality information and assistance to both the community and agencies through the Enquiry Service
- 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 including online interactions (250)
- Number of website visits (150,000)

## 2021-22 Challenges & Risks



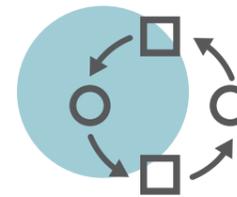
Work with public sector leaders to adopt an open and transparent approach to information access and decision making



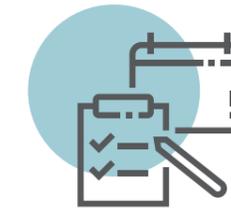
Keep abreast of rapidly advancing technologies, information sharing and new information management requirements to address greater risks in digital engagement and data handling



Engage effectively and inclusively with diverse stakeholders, including regional and remote communities, and flexible workforces



Build our capability and continue to adapt our business processes to perform our statutory functions effectively, and respond to increasing community and agency expectations



Significant resources are required to implement the review of the RTI and IP Acts, Operation Impala recommendations, QLRC Review about civil surveillance and privacy, and key policy and other developments, pending uncertain timing and government responses



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

## 2021-22 Priorities

- 1 Encourage and support proactive and administrative release of government-held information and privacy by design
- 2 Influence and uphold privacy and information access rights frameworks
- 3 Strengthen the Privacy Champions network to embed a strong privacy and data protection culture, and engage effectively with key stakeholders to improve awareness, build trust and enable safe digital service delivery
- 4 Address key drivers of significant demand for external review, including deemed decisions, to ensure more efficient and effective outcomes for the community
- 5 Continue to identify and adopt strategies that use OIC and agency resources as effectively as possible to promote timely resolution of external reviews and privacy complaints while maintaining fairness to all

- 6 Review our training programs to meet evolving needs and improve communication and engagement with communities and agencies throughout Queensland
- 7 Work with agency experts to ensure information management practices keep pace with rapidly evolving technology such as artificial intelligence
- 8 Conduct a balanced program of audits, including compliance with prescribed requirements and topical right to information and information privacy issues
- 9 Investigate new strategies including adopting better business practices and new technology to manage increasing demand
- 10 Develop the leadership and technological abilities of our workforce, invest in staff development and wellbeing and strengthen governance and information management practices