

# STRATEGIC PLAN

## 2022-2026



Office of the Information Commissioner  
Queensland

### OUR PURPOSE

Building trust through transparency

We independently uphold and promote information access and privacy

#### Our Values



#### Our Focus

OIC is a contemporary regulator

- We promote and support agency leadership, innovation and capability in privacy by design and adoption of the push model.
- We are future and solutions focused, and collaborate and innovate to achieve objectives.
- We provide an independent, quality and timely service.
- We are strategic and focused on high risk and high impact compliance and assurance activities.
- We expect agency responsibility in self-assessment and reporting through to leadership to drive action.
- We provide expert advice on proposed legislative reform, policy and initiatives to inform the community, Parliament and government about impacts and better practices.



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



Exercise strong governance and sustainability

Ensure we deliver our services fairly, responsibly and efficiently

### 2022-23 Challenges & Risks



Work with public sector leaders to adopt an open and transparent culture for information access and decision making to build trust, focused on proactive and administrative release.



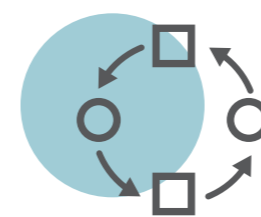
Address community expectations and emerging issues with contemporary legislative framework, tools and innovative strategies.



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 First Nations communities, regional and remote communities, and flexible workforces.



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



Address the necessity of securing the significant resources required to implement recommendations of the review of the RTI and IP Acts, Operation Impala and key policy and other developments, pending final outcomes and uncertain timing.



Respond to an ongoing level of significant demand for external review in a timely manner, while also managing challenging interactions impacts on equitable and timely access to our services and our people.

### 2022-23 Priorities

- 1 Champion a contemporary legislative framework that is fit for purpose to help Queensland manage the challenges of digital service delivery while meeting community expectations in an increasingly interconnected digital world.
- 2 Strengthen the Privacy Champions leadership network within and across agency sectors to embed privacy by design in senior decision making and enhance cultural change.
- 3 Address key drivers of significant demand for external review, including insufficient administrative release, high numbers of agency decisions made outside statutory timeframes, delayed responses from agencies and challenging interactions, to enable more efficient and effective outcomes for the community.
- 4 Review our training resource and assistance programs and implement new approaches to

meet evolving needs and improve communication and engagement with communities and agencies throughout Queensland.

5 Work with agency experts to ensure information management practices keep pace with the rapidly evolving technology environment to build trust and enable safe digital service delivery and initiatives, including artificial intelligence processing of personal information.

6 Champion timely, easy access to Stolen Generations records through informal access schemes wherever possible, with formal access applications required only as a last resort.

7 Report to Parliament on audits about current topics of interest, such as delays in accessing information, awareness of privacy obligations in selected agencies, publishing 'OFFICIAL' information assets, and agency compliance.

## 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 and clear, tailored communication
- Determine external review applications through formal written decisions where required
- Maintain effective case and knowledge management systems to support 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 challenging conduct by review participants



### Our success measures

- Percentage of external review applications finalised to received (100%)
- Applicant overall satisfaction with the conduct of the external reviews of agency and Minister decisions about access to and amendment of information under the RTI and IP Acts (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 reviews 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 privacy services early
- Continue to develop the leadership network of agency RTI and Privacy Champions at a senior level across sectors, consistent with good practice recommendations and models
- Champion a contemporary privacy regime which supports transparent and effective privacy rights
- Provide independent expert advice on proposed legislative reform, policy and initiatives to inform the community, Parliament and government about impacts and privacy by design practices



### 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

- Agency overall satisfaction with the privacy complaint mediation service provided (75%)
- Mean average days to finalise an accepted privacy complaint (140 days)

## 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
- 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 Enquiries Service
- Develop and publish relevant, informative and accurate resources to assist agencies and the community to better understand the legislation
- 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 to drive leadership focus on action in key risk areas



### Our success measures

- Agency overall satisfaction with the information resources provided by OIC (80%)
- Agency overall satisfaction with the OIC Enquiries Service (80%)
- Number of responses to written and oral enquiries (4500)
- 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)