Our vision

Building trust through transparency

Our values

Innovative Focused Respectful Collaborative

Our priorities

- Champion enduring cultural change for a transparent and accountable government
- Implement an effective Mandatory Data Breach Notification Scheme for Queensland
- Invest in a future fit OIC Workforce and ICT resources

Our purpose

We are a contemporary regulator, we independently uphold and promote information access and privacy rights to:

- promote and support agency leadership, innovation and capability in privacy by design and adoption of the push model
- collaborate and innovate to achieve regulatory objectives
- provide independent, accessible, equitable and timely service for the community
- be strategic and focused on high risk and high impact compliance and assurance activities
- work with agencies to ensure decision makers have the appropriate skills, knowledge and resources to deliver quality information access and privacy outcomes for Queenslanders
- provide expert advice on proposed legislative reform, policy and initiatives to inform the community, Parliament and government about impacts and better practices.

Engaged and productive workforce	Efficient organisation

▪ Foster a culture of excellence, supported by effective systems and processes to meet the needs of our stakeholders
   ○ Work together with stakeholders to design and implement an integrated and preventative approach to health safety and wellbeing
   ○ Build leadership competencies at all levels with a focus on career growth and positive performance management
   ○ Create people centric blended learning solutions that ensure that we have the skills required for the future
   ○ Implement effective and adaptable governance frameworks to support better decision making
   ○ Promote flexibility to support an agile and flexible workforce to meet future needs
▪ Develop and adopt agile management methodologies to support flexible working arrangements and employment practices to optimise available workforce
	▪ Model good leadership and strong governance, with a focus on delivering services fairly, responsibly and efficiently
	   ○ Progress enterprise information management improvements to facilitate better information management security and record-keeping practices
	   ○ Explore options to replace our CRM system to ensure that our information remains secure and business risks are reduced
	   ○ Evolve OIC's information management technologies by implementing a cloud based EDRMS solution
	   ○ Relocate OIC to contemporary premises
	   ○ Enhance organisational governance by exploring the adoption of an independent audit committee
	   ○ Review content on our website to ensure information remains current
	   ○ Identify and trial new ways of working to be more efficient and reduce red tape
	   ○ Review and implement best practice mandatory and relevant corporate training for all staff
	   ○ Regularly update our manuals, policies and procedures to support service delivery
	   ○ Develop, monitor and maintain an effective organisational budget

External review

Provide independent, timely and fair review of decisions made under the Right to Information Act 2009 (RTI Act) *and the Information Privacy Act 2009* (IP Act).

Our success measures

- Percentage of external review applications finalised to received (100%)
- Applicant overall satisfaction with the service provided and conduct of the external review of agency and Minister decisions about access to and amendment of government-held 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 end of reporting period (0%)
- Percentage of external review applications resolved informally without decision (75%)
- Mean average days to finalise an external review (150 days)

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
▪ Assess applications to identify opportunities for early resolution ▪ Identify, throughout external review process, opportunities for resolution and reduction of scope in information in issue ▪ Communicate regularly with external review participants managing expectations about timeframes in the context of workload and demand ▪ Provide opportunities to staff to develop their negotiation, resolution and resilience skills ▪ Use clear, culturally aware and plain language when communicating to allow parties to understand the reasoning for our views about access and amendment, and informal resolution proposals	▪ Ensure procedural fairness and give participants reasonable opportunities to make submissions ▪ Use clear, plain language ▪ Provide legally sound and consistent reasons for decisions	▪ Maintain a knowledge management system to ensure employees remain up to date on current interpretation and application of the RTI and IP legislation and relevant caselaw ▪ Use case management system to effectively manage workflow, and consistently record data required for reporting purposes and identifying trends ▪ Conduct regular employee training sessions about external review issues and other relevant legal developments ▪ Relay trends on external review to OIC teams to support training and information sharing initiatives	▪ Adopt an agile workflow method across the team to monitor demand and work effectively in managing review applications ▪ Apply regulatory tools and strategies to effectively mitigate delay ▪ Apply organisational policies and procedures to address complex and challenging participant behaviour ▪ Adopt a principles based approach to achieve consistent decision-making ▪ Engage with key stakeholders to promote efficiency and administrative access schemes

Privacy advice and complaints

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

Provide an independent, timely and fair privacy complaint mediation service.

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%)
- Agency overall satisfaction with the privacy complaint mediation service provided (80%)
- Mean average days to finalise an accepted privacy complaint (140)

Provision of an independent, timely and fair privacy complaint service	Promote understanding and compliance with the privacy principles	Lead personal information and data management awareness and adoption of good practices in the community and public sector
▪ Promote and raise agency awareness of how to recognise and respond appropriately to privacy complainants ▪ Communicate clearly with complainants regarding their complaints including explaining the privacy jurisdiction, the complaints process and managing their expectations	▪ Provide consistent and authoritative privacy advice in Qld ▪ Lead and drive a privacy respectful culture within Queensland government agencies including local councils ▪ Advocate for a contemporary and harmonised legislative framework ▪ Promote the value of privacy rights and good practice to agencies and the community Determine applications for waiver or modification of agency's obligation to comply with the privacy principles ▪ Consider issuing compliance notices in relation to serious privacy breaches	▪ Foster a culture of good privacy and information management and security practices by supporting Privacy Champions and networks ▪ Actively contribute to the discussion and understanding of privacy issues through submissions on proposed legislation, programs and policies ▪ Strengthen strategic relationships with privacy authorities in other jurisdictions. ▪ Advise and influence key stakeholders on current and emerging privacy trends and issues

Assistance and monitoring

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 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 (4,500)
- Cost of providing advice and guidance per Enquiry Service ($55)
- 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)

Improving practices	Building capability	Raising awareness
▪ Influence and uphold privacy and information access rights frameworks ▪ Complete a balanced program of audits that support the broader aims of RTI and IP and improve agency practices ▪ Deliver our audits efficiently and effectively ▪ Engage with stakeholders to identify emerging risks, synergies, trends and challenges ▪ Champion and support agencies to improve their performance on key aspects of RTI and IP ▪ Promote tools and guidance material available on our website	▪ Complete an annual program of audits to improve practice and compliance by agencies, focusing on high risk and high impact ▪ Work with stakeholders to deliver training, tools and practical resources for agencies and the community ▪ Strengthen key partnerships and networks to share best practice and encourage continuous improvement ▪ Provide professional enquiries services with high quality information, assistance and support	▪ Support good RTI and IP practices ▪ Increase awareness of information access and privacy rights and responsibilities in the community and government agencies ▪ Tailor our services to address emerging risks and trends, and highlight the value of good practices ▪ Create or maintain influential partnerships and networks to advance the objectives of the RTI and IP Acts.