



*An informed Queensland that values and respects information rights and responsibilities*

## 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%)
- 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 external review applications over 12 months old at end of reporting period (0%)
- Percentage of finalised external review applications resolved informally (75%)
- Mean average days to finalise an external review (150 days)

### Resolve applications using flexible approaches

- 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
- Continuously improve our employees' negotiation and resilience skills
- Provide sufficiently detailed correspondence to allow the parties to understand the reasoning for our views and the basis for the informal resolution

### Determine external review applications through formal written decisions

- Ensure procedural fairness and give participants opportunities to make submissions
- Use clear, plain language
- Provide legally sound and high quality consistent decisions using knowledge management tools and peer reviews

### Ensure quality resolution and decision making services by maintaining comprehensive case and knowledge management systems

- Maintain and update knowledge management systems to ensure employees are updated on current interpretation and application of the RTI and IP legislation
- Conduct regular employee training sessions about external review and other relevant professional development issues
- Provide regular progress of external reviews to both internal and external stakeholders and participants
- Provide monthly case summaries to agencies illustrating informal resolution strategies

### Investigate 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

- Continuously monitor and assess processes and procedures for managing volumes of applications efficiently and effectively
- Partner with OIC's Business Services Manager to develop management tools in reviews with large volumes of incoming communications
- Regularly review strategic approaches in applications to ensure consistency of decision-making and use of the full suite of the RTI and IP Act provisions.



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## Privacy advice and complaints

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

*Deliver a high quality privacy complaints process that is recognised as independent, timely and fair.*

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

### Provision of an independent, timely and fair privacy complaint service

- Promote the benefits of informal resolution of privacy complaints
- Engage with complainants to explain the privacy jurisdiction, the complaints process and manage expectations
- Provide an independent and responsive complaints and mediation process
- Review and update OIC guidance, including online privacy complaint management training, to promote the importance of providing timely updates to complainants
- Provide high quality consistent decisions about accepting complaints, ensuring procedural fairness and promotion of human rights
- Use clear, plain language when communicating

### Promote understanding and compliance with the privacy principles

- Provide independent expert advice to agencies on privacy issues arising out of their practices, procedures, legislation and systems
- Provide leadership and advice on privacy and data security practices
- Encourage and assist agencies to build privacy into the design of new technologies, policies and processes.
- Help agencies to ensure their information sharing practices are consistent with privacy obligations and encourage voluntary reporting and management of data breach notifications
- Initiate privacy education and training to promote to agencies and the community the value of privacy rights and good practice
- Consider applications for exemption or variation of privacy principles and issue of compliance notices in serious breaches

### Lead personal information and data management awareness and adoption of good practices in the community and public sector

- Actively contribute to the discussion and understanding of privacy issues through submissions on proposed legislation, programs or policies
- Strengthen strategic relationships with privacy authorities in other jurisdictions.
- Advise and influence key stakeholders on current and emerging privacy trends and issues of significance
- Foster good privacy and information management and security practices and evolve from a regulator to an enabler
- Comment on issues relating to the administration of privacy in the public and private sector environments
- Work with agency experts to ensure information management practices keep pace with rapidly evolving technology environment including electronic service delivery and artificial intelligence



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## 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

- 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)

### Improving practices

- 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, trends and challenges
- Support agencies to self-assess and improve their performance monitoring of key aspects of RTI and IP
- Liaise with government agencies and other stakeholders to promote the audit tools and guidance material available on our website

### Building capability

- Encourage and support agency RTI and IP champions at a high level, consistent with good practice recommendations and models
- Refresh our training strategy to reflect a more digital approach to meet stakeholder needs and support good RTI and IP practices
- Work with stakeholders to co-design 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
- Identify and trial new measures for assessing impact of capability building activities

### Raising awareness

- Implement our communication, training and engagement strategy to raise awareness, promote proactive release and support good RTI and IP practices
- Increase awareness of information access and privacy rights and responsibilities in the community and government agencies
- Strengthen our brand and reputation by tailoring our services to emerging risks and trends, how OIC can enable agencies to realise the value of good practices
- Create or maintain influential partnerships and networks to advance the objectives of the RTI and IP Acts



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## Our organisation

*An agile organisation providing independent, timely and responsive services to our stakeholders.*

### Our success measures

- Working for Queensland survey results maintained or improved
- Positive stakeholder feedback
- Services delivered within budget

### Engaged and productive workforce

- Foster a culture of excellence, supported by effective systems and processes to meet the needs of our stakeholders
  - Review organisational roles and functions to ensure a strong focus on and alignment with prioritised activities, consistent with strategic direction and core business
  - Train our staff to use new technology safely and effectively
  - Implement stronger governance frameworks to support better decision making
  - Review our COVIDsafe workplans to ensure the safety and wellbeing of our staff and continued delivery of our core services
- Review approvals, processes, policies and procedures ensuring they are contemporary, clear and fit for purpose
- Continue to engage with staff on key issues such as career development, strategic and operational planning as well as health, wellbeing and safety

### Efficient organisation

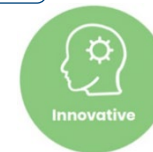
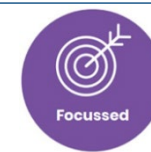
- Model good leadership and practise strong governance, with a focus on delivering services fairly, responsibly and efficiently
  - Identify and trial new ways of working to improve efficiencies and reduce red tape
  - Progress enterprise information management improvements to facilitate better information 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
  - Manage our budget prudently to reflect a tight fiscal environment
  - Undertake mandatory and relevant corporate training for all staff via ELMO
  - Regularly update our manuals and procedures to support service delivery
  - Continue to look for ways to reduce paper consumption by digitising our processes

## Our purpose

**Building trust through transparency**

We independently uphold and promote information access and privacy rights

## Our values



## Our strategic pillars

### 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