



## 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 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 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)

### Resolve external review 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 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

### Determine external review applications through formal written decisions where required

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

### Maintain comprehensive case and knowledge management systems for quality resolution and decision-making services

- Maintain and update knowledge management systems to ensure employees remain up to date on current interpretation and application of the RTI and IP legislation and relevant caselaw
- Use current case management system effectively to manage workflow, and consistently record data required for reporting purposes and identifying trends
- Conduct regular employee training sessions about external review and other relevant professional development issues
- Relay trends on external review to OIC teams to support training and information sharing initiatives
- Provide monthly case summaries to agencies illustrating informal resolution strategies

### 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

- 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 and on QCAT appeal book preparation
- Regularly review strategic approaches in applications to ensure consistency of decision-making, use of the full suite of the RTI and IP Act provisions and resolution tools



## 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%)
- 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 and privacy breach notification
- 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, culturally aware and 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 and advocate for a contemporary and consistent legislative framework
- 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 and policies
- Strengthen strategic relationships with privacy authorities in other jurisdictions.
- Advise and influence key stakeholders on current and emerging privacy trends and issues
- Foster a culture of good privacy and information management and security practices by supporting Privacy Champions and networks and evolve from a regulator to an enabler
- Comment on privacy, surveillance and technology developments in the public and private sectors
- Work with agencies to ensure information management practices keep pace with the rapidly evolving technology environment



## 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, synergies, trends and challenges
- Support agencies to self-assess and improve their performance on key aspects of RTI and IP
- Promote 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
- Undertake a training review encompassing stakeholder feedback, product analysis and resourcing requirements, and implement new approaches to meet evolving stakeholders needs.
- 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
- Develop local government resources to promote privacy by design

### 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
- Tailor our services to 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.
- Cultivate a strong Privacy Champion Network with a focus on HHSs, local councils and departments.



## 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
  - Build leadership competencies at all levels with a focus on career growth and planning
  - Promote employee health and wellness to support optimum performance and engagement
  - Train our staff to use new technology safely and effectively
  - Implement stronger governance frameworks to support better decision making
  - Monitor our flexible working arrangements and COVIDsafe plans 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 that affect them including strategic and operational planning as well as health, wellbeing and safety

### Efficient organisation

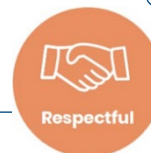
- Model good leadership and practise strong governance, with a focus on delivering services fairly, responsibly and efficiently
  - Identify and trial new ways of working to improve efficiencies and reduce red tape
  - Progress enterprise information management improvements to facilitate better information 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
  - enhance OIC's information management technologies by exploring eDRMS solutions
  - Data Cleanse OIC's G:\ drive in preparation to any migration to a new eDRMS solution &/or OIC's SharePoint library
  - Refresh our ageing firewalls with new replacements to safeguard OIC's IT assets and staff
  - Conduct a further Security Penetration Test of OIC's new IT environment
  - Refresh our printer fleet with new assets and continue to look for ways to reduce paper consumption by digitising our processes
  - Implement VOIP software to improve OIC's telephony access and improve customer servicing
  - Undertake a content review of on our website to ensure information remains current
  - Manage our budget prudently to reflect a tight fiscal environment
  - Review and implement best practice mandatory and relevant corporate training for all staff via ELMO
  - Regularly update our manuals and procedures to support service delivery

## Our purpose

**Building trust through transparency**

We independently uphold and promote information access and privacy rights

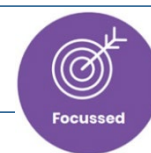
## Our values



Respectful



Collaborative



Focussed



Innovative

## 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