



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 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 (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
<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ Ensure procedural fairness and give participants reasonable opportunities to make submissions ▪ Use clear, plain language ▪ Provide legally sound and consistent reasons for decisions 	<ul style="list-style-type: none"> ▪ 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 ▪ Provide monthly case summaries to agencies illustrating informal resolution strategies 	<ul style="list-style-type: none"> ▪ Continuously monitor and assess processes and procedures for managing volumes of applications efficiently and effectively ▪ Use appropriate tools and strategies to deal with agency delay and complex and unreasonable participant behaviour Regularly review, at senior leadership level, status of external reviews to ensure appropriate strategy and 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 (75%)
- Mean average days to finalise an accepted privacy complaint (140)

Provision of an independent, timely and fair privacy complaint service

- 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

Promote understanding and compliance with the privacy principles

- 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

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

- 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)
- 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

- 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, focusing on high risk and high impact
- Deliver our audits efficiently and effectively
- Engage with stakeholders to identify emerging risks, synergies, trends and challenges
- Champion and 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

- Complete 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
- Promote local government resources supporting 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.



Our organisation

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

Our purpose

Building trust through transparency
We independently uphold and promote information access and privacy rights

Our values



Respectful



Innovative



Focused



Collaborative

Our Focus

We are a contemporary regulator which:

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

Our success measures

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

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

Exercise strong governance and sustainability

Ensure we deliver our services fairly, responsibly and efficiently

Engaged and productive workforce

- 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
 - Optimise our employee value proposition to remain competitive in attracting and retaining the best talent.
 - 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
 - Innovate new approaches to promote flexibility within flexibility to support an agile and flexible workforce to meet future needs.
 - Monitor our COVIDsafe plans to ensure the safety and wellbeing of our staff and continued delivery of our core services
- Develop and facilitate collaborate frameworks to develop better solutions to current and emerging challenges

Efficient organisation

- Model good leadership and practise 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
 - enhance OIC's information management technologies by implementing SharePoint as our electronic document and records management system (EDRMS)
 - Relocate OIC to contemporary premises
 - Update ICT laptop fleet
 - Review content on our website to ensure information remains current
 - Identify and trial new ways of working to improve efficiencies and reduce red tape
 - 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