



Office of the Information Commissioner
Queensland

Communication and Engagement Strategy 2018–2019

Purpose

The Office of the Information Commissioner's (OIC) Communication and Engagement Strategy 2018–19 has been developed to assist the OIC in achieving maximum impact through our communication and engagement with stakeholders.

The Strategy forms part of the OIC's broader strategic planning framework and is aimed at supporting the OIC to achieve its strategic and operational objectives.

The Strategy supports the Communication, Engagement and Training Strategic Plan 2018–21 by providing additional details on the communication and engagement priorities for 2018–19.

Our operating environment

The OIC is an independent office, with statutory functions that include:

- promoting awareness and understanding of the RTI and IP Acts in the community and Queensland government agencies, including by providing training and education programs
- providing guidance on the interpretation of the *Right to Information Act 2009* (RTI Act) and *Information Privacy Act 2009* (IP Act)

as well as review, audit and complaint management responsibilities under the RTI and IP Acts.

Our stakeholders are diverse, from individual members of the community and community organisations, to government agencies (including departments, hospital and health services, local governments, universities and other public authorities) and Ministers.

We operate in a broader regulatory and policy environment that is complex and evolving at local, national and international levels. Our peers in other jurisdictions are frequently dealing with similar issues and providing training services.

With broad ranging functions, a large and diverse stakeholder group and a small team, the OIC must ensure that our communication and engagement activities are planned, purposeful and achieve maximum impact.

Strategy development

The Communication and Engagement Strategy has been developed taking into account:

- the OIC's strategic objectives
- qualitative and quantitative data held by OIC from external reviews, privacy complaints, general enquiries, performance and compliance audits and previous engagements
- our operating environment
- the increasing maturity of agencies in compliance and good practice as we approach the 10th anniversary of the legislation.

Objectives and measures

Objectives	Measure
1. Improve agencies' push model practices, including regional and rural, focusing on proactive release of information and administrative access	<ul style="list-style-type: none">• Participation in meetings, regional visits and information sessions• Number of awareness activities conducted• Number of website visits
2. Assist agencies to achieve compliance with information access responsibilities and privacy principles when adopting new technologies	<ul style="list-style-type: none">• Participation in meetings, regional visits and information sessions• Number of advices, consultations and submissions conducted• Number of website visits• Percentage of agencies satisfied with information and assistance provided by OIC (80%)
3. Promote greater awareness of right to information and information privacy to the community and government	<ul style="list-style-type: none">• Percentage of agencies satisfied with the quality of information provided (75%)• Number of website visits• Number of written and verbal enquiries handled• Number of awareness activities conducted
4. Work collaboratively with key strategic partners to leverage opportunities and influence agencies' access and privacy culture	<ul style="list-style-type: none">• Number of awareness activities conducted• Number of website visits• Number of advices, consultations and submissions conducted

Priorities

- Campaign to mark 10th anniversary of RTI and IP legislation, promoting key themes and future opportunities and challenges from May to September 2019
- Promoting proactive release and administrative access schemes and release
- Engaging with communities and agencies in all areas, including rural and remote
- Promoting privacy impact assessments to agencies, particularly when they are adopting new technologies
- Working collaboratively with agency and industry experts to identify emerging risks and threats.

Challenges and Risks

- Attracting and retaining skilled and experienced staff
- Engaging with diverse stakeholders, particularly from rural and remote communities, to raise awareness and improve practices
- Rapidly advancing technologies and online platforms
- Identifying and engaging with relevant agency staff for proactive and administrative release, and privacy compliance for projects, impacts of technology and other risks
- Status of implementation of the recommendations to make amendments from Report on Review of RTI and IP Acts.

Stakeholder Group	Key Message	Sub-themes / messages	Objective(s)
<p>Queensland government agencies <i>focusing on:</i></p> <ul style="list-style-type: none"> • <i>Chief executive officers</i> 	<ul style="list-style-type: none"> • Release information proactively unless it is not in the public interest to do so. • Administrative access schemes offer an effective and efficient service delivery option. • Rights to access information and privacy are not absolute. Exceptions exist to achieve balance in the public interest. • Determine what type of information can be released informally and put processes in place to release it. • Ask the community what information they want and prioritise release. • Build privacy and transparency assessments and enhancements into the design of policies, projects and initiatives for better outcomes 	<ul style="list-style-type: none"> • Leadership plays an important role in creating a proactive release and privacy respectful culture. • Look for opportunities to showcase examples of positive impacts of proactive release. • Sensitive information can be protected where disclosure would be contrary to public interest. • It's possible to release a document while maintaining confidentiality of information within it. • Community expectations are changing 	<p>1 3 4</p>
<ul style="list-style-type: none"> • <i>Senior executives and middle managers</i> 	<ul style="list-style-type: none"> • Release information proactively unless it is not in the public interest to do so. • Administrative access schemes offer an effective and efficient service delivery option. • Rights to access information and privacy are not absolute. Exceptions exist to achieve balance in the public interest. • Determine what type of information can be released informally and put processes in place to release it. • Ask the community what information they want and prioritise release. 	<ul style="list-style-type: none"> • Pro-active release of information and the protection of personal information work together. • Look for opportunities to partner with central agencies on increasing access to this cohort to build awareness. 	<p>1 2 3</p>

	<ul style="list-style-type: none"> • Build privacy and transparency assessments and enhancements into the design of policies, projects and initiatives for better outcomes • Leadership plays an important role in creating a pro-disclosure and privacy respectful culture. • It's much easier to build privacy in at the start of a project or initiative. 		
<ul style="list-style-type: none"> • <i>Chief Information Officers</i> 	<ul style="list-style-type: none"> • Release information proactively unless it is not in the public interest to do so. • Administrative access schemes offer an effective and efficient service delivery option. • Rights to access information and privacy are not absolute. Exceptions exist to achieve balance in the public interest. • Determine what type of information can be released informally and put processes in place to release it. • Ask the community what information they want and prioritise release. • Build privacy and transparency assessments and enhancements into the design of policies, projects and initiatives for better outcomes 	<ul style="list-style-type: none"> • ICT steering committee can play an important role in the proactive release and protection of government-held information, including personal information. • Leadership plays an important role in creating a pro-disclosure and privacy respectful culture. • Information asset registers contribute to maximising disclosure of government information. • Citizen centric service delivery and website design can promote greater access to government information and services. • When people are involved in or captured by ICT systems then privacy implications need to be managed. 	<p>1 2 3</p>
<ul style="list-style-type: none"> • <i>Human Resource/Industrial Relations Officers</i> 	<ul style="list-style-type: none"> • Release information proactively unless it is not in the public interest to do so. • Administrative access schemes offer an effective and efficient service delivery option. 	<ul style="list-style-type: none"> • Ensure delegations are up-to-date and accurate. • Assess what complaint or grievance related information can be released administratively. • Manage expectations about complaint information that is not usually made available due to confidentiality of process 	<p>1 2</p>

	<ul style="list-style-type: none"> • Rights to access information and privacy are not absolute. Exceptions exist to achieve balance in the public interest. • Determine what type of information can be released informally and put processes in place to release it. • Ask the community what information they want and prioritise release. • Build privacy and transparency assessments and enhancements into the design of policies, projects and initiatives for better outcomes 		
<ul style="list-style-type: none"> • <i>Project/Procurement/ICT/Risk Management Officers</i> 	<ul style="list-style-type: none"> • Release information pro-actively unless it is not in the public interest to do so. • Administrative access schemes offer an effective and efficient service delivery option. • Pro-active release of information and the protection of personal information work together. • Determine what information can be released informally and put processes in place to release it. • It's possible to release information while maintaining confidentiality. 	<ul style="list-style-type: none"> • Privacy Impact Assessments allow for privacy to be built in from the start. • Using tools and templates that consider information access and privacy deliver better project outcomes. • Consider what information the project might create or what information the community might want; and address accordingly. • Communicate to parties at outset what information is usually made publically available proactively, RTI and confidentiality obligations 	<p>1 2</p>

<ul style="list-style-type: none"> • <i>Practitioners</i> 	<ul style="list-style-type: none"> • Release information proactively unless it is not in the public interest to do so. • Administrative access schemes offer an effective and efficient service delivery option. • Rights to access information and privacy are not absolute. Exceptions exist to achieve balance in the public interest. • Determine what type of information can be released informally and put processes in place to release it. • Ask the community what information they want and prioritise release. • Build privacy and transparency assessments and enhancements into the design of policies, projects and initiatives for better outcomes • It's possible to release information while maintaining confidentiality. 	<ul style="list-style-type: none"> • Take the time to talk to applicants and internal stakeholders • Build constructive relationships and actively participate in networks. • Employ templates and use OIC resources and support services. • Promote use of privacy impact assessments • Promote good RTI and IP practices 	<p>1 2 3</p>
<ul style="list-style-type: none"> • <i>Integrity Agencies</i> 	<ul style="list-style-type: none"> • Leadership plays an important role in creating a pro-disclosure and privacy respectful culture • Pro-active release of information and the protection of personal information work together. • It's possible to release information while maintaining confidentiality. 	<ul style="list-style-type: none"> • Focus on areas of common interest e.g. open, transparent and accountable government, adoption of technology and unauthorised access to information • Look for opportunities to partner with other Integrity Agencies. 	<p>2 4</p>
<ul style="list-style-type: none"> • <i>Queensland State Archives</i> 	<ul style="list-style-type: none"> • Leadership plays an important role in creating a pro-disclosure and privacy respectful culture 	<ul style="list-style-type: none"> • Focus on areas of common interest e.g. access to records and good recordkeeping 	<p>2 4</p>

	<ul style="list-style-type: none"> • Pro-active release of information and the protection of personal information work together. • It's possible to release information while maintaining confidentiality. 		
<ul style="list-style-type: none"> • <i>Queensland community Including community organisations</i> 	<ul style="list-style-type: none"> • Queensland government agencies must release information unless it would be contrary to the public interest to do so • Administrative access schemes offer an effective and efficient service delivery option. • Pro-active release of information and the protection of personal information work together. • It's possible to release information while maintaining confidentiality. • Look on agency websites for: <ul style="list-style-type: none"> ○ information they proactively release (including on the Publication Scheme such as agency finances, priorities, decisions, services) ○ documents previously released to people (see disclosure log) ○ administrative access schemes in place • Contact the RTI unit to discuss options for accessing information prior to lodging a formal application • 	<ul style="list-style-type: none"> • Look for opportunities to partner with organisations that have strong community presence (e.g. ID Care and the eSafety Commissioner). • Key area in 2018-19 – National Redress Scheme. Engage with LawRight and other providers, including resources for their practitioners and clients. 	3
<ul style="list-style-type: none"> • <i>Local Government Association Queensland / Local Government Managers Association</i> 	<ul style="list-style-type: none"> • Local governments must release information pro-actively unless it is not in the public interest to do so. 		1 2

	<ul style="list-style-type: none"> • Administrative access schemes offer an effective and efficient service delivery option. • Pro-active release of information and the protection of personal information work together. • Build privacy and transparency assessments and enhancements into the design of policies, projects and initiatives for better outcomes. e.g. PIAs 		
<ul style="list-style-type: none"> • <i>Agency Communication, Engagement and Media Units</i> 	<ul style="list-style-type: none"> • Release information pro-actively unless it is not in the public interest to do so. • Administrative access schemes offer an effective and efficient service delivery option. • Pro-active release of information and the protection of personal information work together. • Determine what information can be released and put processes in place to release it. • It's possible to release information while maintaining confidentiality. 	<ul style="list-style-type: none"> • Look for opportunities to partner with other agencies on the administrative release of information. • Look for opportunities to partner on and co-design initiatives that support the proactive release of information. 	1 2
<ul style="list-style-type: none"> • <i>Queensland community Including community organisations</i> 	<ul style="list-style-type: none"> • Queensland government agencies must release information unless it would be contrary to the public interest to do so • Administrative access schemes offer an effective and efficient service delivery option. • Pro-active release of information and the protection of personal information work together. 	<ul style="list-style-type: none"> • Look for opportunities to partner with organisations that have strong community presence (e.g. ID Care and the eSafety Commissioner). • Key area in 2018-19 – National Redress Scheme. Engage with LawRight and other providers, including resources for their practitioners and clients. 	3

	<ul style="list-style-type: none">• It's possible to release information while maintaining confidentiality.• Look on agency websites for:<ul style="list-style-type: none">○ information they proactively release (including on the Publication Scheme such as agency finances, priorities, decisions, services)○ documents previously released to people (see disclosure log)○ administrative access schemes in place• Contact the RTI unit to discuss options for accessing information prior to lodging a formal application		
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Tactics and activities

The OIC will proactively seek out opportunities throughout the year to communicate and engage with our stakeholders. Operational plans will be used to refine focus, tactics and activities during each quarter.

- Undertake meetings with chief executive officers and senior leaders to discuss information access rights and responsibilities, including the role leadership plays in influencing an agency's information access and privacy culture.
- Engage with key agency stakeholders, partnering on and co-designing initiatives that support agencies to engage meaningfully with their stakeholders about information access and privacy
- Collaborate with Queensland integrity agencies and interstate information access and privacy agencies to maximise opportunities raise awareness and share resources.
- Deliver major campaigns – partner with agencies and share resources promoting Privacy Awareness Week and Right to Information Day including the Solomon Lecture.
- Deliver mini-campaigns – leverage other events or campaigns that support access to government-held information and the protection of personal information to maximise reach and exposure.
- Seek out speaking opportunities at conferences and events that support access to government-held information or the protection of personal information.
- Engage the media by releasing statements and participating in interviews to raise awareness of OIC's role, functions and information access and privacy rights and responsibilities.
- Undertake 'push' and 'pull' marketing through OIC's social media channels, namely Twitter YouTube and LinkedIn.
- Promote events, resources and activities via OIC's website and news feed.
- Telephone selected regional and rural agencies to raise awareness of OIC's role, support services and resources relating to information access and privacy rights and responsibilities.
- Promote and deliver practitioner forums to discuss current trends and promote good practice in information access and privacy.
- Publish articles or undertake advertisements in print and electronic media/publications.
- Participate in key initiatives or events that support a more open, transparent and accountable government (i.e. Open Data and Advance Queensland) or that provide direct access to a particular target audience (i.e. NAIDOC and RIMPA).

Communication channels

Stakeholder group	Channels													
	OIC Website	Government website	EDM (e.g. news item)	Social media	Telephone/teleconference	Print/electronic media	Video/webinars	Practitioner forums	Practitioner networks	Events/speeches	WOG networks	Internal agency channels	Meetings	Correspondence
Directors-General														
Chief Executive Officers, Hospital and health services														
Chief Executive Officers, Local governments														
Chief Information Officers, Queensland government														
Senior executive														
Human resource officers														
Industrial relations officers														
Project officers														
RTI and IP practitioners														

Evaluation

This strategy document will be reviewed by the Manager, Training and Stakeholder Relations every six months, with an evaluation and any recommendations provided to the Executive team for decision. The Strategy enables OIC to revise and adapt engagement and communication efforts and activities to reflect changing organisational demands, through liaison with internal and external stakeholders. This ensures that our engagement and communication responds to short term demands whilst remaining aligned with long term strategic objectives.

Engagement and communication effectiveness will be determined by measures such as:

- number of promotional pack downloads
- number of general information access and privacy video views
- number of meetings conducted
- number of website page views
- number of twitter referrals
- number of event attendees
- number of partner agencies
- number of agency events/activities
- feedback received on initiatives
- number of written and verbal enquiries handled
- number of awareness activities conducted
- participation in meetings, regional visits and information sessions
- number of advices, consultations and submissions conducted
- percentage of agencies satisfied with the quality of the information resources provided (80%)
- percentage of agencies satisfied with the enquiries service (80%)
- community attitudes survey results