

STRATEGIC PLAN 2025–29

VISION
PURPOSE
VALUES

INFORMED COMMUNITY, ACCOUNTABLE GOVERNMENT
DRIVING GOVERNMENT TRANSPARENCY AND INFORMATION PRIVACY
RESPECTFUL, COLLABORATIVE, INNOVATIVE, FOCUSED

This strategic plan was reviewed in March 2026 and remains current for the reporting period 2026–2027.



Proactively uphold and advance information access and information privacy rights to deliver impactful outcomes for the community

- Promote within agencies a culture that values proactive and administrative release, as well as the early and effective resolution of privacy complaints
- Conduct independent merit reviews using flexible approaches and clear, tailored responses to review applications
- Review privacy complaints and data breach notifications, providing mediation or advice where appropriate
- Provide independent advice on proposed legislative reform and policy initiatives to ensure information access and information privacy impacts are upheld

- Applicant overall satisfaction with the service provided in assessment and conduct of external review of agency or Minister decisions about access to and amendment of government-held information under the Act
- Percentage of finalised external review applications resolved informally without a decision
- Percentage of external review applications finalised to received
- Agency overall satisfaction with the privacy complaint mediation service
- Percentage of recommendations from regulatory performance monitoring activity (audit, investigation etc) implemented
- Number of submissions provided to promote government transparency and information privacy



Build understanding and capability in information access and privacy rights through the delivery of accessible and effective information, education and engagement programs

- Deliver accessible resources and training opportunities to build community and agency awareness and understanding of information access and privacy rights and responsibilities
- Engage in, and where appropriate lead, professional networks to influence sectoral engagement with information access and privacy matters and promote best practice
- Deliver a new website that provides accessible and customer-centric information and resources to meet the needs of the community and agencies

- Agency overall satisfaction with the information resources provided by OIC
- Agency overall satisfaction with the Enquiries service
- Participant satisfaction with OIC training
- Participation volumes (training/ events/web/ engagements)



Advance effective and efficient regulatory practice and governance through risk-based, data-driven, and sustainable operations

- Monitor, audit, review and report on agencies' information management, access and privacy practices ensuring they comply with legislative obligations
- Establish case management systems that support performance reporting and identify emerging risks, issues and trends, and respond through data-driven decision making
- Publish and promote our Regulatory Policy to provide transparency to the community and agencies on our risk-based approach to regulation

- Number of regulatory reports published
- Cost of providing advice and guidance per Enquiries services response
- Operate efficiently within available resources and budget



Foster a workplace where staff are valued, empowered, and have the skills and confidence to respond to change in a complex environment

- Maintain a diverse, skilled, safe and engaged workforce
- Model a culture of integrity, accountability, respect and performance
- Drive and embrace continuous improvement and innovation

- Staff engagement score as reflected in Working for Queensland survey
- Proportion of staff with completed Personal Development Plan

Opportunities

- Actively engaging with strategic stakeholders to promote proactive stewardship of information access and privacy rights where we can have the most impact for the community and the Queensland public sector
- Applying a risk based, intelligence-led approach to sectoral changes, such as artificial intelligence and cyber threats, affecting information access and privacy
- Maximising our use of data to provide targeted information, education and engagement activities, regulatory oversight and operational performance and reporting
- Investing in a future fit workforce to promote capability, safety, responsiveness and resilience

Challenges

- Maintaining independent and responsive service delivery in high demand and complex activity areas
- Public sector adoption of new technologies with insufficient regard to information access and privacy considerations (Privacy by Design and Transparency by Design)
- Maintaining sustainable ICT systems and protecting against cyber threats or information loss
- Developing workforce skills, capability and adaptability to meet future needs and succession planning