










 <p>Pillar 1: Service Delivery & Excellence <i>What are we doing to improve services to the community</i></p>	 <p>Pillar 2: Engagement & Influence <i>What are we doing to directly influence regulated agencies and engage with the public</i></p>	 <p>Pillar 3: Rights Promotion & Impact <i>What are we doing to anticipate and address emerging regulatory issues in NSW and nationally</i></p>	 <p>Pillar 4: Operational Excellence <i>what are we doing to support an effective, efficient one-IPC</i></p>
<p>Team Objective: Deliver timely, quality and efficient services to agencies and the public.</p>	<p>Team Objective: Influence agencies to understand & promote access to government information & good privacy practice.</p>	<p>Team Objective: Promote awareness of how emerging contemporary issues impact on regulatory compliance.</p>	<p>Team Objective: Build operational capacity and good governance at the IPC.</p>
<p>Strategies:</p> <ol style="list-style-type: none"> 1. Conduct a review to identify and provide a report containing recommended processes to maximise opportunities for delivery of IPC service standards. 2. Apply client feedback to improve communication, processes and decision making. 3. Build capability in service delivery, time management and quality decision making. 	<p>Strategies:</p> <ol style="list-style-type: none"> 1. Utilise intelligence from case work to identify risks and promote agency compliance of IPC legislation. 2. Develop a strategy for publication finalised review reports to increase agency engagement with IPC legislation. 3. Maximise the use of IPC compliance tools to support Agencies to understand legislative requirements. 	<p>Strategies:</p> <ol style="list-style-type: none"> 1. Utilise intelligence to inform regulatory risks and priorities. 2. Promote understanding of the impact of digitisation on compliance. 3. Monitor emerging technology impact and implement responsive regulatory activities. 	<p>Strategies:</p> <ol style="list-style-type: none"> 1. Encourage initiatives for cross team collaboration and engagement. 2. Build and develop capability of the team in core business functions. 3. Develop, document and maintain and share corporate knowledge using digital technology.
Year 1			
<p>Initiatives</p> <p>S111. Review and update in accordance with recommendations all case management policies, procedures, and templates to support timely delivery of service standards.</p> <p>S112. Informed by report review quality assurance processes in the Investigation and Review Team.</p> <p>S211. Conduct a review of feedback and survey results to improve communication, processes and decision making.</p>	<p>Initiatives</p> <p>S111. Undertake identified proactive audits to elevate and influence compliance including within the Local Council Sector and other Announced Audits.</p> <p>S112. Develop a Proactive Audit Manual.</p> <p>S211. Develop criteria to identify novel and evolving issues for reports to be published.</p> <p>S311. Collaborate with LCRA to review the Information Governance Self-Assessment Tools and work with CS&S in respect of utilisation and agency performance monitoring.</p> <p>S312. Develop a Fact Sheet for the Fines Administration Act Breach Notification and Processes, including any business systems changes required.</p> <p>S313. Contribute to review of Agency fees and charges and lead the development of guidance in collaboration with LCRA.</p>	<p>Initiatives</p> <p>S111. Undertake an annual intelligence assessment/research of the trends in types of information requested to inform understanding of the regulatory environment and risks.</p> <p>S112. Develop a citizen Fact Sheet on State Owned Corporations for both Information Access and Privacy</p> <p>S113. Develop a private sector person jurisdiction questionnaire for HRIP.</p> <p>S311. Capture and report data from regulatory activities regarding digital service delivery.</p> <p>S312. Collaborate with State Records to deliver a Fact Sheet on record keeping, including digital records.</p>	<p>Initiatives</p> <p>S111. Develop a framework/mechanism to better enable visibility and information sharing across the team for case management including timeliness and quality.</p> <p>S211. Review staff capabilities relating to digital literacy and identify development opportunities for ongoing learning.</p> <p>S311. Implement improved record keeping through development of naming conventions to be applied across file documents in Resolve.</p> <p>S312. Review and update procedures manual for Intake and Enquiries Staff (currently located within broader team policy and procedures).</p> <p>S313. Review and update Investigation and Review Team Complaints Handling Policy and procedures.</p>
Year 2			
<p>Initiatives</p> <p>S113. Review and Update the Voluntary Data Breach process, procedures and guidance and impact for any business systems changes.</p>	<p>Initiatives</p> <p>S113. Review and develop privacy resource for citizens on accessing the correct rights pathways highlighting the differences between internal review and complaints.</p> <p>S114. Develop a Fact Sheet on access to information about public officials under the GIPA Act.</p> <p>S314. Develop resources for the exercise of functions of Ministers and Ministerial Offices under the IPC's legislation.</p>	<p>Initiatives</p> <p>S211. Develop a Fact Sheet on the application of Information Access and Privacy legislation on the use of new forms of digital communications such as <i>whats app, facebook, google messenger.</i></p> <p>S212. Collaborate with LCRA in the development of guidance for agencies on new technologies like AI, machine learning in the IA & privacy context.</p>	<p>Initiatives</p> <p>S112. Collaborate with S&CS in the identification of continuous improvement to Resolve which reflects the required improvements to case management including optimising the use of Resolve to assist us with core activities and record keeping.</p> <p>S314. Transition to paperless case management.</p> <p>S113. Contribute to the post implementation review of the I&R Team Structure led by S&CS.</p>
<p>KPIs:</p> <ul style="list-style-type: none"> • Complete 100% of reviews within 40 working days of receipt of all information • Complete 80% of complaints within 90 days • Publish a minimum of two completed review reports each month for information access • Deliver and complete identified projects on time • Deliver targeted proactive initiatives on schedule 			







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<p>Team Objective: Building capacity to promote and support regulatory compliance</p>	<p>Team Objective: Influencing agencies to understand and comply with regulatory environment</p>	<p>Team Objective: Contributing to emerging regulatory priorities through provision of high quality, accurate and timely information and advice</p>	<p>Team Objective: Supporting good governance and compliance at the IPC</p>
<p>Strategies:</p> <ol style="list-style-type: none"> 1. Reduce IPC intervention by supporting agencies to build capacity. 2. Utilise intelligence to build expertise and compliance. 3. Promote privacy by design and information governance. 	<p>Strategies:</p> <ol style="list-style-type: none"> 1. Support agencies to improve decision-making through responsive regulatory action. 2. Promote a culture of information governance. 	<p>Strategies:</p> <ol style="list-style-type: none"> 1. Elevate citizen awareness of rights. 2. Reduce IPC intervention by identifying emerging issues and implement regulatory action to support agencies. 	<p>Strategies:</p> <ol style="list-style-type: none"> 1. Support the IPC in the exercise of its functions and provision of reports. 2. Develop and maintain corporate knowledge.
Year 1			
<p>Initiatives</p> <p>S111. Conduct a survey to inform development of principles to guide the exercise of advice and assistance under section 16 of the GIPA Act.</p> <p>S112. Collaborate with the I&R Team in developing guidance regarding fees and charges.</p> <p>S311. Develop a Fact Sheet about the IPC's functions and role in consultations on privacy projects and governance.</p> <p>S312. Develop guidance to assist agencies in assessing the impact of digital projects and service delivery on rights incorporating a review of the IPC's Privacy Impact Assessment guidance and collaborate with I&R.</p> <p>S313. Develop a Fact Sheet on Privacy by Design.</p>	<p>Initiatives</p> <p>S111. Develop a Fact Sheet on privacy and open access with a particular focus on councils.</p> <p>S112. Develop Information Commissioner guidance regarding copyright and the GIPA Act.</p> <p>S113. Develop a legislative proposal for a processing charge discount for Out-of-Home Care applicants.</p> <p>S211. Update the Fact Sheet on authorised proactive release.</p> <p>S212. Develop a Fact Sheet on the IPC's role in NCAT.</p>	<p>Initiatives</p> <p>S111. Develop a checklist for care leavers.</p> <p>S112. Develop a Fact Sheet on the rights of deceased people in respect of Information Access and Privacy.</p> <p>S211. Conduct a privacy awareness survey.</p>	<p>Initiatives</p> <p>S111. Contribute to the work led by C&CA to maintain the currency of the IPC's external guidance and resources and corporate documents and in-house guidance.</p> <p>S112. Develop financial delegations and deliver an internal workshop about the delegations.</p> <p>S211. Develop a law and policy update program to be delivered by LCRA at IPC Staff Meetings and deliver workshops about key issues or projects, as required.</p>
Year 2			
<p>Initiatives</p> <p>S314. Review the privacy governance framework.</p> <p>S211. Collaborate with the Investigation and Review Team to review the Information Governance Self-Assessment Tools.</p> <p>S315. Develop a Fact Sheet about privacy offences.</p>	<p>Initiatives</p> <p>S213. Develop a Fact Sheet about section 121 GIPA Act/AI/ Contracts/ service to public by private entities.</p> <p>S214. Conduct research or a survey about opening government.</p>	<p>Initiatives</p> <p>S213. Review and update the IPC's Fact Sheet on privacy and people with reduced decision-making capacity.</p> <p>S113. Develop a Fact Sheet to assist people with reduced decision-making capacity to make an application under the GIPA Act.</p>	<p>Initiatives</p> <p>S113. Investigate and collaborate with S&CS in the development of customised enhancements to Resolve to:</p> <ul style="list-style-type: none"> • capture Cabinet Submission data, with reporting capability and • better capture LCRA case management requirements.
<p>KPIs:</p> <ul style="list-style-type: none"> • Measure enquiries and advices against the requirements of the IPC Service Charter (March 2019) and the service level goals – responding to 80% of written enquiries within 7 days and responding to 80% of requests for advice within 14 days • Achieve timeframes, including but not limited to orders of NCAT; due dates for submissions and comments on Cabinet submissions • Projects and outputs delivered on time • Base line assessment of Self-Assessment Tool measured and improving year/on year 			



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<p>Team Objective: Ensure all IPC communications and resources are effective, support the IPC's regulatory objectives and are easily accessible.</p>	<p>Team Objective: Support Executive to improve relationships and reputation of the IPC with regulated agencies through strategic engagement advice.</p>	<p>Team Objective: Increase community awareness of GIPA, PPIP and HRIP rights and emerging issues.</p>	<p>Team Objective: Provide ongoing communications support across all teams to ensure consistency of professionalism both internally and externally.</p>
<p>Strategies:</p> <ol style="list-style-type: none"> 1. Ensure website is accessible and accurate and maximise reach. 2. Contribute to initiatives to improve client experience, e.g. improving accessibility to services. 3. Maximise social media reach. 	<p>Strategies:</p> <ol style="list-style-type: none"> 1. Develop contemporary IPC tools to provide agencies and the public with enhanced access and support. 2. Increase industry credibility of IPC through proactive and ongoing support of Commissioners. 3. Review audiences within strategic communications plan to influence behaviour and elevate compliance. 	<p>Strategies:</p> <ol style="list-style-type: none"> 1. Review key reports/data/media to inform communication advice to report and publication content writers and subject matter experts. 2. Review materials produced and make recommendations to achieve consistency and impact (e.g. identified purpose, single voice). 	<p>Strategies:</p> <ol style="list-style-type: none"> 1. Promote internal staff communication and engagement. 2. Promote and enhance the impact of IPC published external communication.
Year 1			
<p>Initiatives</p> <p>S111. Conduct post-implementation review of the IPC website.</p> <p>S112. Examine opportunities to improve the accessibility and reach of the website including:</p> <ul style="list-style-type: none"> • a readability checker • search engine optimisation • URL aliases with a simple URL to highlight subject. <p>S211. Develop new script for phone and call waiting to highlight IPC jurisdiction and encourage direct contact with agencies.</p> <p>S311. Include examination and recommendations in each campaign budget to 'boost' social content.</p>	<p>Initiatives</p> <p>S111: Investigate and, if feasible implement, new learning channels:</p> <ol style="list-style-type: none"> i) webinars ii) podcasts iii) work with relevant agencies to deliver targeted training e.g. OLG. <p>S112: Develop with LCRA two content pieces to communicate to agencies re. major digital projects.</p> <p>S211: Develop 4 relevant case studies to include in Commissioner presentations and/or community-oriented engagement.</p> <p>S311: Update Strategic Engagement Plan to support Strategic Initiatives delivered by the Commissioners and identify and target sub-groups within agencies.</p>	<p>Initiatives</p> <p>S111: Develop brief key messages on the IPC and Commissioners' regulatory stance.</p> <p>S112: Develop two public position pieces on relevant regulatory issues.</p> <p>S211: Co-ordinate and lead publications review.</p>	<p>Initiatives</p> <p>S111. Review PMSE results and other sources to inform advice and support to increase staff engagement within IPC.</p> <p>S112: Deliver a 'staff owned' staff engagement plan which links to the People and Culture plan.</p> <p>S211: Provide an IPC framework content guide addressing different format requirements and content.</p> <p>S212: Define the publication input and approval process.</p> <p>S213. Develop a framework to review impact of publication e.g. audience, reach.</p>
Year 2			
<p>Initiatives</p> <p>S113. Improve digital and social media capability of Communications team.</p> <p>S212: Collaborate with LCRA on the survey of advice/assistance.</p> <p>S312. Roll-out use of 'boost' for social content.</p> <p>S313: Prepare options paper on creating a Facebook page for the IPC linking to the IPC website to drive visitation.</p>	<p>Initiatives</p> <p>S113: Create infographics and video clips on specific topics.</p> <p>S212: Review feedback and content of Executive attendance of agency-specific fora in conjunction and make recommendations to enhance.</p> <p>S312: Develop framework to identify important themes that will inform roadshows to select areas and other activities, with input from LCRA and the Investigation & Review team as relevant.</p>	<p>Initiatives</p>	<p>Initiatives</p> <p>S113: Review options and provide recommendations to keep staff informed of IPC news (e.g. IPC intranet page).</p> <p>S114. Develop a program including target dates to deliver regular comms addressing lower-ranked results in the PMES, e.g. staff bulletin and/or presentation to staff meeting.</p> <p>S214. Conduct review of impact of identified publications e.g. new statutory guidance or fact sheets and establish base lines for evaluations.</p>
<p>KPIs:</p> <ul style="list-style-type: none"> • Improved score of readability checker of citizen areas of website • Increased number of website visits and social media engagement • Number of regional events completed/ or events attended • Reduced number of publications over 5 years old that have not been reviewed • Projects completed on time to agreed scope. 			



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<p>Team Objective: Providing on-time and efficient corporate services to support all regulatory initiatives</p>	<p>Team Objective: Support the Executive and other parts of the IPC to improve relationships and reputation of the IPC with the cluster and regulated agencies through professional administrative support</p>	<p>Team Objective: Provide operational support to increase community awareness of and agency compliance with GIPA, PPIP and HRIP rights</p>	<p>Team Objective: Provide professional, prompt and effective strategic advice and operational services to ensure all IPC staff are well-informed and supported by corporate functions and services</p>
<p>Strategies:</p> <ol style="list-style-type: none"> 1. Provide support and expertise (e.g. training and data analysis) to support development and delivery of regulatory priorities. 2. Further strengthen recruitment and induction processes. 3. Ensure IPC's GIPA and Privacy procedures are exemplary and can be adopted by regulated agencies. 4. Ensure corporate services processes are documented and up-to-date and roles and skills sufficient to ensure continuity of service. 	<p>Strategies:</p> <ol style="list-style-type: none"> 1. Review and identify external providers to ensure IT, HR, finance, purchasing and other systems are appropriate and reliable and advice is accurate. 2. Develop a new MOU for services provided by the Department of Customer Service. 	<p>Strategies</p> <ol style="list-style-type: none"> 1. Implement a program of administrative solutions to identified challenges to the IPC's operations under Pillars 1 and 2 including fiscal, human resource and technology. 2. Review IPC and agency facing tools that support agency compliance. 	<p>Strategies:</p> <ol style="list-style-type: none"> 1. Provide assistance and advice to support alignment of resources to regulatory and operational priorities and any business cases for additional resources. 2. Develop a People and Culture Strategy that includes promotion of a safe working environment for all staff. 3. Ensure governance arrangements reflect best practice.
Year 1			
<p>Initiatives</p> <p>S111. In consultation with other teams finalise and publish IPC Regulatory Plan, consistent with the Strategic Plan.</p> <p>S112. Introduce a self-assessment skills and training needs survey with new starters and arrange appropriate training as needed, in consultation with other teams.</p> <p>S211. Review induction process re contents of Kit, timetable for first week and paced training schedule.</p> <p>S311. Finalise IPC GIPA corporate manual.</p> <p>S312. Develop an IPC privacy manual.</p> <p>S313. Establish IPC cyber-security incident response plan relevant to impacted agencies.</p> <p>S411. Update Business Continuity Plan to reflect transition to Customer Service cluster.</p>	<p>Initiatives</p> <p>S111. Establish and maintain a register of key contacts and functional units under the Service Level Agreement.</p> <p>S112. Develop and regularise relationships with recognised external experts in finance, IT and HR e.g. NSW Ombudsman relevant to Resolve case management system.</p> <p>S211. Incorporate and implement key service relationships, roles and responsibilities under the MOU with DCS and maintain currency of external contacts and functional units.</p>	<p>Initiatives</p> <p>S111. Develop and maintain a register to capture administrative solutions.</p> <p>S211. Review operations and support for the Resolve Steering Committee to support timely delivery of key change projects.</p> <p>S212. Assess utilisation of the Information Governance Agency Self-assessment Tools to support review by I&R and LCRA.</p>	<p>Initiatives</p> <p>S111. C&CS regularly engages with other teams by meeting attendance, administrative communication and feedback to understand needs & issues.</p> <p>S112. Provide timely & relevant advice regarding significant issues affecting IPC operations (e.g. weekly Corp. update).</p> <p>S113. Develop a framework & conduct post implementation review of the new I&R structure.</p> <p>S114. Implement MOG changes & provide training, support & resource new or changed functionality (2019-20 priority).</p> <p>S211. Implement an IPC People and Culture Strategy including team specific and whole of IPC training program, induction, staff engagement and WHS.</p> <p>S311. Review Dashboard/KPI's to include all key IPC functions & enhance Resolve.</p> <p>S312. Assess IPC internal governance framework against Audit Office guidance and make recommendations to enhance.</p>
Year 2			
<p>Initiatives</p> <p>S113. Investigate using automated email responses to generic IPC email boxes to support better communication with clients and better regulatory outcomes.</p>	<p>Initiatives</p> <p>S211. Review MOU with DCS.</p>	<p>Initiatives</p> <p>S213 Review GIPA Tool.</p> <p>S214. Undertake identified enhancements of the GIPA tool to support rights promotion.</p>	<p>Initiatives</p> <p>S115. Work with CCA to investigate need for a central repository of IPC's corporate documents (e.g. intranet).</p> <p>S212. Review and update the recognition and reward process.</p> <p>S313. Review records retention/disposal authority to minimise hard copy use.</p>
<p>KPIs:</p> <ul style="list-style-type: none"> • Initiatives completed on time to agreed scope. • KPIs for transactions (e.g. invoice payment) are met • IPC Governance operating in accordance with best practice 			