



information
and privacy
commission
new south wales

NSW Information and Privacy Commission

Strategic Plan 2022 – 2024

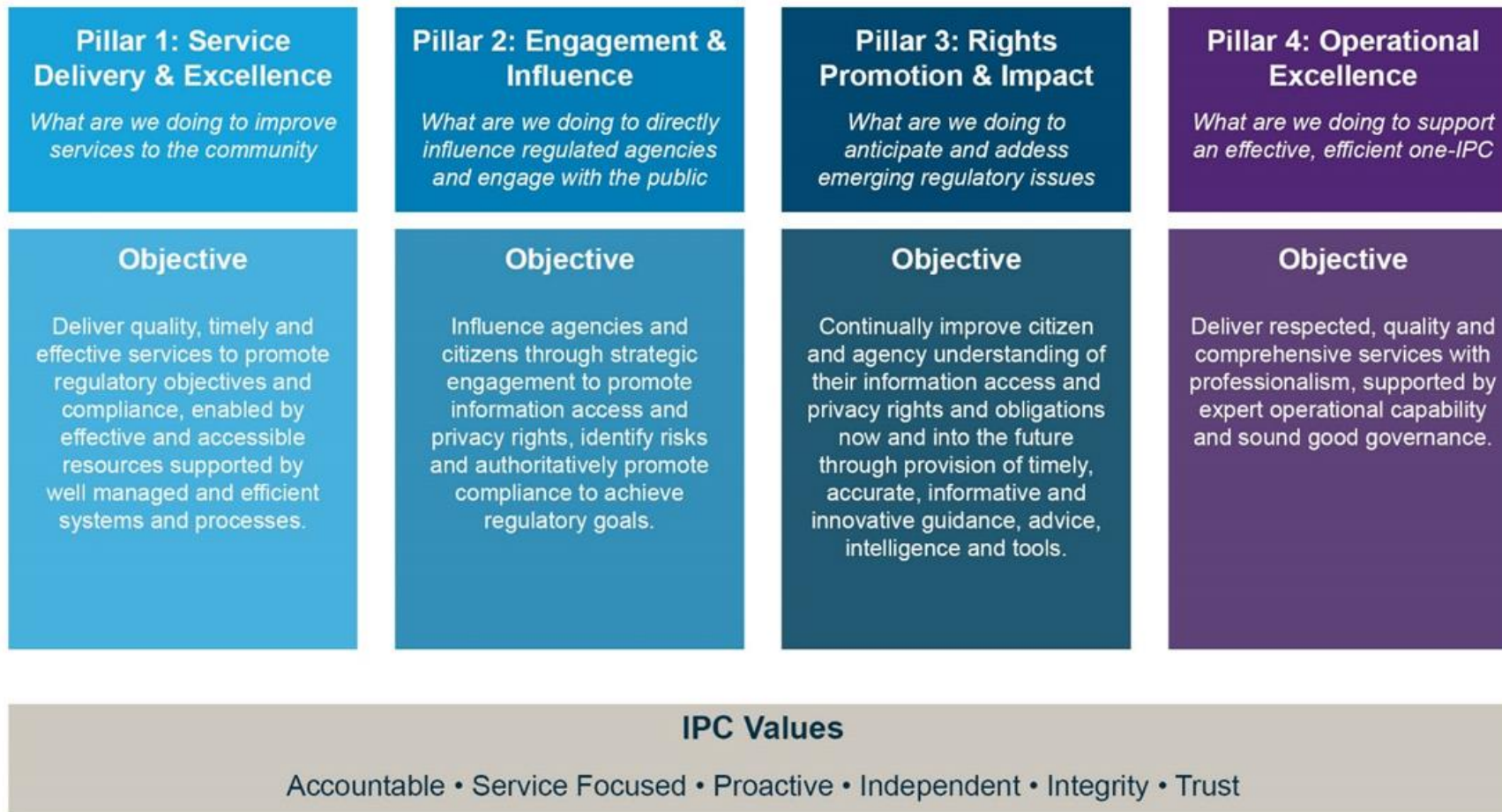


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1. Framework for IPC Strategic Planning

The IPC’s work and the 2022 - 24 Strategic Plan is guided by this strategic framework.



2. Strategic Challenges for the IPC

The IPC will need to address a number of strategic challenges as the information landscape continues to evolve over the coming years. These challenges will impact on the way the IPC needs to operate in order to achieve its legislated remit and respond to community expectations.

Pillar 1: Service Delivery & Excellence	Pillar 2: Engagement & Influence	Pillar 3: Rights Promotion & Impact	Pillar 4: Operational Excellence
<ul style="list-style-type: none"> • Being independent, accountable but flexible in a changing service delivery environment • Meeting citizen expectations around trusted sources of information • Remaining effective in a dynamic environment full of new developments and consequent increased volume of work • Being ahead of the landscape by identifying and delivering through new research opportunities • Applying new processes, especially around the Mandatory Notification of Data Breach (MNDB) Scheme 	<ul style="list-style-type: none"> • Responding to the changing scope of regulatory powers • Independently, responding to laws which require guidance and further definition to promote accountability and integrity in government • Delivering on government expectations for heightened engagement and ensuring all partners and experts are identified • Collaborating with these experts, agencies and clusters by being trusted influencers and ensuring they have their own effective feedback loops • Identifying and responding to the effect and pace of digitisation • Harnessing the influence of IPAC 	<ul style="list-style-type: none"> • Preserving and better understanding citizen rights amidst changing service delivery options, PPPs, privatisation, and COVID rules • Strengthening our engagement and effectively measuring our impact • Drawing upon external expertise including promoting self-assessment by agencies • Promoting proactive disclosure of government information • Responding to the resourcing and education requirements of the MNDB • Being part of the definition of an ‘archive’ or ‘backup system’ 	<ul style="list-style-type: none"> • Effectively identifying and supporting new collaboration tools and future ways of working • Meeting greater expectations made possible by the additional 2-year funding package • Improving IPC’s KPI reporting including identification of – and response to – staff needs • Understanding the requirements of an IT Strategy which will serve the present and the future of the IPC • Delivering on the need for cross functional collaboration • Attracting and retaining staff in a competitive environment

3. IPC Strategies and Outcomes

In order to respond to these challenges over the coming two years, the IPC’s work program will include new initiatives in addition to its existing business as usual program:

- Management of the introduction of the MNDB Scheme, including continued consultation on the MNDB Bill, development of the project plan, statutory guidelines and guidance for agencies (LCRA lead) and casework workflows and reporting requirements (I&R lead);
- a cohesive approach and strong communications messaging around the introduction of Mandatory Notification Data Breach Scheme (MNDB) (BI Lead);
- development of an IT strategy that encompasses our evaluation of current and future performance/needs, enhancements for MNDB, cyber security, reporting and overall functionality/training etc of staff (BI Lead);
- creation and delivery of a new research program to inform the approach to the contemporary challenges around the application of definitions of information and access including but not limited to s74, the definition of agency, SQL and similar requirements; working with IPAC, DCJ and DCS (LCRA lead);
- building on the proactive release of information through the UNESCO declaration review and working with our Australian and international counterparts around both IA and privacy matters (LCRA lead);
- rolling out the IPC 2021/22 compliance program and recommending new legislation informed by the new and emerging issues that present emerging and new risks to rights (I&R lead);
- promoting proactive disclosure including driving a culture of government agency maturity towards self-regulation through self-assessment (I&R lead); and
- engaging with IPAC among many other stakeholders (all).

Pillar 1: Service Delivery & Excellence

No.	Strategy	Outcomes measures (KPIs)
1.1	Provide effective advice to agencies, citizens and other entities (e.g. NSW Parliament and the NCAT)	Increased agency and citizen engagement with IPC materials measured through monthly dashboard reporting Improved record of agency implementation of IPC advice, including implementing privacy by design on digital and other projects. This will be captured via audit or follow-up surveys
1.2	Flexibly apply resources to meet increasing demand	Average timeframe for closures remains stable within a margin of 10% (+/-) of 2021 levels

No.	Strategy	Outcomes measures (KPIs)
1.3	Proactively set citizen expectations of the services and advice we can offer at their point of engagement with the IPC	Improved outcomes of customer surveys using previous benchmarks (+/- 10% of 2021 levels) Improved agency and citizen engagement with IPC materials (monthly dashboard)

Pillar 2: Engagement & Influence

No.	Strategy	Outcomes measures (KPIs)
2.1	Anticipate, shape and respond to the digitisation of government	More government information being released by agencies to citizens through digital projects incorporating information access measured through surveys
2.2	Improve understanding of impacts of technology on IPC legislation to build internal IPC capacity to assist agencies	Review currency of publications, including advice on new technologies
2.3	Continue to demonstrate IPC’s proactive, independent leadership in the management and promotion of data and information	Improved IPC brand awareness around reach and reputation. (Brand awareness survey used to measure % increase in agency awareness of IPC services and responsibility)
2.4	Encourage agencies to act on the guidance IPC provides	Improved record of agency implementation of IPC advice, including their implementation of privacy by design on digital and other projects (captured via audit or follow-up surveys)
2.5	Ensure greater consistency of agency understanding and awareness of existing and emerging legislation / case law	Overall improvement in agency understanding and awareness (captured via audit or follow-up surveys)
2.6	Effectively prepare for and deliver Mandatory Data Breach Scheme	100% of notifications are registered and acknowledged within 5 business days of receipt
2.7	Strengthening engagement using new and comprehensive ways of engaging agencies, partners, experts and citizens	Improved ‘understandability’ score on communication activities or materials (via micro-surveys)

No.	Strategy	Outcomes measures (KPIs)
2.8	Seek to develop further external agency maturity around their use of the self-assessment tool	Increase in the number of agencies responding to IPC surveys saying that they are using self-assessment tools

Pillar 3: Rights Promotion & Impact

No.	Strategy	Outcomes measures (KPIs)
3.1	Elevate agency and citizen awareness of rights and pathways for accessing information including MNDB	Improved record of agency implementation of IPC advice, including establishment of pathways being used by citizens (captured via audit or follow-up surveys)
3.2	Identify and manage emerging issues to inform guidance and thought leadership	Report number of IPC thought leadership pieces on a quarterly basis, noting that the dashboard also includes analysis of stakeholder engagement with materials around new trends and technologies
3.3	Continually ensure agencies and citizens have effective access to up-to-date information	Improved agency and citizen engagement with IPC materials (monthly dashboard)

Pillar 4: Operational Excellence

No.	Strategy	Outcomes Measure (KPIs)
4.1	Implement best practice systems, processes and resources	Improved internal user satisfaction with system and resources (staff survey)
4.2	Work in a supportive, cross functional way across the whole of IPC, including to deliver systems improvement and agency advice	Overall staff satisfaction with experience of collaborating with other teams on Strategic Plan initiatives (360-degree survey)

No.	Strategy	<i>Outcomes Measure (KPIs)</i>
4.3	Ensure human resources and finance management meets IPC requirements and commitments	Decrease in the number of financial issues, increase in staff training hours measured and reported on the monthly dashboard

4. Team Initiatives and Measurable Outputs

Feedback loops will be a key to measuring the team success of outputs. The required tools will largely be delivered by the Business Improvement teams through assessment techniques such as surveys, pulse, practitioners, feedback to Minister/from Ministers regarding stakeholder engagement.

This feedback will also be informed by our proactive compliance program including uptake of our recommendations and guidance documents. The feedback then flows through to updates and as required, new information, guidance and support.

a. LEGAL COUNSEL & REGULATORY ADVICE TEAM (LCRA)

Pillar 1: Service Delivery & Excellence

No.	Initiatives	Output Measures
1.1 1.3 2.3 2.5 3.2	<ul style="list-style-type: none"> Identify cases (including test cases), conduct research and prepare briefings for responsible Ministers to assist in maintaining currency of legislation Further develop relationships with integrity agencies (e.g. SARA, Ombudsman), other NSW Government agencies and practitioner networks to produce information on emerging statutory and regulatory developments and challenges, and provide specific advice tailored for individual agencies 	<ul style="list-style-type: none"> Legal currency of published material is maintained if law changes or there is new case law – tested through agency surveys Overall improvement in agency satisfaction over a 12-month period, noting this is a shared goal with I&R

Pillar 2: Engagement & Influence

No.	Initiatives	Output Measures
2.1 2.3 2.4	<ul style="list-style-type: none"> Further develop relationship with IPAC to support delivery of strategic IPC priorities Provide enhanced guidance on retrieving records and conducting searches Advise on agency projects in accordance with IPC's functions (e.g. Digital Restart Fund) and obtain feedback on advice 	<ul style="list-style-type: none"> Timely advice to agencies on interaction between technology, privacy and information access (overall improvement in satisfaction over a 12-month period)

No.	Initiatives	Output Measures
2.2 2.3 2.6	<ul style="list-style-type: none"> Provide content for the preparation of guidelines and guidance to assist agencies to comply with legislation, including the MNDB Review and update advice on digital government from a privacy and information access perspective 	<ul style="list-style-type: none"> Increased agency satisfaction with guidelines and guidance developed in response to legislative changes
2.3 2.7	<ul style="list-style-type: none"> Work with national and international information access and privacy groups to maximise influence 	<ul style="list-style-type: none"> Include cases that involve technology in reporting to Compliance Committee

Pillar 3: Rights Promotion & Impact

No.	Initiatives	Output Measures
3.1 3.2 3.3	<ul style="list-style-type: none"> Provide content to assist CCA develop helpful and accurate published advice to guide citizens to understand their rights and agencies to understand their obligations Support agencies to build their capacity to respond to data breach events 	<ul style="list-style-type: none"> Increased percentage of content reviewed and updated each year
3.2	<ul style="list-style-type: none"> Engage with academics and other experts to deliver thought leadership pieces that are clearly separate from other guidance on existing legislation (e.g. on asymmetry between government sharing and citizen access and/or access to digital records) 	<ul style="list-style-type: none"> Number of new thought leadership pieces delivered and measured against previous years
3.3	<ul style="list-style-type: none"> Develop and implement MNDB project plan 	<ul style="list-style-type: none"> Project plan developed and all items completed in consultation with I&R

Pillar 4: Operational Excellence

No.	Initiatives	Output Measures
4.2 4.1	<ul style="list-style-type: none"> Interpret legislative requirements and work with other parts of the agency to ensure consistency in approach (e.g. for S37 report, MNDB) 	<ul style="list-style-type: none"> Cohesive and legally accurate policies and resources tested through agency surveys
4.1 4.2	<ul style="list-style-type: none"> Collaborate to improve existing resources (e.g. publications review and knowledge base committees) 	<ul style="list-style-type: none"> IPC self-assessment undertaken by BI which will measure: <ul style="list-style-type: none"> Currency of guidance materials and that they address emerging issues Training materials or sessions delivered with high staff engagement levels
4.2	<ul style="list-style-type: none"> Participate in cross-team IPC working groups on key projects and initiatives including the provision of reports and support for compliance obligations. Initiate those working groups where appropriate 	<ul style="list-style-type: none"> Attendance at working group meetings and timely completion of working group actions

b. INVESTIGATION & REVIEW TEAM (I&R)

Pillar 1: Service Delivery & Excellence

No.	Initiatives	Output Measures
1.2	<ul style="list-style-type: none"> Expand the Rotation Policy to include capacity for flexibility in the team for hybrid work arrangements 	<ul style="list-style-type: none"> Measurable improvements in staff satisfaction
1.1 1.3	<ul style="list-style-type: none"> Proactively prepare materials for setting expectations for what IPC can and cannot do 	<ul style="list-style-type: none"> Reduced time and administration for cases at 'waiting for information' stage Achieve overall improvement in agency satisfaction over a 12-month period, noting this is a shared goal with LCRA

Pillar 2: Engagement & Influence

No.	Initiatives	Output Measures
2.1 2.2 2.5	<ul style="list-style-type: none"> Deliver collaborative pieces of guidance with relevant agencies on how technologies link to compliance obligations (e.g. archive/searching, what is a record, cc v bcc for email) 	<ul style="list-style-type: none"> Delivery of new guidance materials through collaborative process with relevant agencies resulting in increased utilisation and adoption by agencies Include cases that involve technology in reporting to the compliance committee Submission of potential tools to BI Team for consideration
2.7 2.8	<ul style="list-style-type: none"> Contribute to the new IPC IT strategy by investigating potential technological tools to support proactive compliance audit program to maximise reporting 	
2.7 2.8	<ul style="list-style-type: none"> Build upon the agency self-evaluation model by enhancing use of self-assessment tools and governance models to embed requirements 	<ul style="list-style-type: none"> Increased number of agencies consistently inputting data into the tool)

Pillar 3: Rights Promotion & Impact

No.	Initiatives	Output Measures
3.1 3.2 3.3 4.1	<ul style="list-style-type: none"> Develop new policies, templates and procedures for the MNDB, including by liaising with OAIC where appropriate Review the existing published voluntary data breach resources and tools for currency and continued application 	<ul style="list-style-type: none"> New policies, templates and procedures developed Voluntary data breach resources and tools have been updated
3.2 3.3	<ul style="list-style-type: none"> Review regulatory framework with focus on changing/emerging issues and systemic issues response Target new regulatory guidance informed by the top three recurring issues/considerations within agencies for improved decisions making (for example amendment to health, information not held, section 61) Deliver proactive audits informed by key risks and new and emerging issues 	

No.	Initiatives	Output Measures
3.1	<ul style="list-style-type: none"> Review existing format of review report templates to better communicate outcomes and findings with a focus on accessibility and audience 	<ul style="list-style-type: none"> Updated review report templates

Pillar 4: Operational Excellence

No.	Initiatives	Output Measures
4.1	<ul style="list-style-type: none"> Develop and implement a Plan for managing the complexity of files Develop and implement best practice record keeping for the IPC email inbox 	<ul style="list-style-type: none"> Annual audit of IPC email inbox and record-keeping conducted to ensure best practice approach is being consistently implemented (exceptions investigated and subsequent actions reported)
2.1 4.1	<ul style="list-style-type: none"> Investigate and establish a platform or platforms for agencies to share information with the IPC relevant to IPC case work that are digital enabled 	<ul style="list-style-type: none"> New and/or revised processes for collecting information identified and implemented where possible
4.1	<ul style="list-style-type: none"> Conduct review of current internal I&R processes and remove or replace those no longer fit-for-purpose (e.g. AIG) 	<ul style="list-style-type: none"> Process review completed resulting in time-saving changes

c. BUSINESS IMPROVEMENT TEAMS

Pillar 1: Service Delivery & Excellence

No.	Initiatives	Output Measures
1.1 1.2 1.3	<ul style="list-style-type: none"> High level review of IPC end-to-end communications and test against the strategic pillars of the organisation 	<ul style="list-style-type: none"> Identify and implement feasible initiatives from these reviews, reporting on how these new actions are delivering on the strategic pillars

Pillar 2: Engagement & Influence

No.	Initiatives	Output Measures
2.2	<ul style="list-style-type: none"> Complete brand awareness tests (2022, 2023) 	<ul style="list-style-type: none"> Brand awareness test – 2022 results set as benchmark for improvement in 2023 Be clear on the objectives of each roadshow/strategy. Feedback from the roadshows reviewed against the objective and reported back to partners to assist in the development of their own systems
2.3	<ul style="list-style-type: none"> Undertake roadshows and other proactive communication strategies, using available resources across the organisation to promote education around key strategic issues for IPC 	
2.4		
2.4	<ul style="list-style-type: none"> Develop resources for other IPC teams to encourage agencies to implement IPC guidance (e.g. reminders, checklists, animations) 	<ul style="list-style-type: none"> Successful collaborations with other teams to: <ul style="list-style-type: none"> Develop and disseminate resources (incl. on MNDB) Consolidate feedback mechanisms Develop relevant surveys
2.5	<ul style="list-style-type: none"> Consolidate feedback mechanisms on agency use and understanding of publications 	
2.7		
2.8		
2.6	<ul style="list-style-type: none"> Disseminate resources to agencies on implementation of MNDB Scheme and drive engagement with practitioners and ‘champions’ 	<ul style="list-style-type: none"> Survey of agencies to ensure understanding of their role in the implementation of the MNDB scheme Measure outcomes of MNDB Scheme to assist with future funding
2.3	<ul style="list-style-type: none"> Position the IPC for future/ongoing funding by proactively monitoring and reporting on budgetary impacts 	<ul style="list-style-type: none"> Funding retained for MNDB and increased for any additional functions

Pillar 3: Rights Promotion & Impact

No.	Initiatives	Output Measures
3.1	<ul style="list-style-type: none"> Analyse previous recommendations on new communication methods for agencies and citizens against the Strategies of the 22/23 Strategic Plan. Adjust and implement the recommendations in this context 	<ul style="list-style-type: none"> Implementation of new communications methods and feedback mechanisms on views and reach aligned with the strategies of this Plan
3.3		

Pillar 4: Operational Excellence

No.	Initiatives	Output Measures
4.1 4.3	<ul style="list-style-type: none"> • Build relationships with Cluster 'account managers' or key contacts for IPC systems, processes and equipment • Review MoU with DCS • Implement External Audit Checklist and Timetable • Integrate Enterprise Risk Management into systems and processes • Engage with Audit Office and Treasury on Financial Information and key issues 	<ul style="list-style-type: none"> • Reduction in number of issues flagged with Cluster service providers • DCS MoU reviewed, and recommendations tabled with Executive • Improvement in early close, dashboard and end of financial year errors and misstatements • Timeliness of Payment Processing benchmarked at 80% within 10 working days
4.1	<ul style="list-style-type: none"> • Ensure processes, manuals, personal procedures are kept up to date • Implement Governance Framework and Action Plan 	<ul style="list-style-type: none"> • Overall staff satisfaction with experience of collaborating with BI team (360-degree survey)
4.1 4.2 4.3	<ul style="list-style-type: none"> • Organise training to assist staff with developing skills for Service Delivery including best practice record keeping • Review new starter experience and implement priority, feasibly improvements to IPC components / advocate for improvements to DCS components • Undertake comprehensive exit surveys of staff • Implement WHS Plan initiatives 	<ul style="list-style-type: none"> • Feasible, priority Resolve improvements identified, and implementation plan developed through staff survey • Staff retention reported monthly, including: <ul style="list-style-type: none"> ○ Dashboard statistics (i.e. FTEs) ○ New starter satisfaction with onboarding (delineating between IPC and DCS elements)
4.1	<ul style="list-style-type: none"> • Identify opportunities for automation in reporting and systems including dashboards • Implement improvements to systems and website as outlined in the IPC IT Plan - including through engagement with DCS IT - to meet IPC current and future needs 	<ul style="list-style-type: none"> • Monitoring and reporting of implementation of the IPC IT Plan to the Executive

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