

# Strategic Plan

2022 – 2026

## Our purpose

The Office of the Queensland Parliamentary Counsel is an independent statutory office that supports Queensland’s democracy and the rule of law by delivering Queensland legislation that is effective, accessible and consistent with fundamental legislative principles.

### Acknowledgement of Country

The Office of the Queensland Parliamentary Counsel acknowledges the Traditional Owners of the lands from across Queensland. We pay our respect to the Elders, past, present and emerging, for they hold the memories, traditions, the culture and hopes of Aboriginal and Torres Strait Islander peoples across the state.



## Our vision

# Excellent legislation for Queensland

### We realise our vision by pursuing our strategic priorities:

- Excellence in legislative drafting and access
- A skilled, flexible and resilient workforce
- A healthy and inclusive workplace
- Strategic engagement with partners
- Stewardship of innovation and change

### We realise our vision by acting in accordance with our core values:



#### People

We foster a diverse, inclusive workplace and prioritise the wellbeing of our employees. We invest in our people’s professional development. We maintain strong, collaborative relationships our partners.



#### Quality

We are committed to accuracy and precision in producing legislation, and to maintaining the highest standards in drafting and access to legislation.



#### Responsibility

We perform our statutory functions with integrity and dedication. We operate transparently and use resources efficiently to serve the public. We respect, protect and and promote human rights in our decision-making and actions.



#### Freedom

We embrace technological advances and innovation to inform future practice. We empower our employees by giving them the ability to take risks and lead change. We operate independently and impartially.

*We consciously embed our values in everything we do.*

## Our challenges

### Legislative program

Challenges in planning the annual legislative program and competing expectations among clients and other stakeholders.

### Organisational

Challenges in filling key roles and misaligned organisational capacity and capability.

### Information technology

Cybersecurity threats to the Queensland legislation website, network infrastructure and data repositories.

### Business continuity

Significant disruption of business operations as a result of major external events.

## Our opportunities

### Stakeholder relationships

Build stronger relationships with key partners towards a process for the clear ordering of whole-of-government legislative priorities. Engage with clients about individual departments’ legislative priorities.

### Organisational

Improve staff retention and professional development by implementing our strategies in pursuit of our strategic priorities.

### Information technology

Actively participate in compliance activities and reporting to Queensland Government Customer and Digital Group under the Queensland Government Information Security Policy (IS18:2018).

### Business continuity

Keep business continuity planning processes under review. Learn from past business continuity experience and be open to innovation in our business practices.

## Contribution to Queensland Government’s objectives for the community is achieved through:

### Keeping Queenslanders safe

*Continue to keep Queenslanders safe as we learn to live with COVID-19 and ensure all Queenslanders can access world-class healthcare no matter where they live.*

### Supporting jobs

*Good, secure jobs in more industries to diversify the Queensland economy and build on existing strengths in agriculture, resources and tourism.*

### Backing small business

*Help small business, the backbone of the state’s economy, thrive in a changing environment.*

### Making it for Queensland

*Grow manufacturing across traditional and new industries, making new products in new ways and creating new jobs.*

### Building Queensland

*Drive investment in the infrastructure that supports the State’s economy and jobs, builds resilience and underpins future prosperity.*

### Growing our regions

*Help Queensland’s regions grow by attracting people, talent and investment, and driving sustainable economic prosperity.*

### Investing in skills

*Ensure Queenslanders have the skills they need to find meaningful jobs and set up pathways for the future.*

### Backing our frontline services

*Deliver world-class frontline services in key areas such as health, education, transport and community safety.*

### Protecting the environment

*Protect and enhance our natural environment and heritage for future generations and achieve a 70% renewable energy target by 2032 and net zero emissions by 2050.*

### Connecting Queensland

*Drive the economic benefits, improve social outcomes and create greater social inclusion through digital technology and services.*

### Educating for the future

*Give our children the best start by investing in our teachers and schools.*

### Honouring and embracing our rich and ancient cultural history

*Create opportunities for First Nations Queenslanders to thrive in a modern Queensland.*



# Strategic Plan 2022 – 2026

## Excellence in legislative drafting and access

### Our strategies

- Identify and adopt best practice in drafting Bills, amendments of Bills, and proposed subordinate legislation, having regard to fundamental legislative principles and compatibility with human rights.
- Identify and adopt best practice in making Queensland legislation easy to find, easy to understand, and easy to use.
- Ensure timely access to Bills, legislation, and related information and maintain open data arrangements.

### Our measures of success

- client satisfaction with drafting services
- client satisfaction with access to legislation
- reprints published within 3 days of commencement

## A skilled, flexible and resilient workforce

### Our strategies

- Maintain a highly skilled and high-performing workforce.
- Provide our people with a range of opportunities for ongoing professional and personal development.
- Continue supporting the focus on mental health and wellbeing.
- Improve the effectiveness of our performance development processes.
- Encourage and facilitate the sharing of learnings within and between teams.

### Our measures of success

- increased identification of, and allocation of resources to support, career and professional development opportunities
- increased identification of, and allocation of resources to support, learning and development opportunities
- increase on previous year's percentage score in the Working for Queensland survey in learning and development metrics

## A healthy and inclusive workplace

### Our strategies

- Further develop a workplace culture that fosters the health, happiness, flexibility and fulfilment of our people.
- Implement cultural capability action plan and disability service plan actions.
- Improve regular internal communication with a pro-disclosure bias, for example by seeking views, listening to staff, clearly communicating and explaining management decisions, and openly discussing issues as they arise.
- Encourage greater office-wide cohesion, for example by having regular office events and encouraging cross-team projects.
- Continue supporting flexible work arrangements.

### Our measures of success

- more employees trained as both first aid and mental health first aid officers
- deliver at least monthly internal communications to increase awareness, provide access to support mechanisms and destigmatise mental health in the workplace through OQPC Wellbeing Team initiatives
- documented compliance with ISO45003 [Occupational health and safety management – Psychological health and safety at work]
- 5% increase on previous year's participation rates for employee cultural capability training
- increase on previous year's percentage score in the Working for Queensland survey in workload and health metrics
- progress towards OQPC's diversity targets
- maintenance of high overall employee satisfaction in the Working for Queensland survey increasing on previous year's percentage score in health and wellbeing and workload metrics

## Strategic engagement with partners

### Our strategies

- Build stronger functional relationships and open channels of communication with DPC, the Table Office, client departments and other partners.
- Document mutual understanding with the Department of the governance relationship between OQPC and DPC.
- Continue to work with key partners towards a process for the clear ordering of priorities within the government's legislative program.
- Work with stakeholders to continuously improve the quality of access to Queensland legislation through initiatives such as instructor training and legislation website training.

### Our measures of success

- reduced incidence of high and medium-high risk profile ratings on drafting projects
- governance arrangements between OQPC and the Department documented by December 2022
- deliver 2 or more instructor training sessions per year
- deliver 2 or more legislation website training sessions per year
- facilitate 1 or more stakeholder reference group meetings per year

## Stewardship of innovation and change

### Our strategies

- Identify and adopt best practice in making Queensland legislation easy to find, easy to understand, and easy to use.
- Make effective use of our technological resources and explore future drafting and publishing solutions to enhance the services we provide.
- Utilise the Technology Advisory Group (TAG) to generate, review and recommend current and future system enhancements.

### Our measures of success

- deliver ICT roadmap initiatives
- continually review existing, emerging, and future technological trends and systems to advance OQPC business systems where applicable
- engage with national and international peers in relation to other relevant cross-jurisdictional developments and innovations

*The Office of the Queensland Parliamentary Counsel is a statutory office that is taken, for strategic planning purposes, to be part of the Department of the Premier and Cabinet. While it is not required by law, for good governance reasons, the Office prepares its own strategic plan.*

*View the Department's strategic plan at < <https://www.premiers.qld.gov.au/publications/categories/plans/strategic-plan.aspx> >.*