

Strategic Plan 2023-2027

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.

Our vision

Excellent legislation for Queensland



We realise our vision by pursuing our strategic priorities:

1. Excellence in legislative drafting and access.
2. A skilled, flexible and resilient workforce.
3. A healthy and inclusive workplace.
4. Strategic engagement with partners.
5. Stewardship of innovation and change.

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 and present, for they hold the memories, traditions, the culture and hopes of Aboriginal and Torres Strait Islander peoples across the State.

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

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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 with 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 promote human rights in our decision-making and actions.
- 
Independence
 We operate independently and impartially. We empower our employees by giving them the ability to take risks and lead change. We embrace technological advances and innovation to inform future practice.

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. Delays in authority to draft/prepare legislation.

Internal capability

Challenges in resourcing, attracting and retaining suitably expert and experienced staff.

Client capability

Policy development responsibility increasingly moving from instructors to drafters due to long-term diminution of policy skills and corporate knowledge in client base.

Information technology

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

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.

Internal capability

Develop OQPC-specific strategic workforce plan to identify measures to better align establishment and capability with medium-long term legislative program demand.

Client capability

Better communicate risks to OQPC, DPC and Government of shortcomings in quality and timeliness of legislative submissions and instructions. Brief actively, early and consistently on under-developed legislative submissions. Improve understanding, communication and trust between instructors and OQPC.

Information technology

Proactively identify and address potential cybersecurity threats (e.g. participate in cyber exercises, audits etc).

Contribution to Queensland Government's objectives for the community is achieved through

Good jobs

Good, secure jobs in our traditional and emerging industries

- » **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.
- » **Investing in skills:** Ensure Queenslanders have the skills they need to find meaningful jobs and set up pathways for the future.

Better services

Deliver even better services right across Queensland

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

Great lifestyle

Protect and enhance our Queensland lifestyle as we grow

- » **Protecting the environment:** Protect and enhance our natural environment and heritage for future generations and achieve a 70 per cent renewable energy target by 2032 and net zero emissions by 2050.
- » **Growing our regions:** Help Queensland's regions grow by attracting people, talent and investment, and driving sustainable economic prosperity.
- » **Building Queensland:** Drive investment in the infrastructure that supports the State's economy and jobs, builds resilience and underpins future prosperity.
- » **Honouring and embracing our rich and ancient cultural history:** Create opportunities for First Nations Queenslanders to thrive in a modern Queensland.

Strategic Plan 2023-2027

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

- Develop and implement an OQPC-specific strategic workforce plan to attract, develop and retain a highly skilled and high-performing workforce.
- Better alignment of establishment and ongoing resources with legislative program demands.
- 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

- strategic workforce plan developed by 31 July 2023
- 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
- maintenance of or 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.
- Continue to deliver regular internal communications to increase awareness, provide access to support mechanisms and destigmatise mental health issues in the workplace.
- 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
- documented compliance with ISO45003 [Occupational health and safety management – Psychological health and safety at work]
- 5% increase in number of staff who have completed employee cultural capability training each year
- maintenance of or increase on previous year's percentage score in the Working for Queensland survey in workload and health metrics
- maintenance of high overall employee satisfaction in the Working for Queensland survey

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.
- Finalise written understanding with DPC of respective governance roles and responsibilities 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 2023
- 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.
- Continually review existing, emerging, and future technological trends and systems to advance OQPC business systems.

Our measures of success

- quarterly meetings of TAG
- engage at least quarterly with national and international peers in relation to other relevant cross-jurisdictional developments and innovations