OFFICE OF THE QUEENSLAND Integrity Commissioner

Strategic Plan 2026–2030

Vision

We are recognised as a leader in the field of ethics and integrity

Purpose

To build trust in public institutions by guiding the integrity of leaders and lobbyists

Values

Excellence
Strive for the highest standards by taking on board feedback and embracing continuous improvement

Collaboration
Connect with others to achieve outcomes greater than the sum of our parts

Independence
Promote ethics and integrity without fear or favour

Trust
Build credibility by being reliable, transparent and committed to the public interest

Risks and Challenges

- Ensuring we have the skilled workforce and capabilities needed to deliver on our purpose
- Matching our capability to our work commitments
- Sustaining our core function while we continue to grow and evolve

Opportunities

- Assuming a leadership role in ethics and integrity
- Building a network across the public sector to support our strategic objectives
- Leveraging systems, processes and technology to better deliver services

Strategic Objectives

Objective: **Functional expertise**

Enhance our functional expertise in ethics, integrity and lobbying regulation to improve institutional integrity and engagement with our stakeholders

Strategies:

- Engage in environmental scanning and monitoring of contemporary research to ensure our work is informed, current, evidence-based and high quality
- Regularly review and update our work practices to reflect legislative changes, emerging risks, and best practices in each of our functional areas
- Invest in training and professional development programs which build expertise in ethics, integrity and lobbying regulation across our workforce
- Effectively balance timeliness and quality goals in our advice and regulatory work

Objective: **Continuous improvement**

Continually improve our collective and individual focus, prioritisation and consistency

Strategies:

- Leverage technology to improve case management and the Queensland Lobbying Register to eliminate repetitive tasks, provide operational efficiency, and promote compliance
- Empower our people to act with confidence and autonomy
- Build and leverage a knowledge management approach to centralise and share learnings across the organisation
- Focus on the most important projects and tasks, ensuring alignment with organisational priorities and effectively managing stakeholder expectations

Objective: **Engagement, education and accessibility**

Build upon our strong foundations of engagement, education and accessibility to support and inform our key stakeholders

Strategies:

- Identify strategic opportunities and gaps to prioritise our work in developing resources and education/training content to support our stakeholder groups
- Develop and maintain resources and guidance to support our stakeholders. For registered lobbyists, provide clear guidelines, standards, and processes that are accessible and well-communicated
- Deliver information and awareness sessions on ethics and integrity, and education and mandatory training sessions on lobbying regulation, based on contemporary research, emerging risks and best practice
- Provide high-value, practical advice and guidance to our Government stakeholders on their standards, directives, policies and procedures relating to ethics and integrity or lobbying

Objective: **Governance and risk**

Improve our own governance and compliance through enhanced risk management

Strategies:

- Continue to develop robust governance structures and effective risk management practices
- Implement learnings from internal audit and project debriefs and reviews to strengthen governance and compliance
- Ensure all staff are aware of and adhere to documented policies and procedures to maintain high standards of governance and compliance
- Develop a workforce strategy to ensure we have the required capability now, and into the future

Performance 2026–27

Median number of business days to approve individual lobbyist registration applications	Median number of business days to finalise requests for ethics and integrity advice	Median number of business days to finalise lobbying enquiries	Percentage of ethics and integrity advices issued that are accepted	Percentage of presentation attendees who indicate the session improved their knowledge	Employee engagement score

Acknowledgement of Traditional Owners and Custodians

We acknowledge Aboriginal peoples and Torres Strait Islander peoples as the Traditional Owners and Custodians of the lands, seas and waters of Australia. We pay our respects to Elders past and present, and honour their ancestors, cultures and enduring connection to Country. We recognise the strength, resilience and legacy of First Nations peoples, which continues to enrich and shape this country for current and future generations.

Human Rights

We are committed to respecting, protecting and promoting human rights in our policies, actions and decisions, and to ensuring these are fair, inclusive and uphold the dignity of every individual.