

# Strategic Plan 2024-2028

## 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 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.**

## 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
- » Backing small business
- » Making it for Queensland
- » Investing in skills



### Better services

*Deliver even better services right across Queensland*

- » Backing our frontline services
- » Keeping Queenslanders safe
- » Connecting Queensland
- » Educating for the future



### Great lifestyle

*Protect and enhance our Queensland lifestyle as we grow*

- » Protecting the environment
- » Growing our regions
- » Building Queensland
- » Honouring and embracing our rich and ancient cultural history



## 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

Continuously review the 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 the 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).

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

# Strategic Plan 2024-2028

## 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

- Continuously review the 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 reviewed annually
- 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
- Overall employee satisfaction in the learning and development metrics in the Working for Queensland survey.

## 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

- Employees trained as both first aid and mental health first aid officers
- 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
- Overall employee satisfaction in the workload and health metrics in the Working for Queensland survey
- 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

- Governance arrangements between OQPC and DPC documented
- Ongoing delivery of instructor training sessions
- Ongoing delivery of legislation website training sessions
- Facilitation of stakeholder reference group meetings

## 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.
- Use 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

- Regular meetings of TAG
- Ongoing engagement with national and international peers in relation to other relevant cross-jurisdictional developments and innovations