



OFFICE OF
THE QUEENSLAND

Integrity
Commissioner

STRATEGIC PLAN 2025-2029

VISION

Confidence in public institutions and public office.

PURPOSE

The Commissioner's purpose is to:

- advise designated persons on ethics or integrity issues
- raise awareness of ethics and integrity matters
- on request of the Premier, provide advice on standard setting for ethics or integrity issues
- set conduct standards for registered lobbyists
- regulate lobbying activity and maintain the Queensland Lobbying Register
- provide education and training about lobbying regulation in Queensland.

VALUES

Challenge

misconceptions and myths around ethics and integrity.



Engage key stakeholders to raise awareness about ethics and integrity and lobbying regulation.



Resolve ethics and integrity issues in the public interest.



Lead by developing and promoting better practice standards for ethics and integrity and lobbying regulation.



FOCUS FOR 2025- 2026

- Develop and implement a communications strategy to raise awareness of ethics and integrity issues, lobbying regulation, and the *Integrity Act 2009* and functions of the Office of the Queensland Integrity Commissioner.
- Complete transition to an independent statutory body (including transition of corporate services).
- Undertake strategic planning with staff to define desired future state as an independent statutory body.
- Work to implement enhancements to the Queensland Lobbying Register based on stakeholder feedback for an improved user experience.
- Develop resources and training in relation to ethics and integrity, lobbying functions, and other requirements of the *Integrity Act 2009*.
- Review and redevelop the website into a user friendly, accessible, informative and easy to navigate website to allow for improved access to resources and information.
- Complete a comprehensive review, with consultation, of the Queensland Registered Lobbyists Code of Conduct.
- Design and deliver ongoing lobbyist mandatory training.
- Identify and develop key performance indicators and metrics.

STRATEGIC OBJECTIVES

Objective	Strategy	Performance measure
Provide advice on ethics, integrity and interest issues	Provide high-quality, practical advice on ethics, integrity, and interest issues to designated persons as defined in the <i>Integrity Act 2009</i> .	<ul style="list-style-type: none"> • Deliver high quality and timely advice prioritised according to the level of public interest and public risk. • Designated persons adopt advice provided by the Integrity Commissioner. • Hold annual meetings with Ministers and Assistant Ministers. • Publish advisory publications and fact sheets to assist designated persons dealing with integrity and ethics issues.
Regulate lobbying activities	Provide an accessible, on-line lobbying register, publish user-friendly resources to assist lobbyists, and government and opposition representatives who communicate with them, to comply with the <i>Integrity Act 2009</i> .	<ul style="list-style-type: none"> • Provide timely processing of lobbying registration applications and responses to lobbying enquiries. • Take appropriate action in response to suspected breaches of the <i>Integrity Act 2009</i>, the Queensland Registered Lobbyists Code of Conduct or a directive. • Design regulatory program (compliance and data quality auditing). • Complete annual return of recorded particulars process within 1 month of the end of the financial year as required by the <i>Integrity Act 2009</i>.
Train, educate and raise awareness of ethics, integrity and lobbying	Deliver training and awareness sessions and publish information and resources.	<ul style="list-style-type: none"> • Deliver mandatory training to registered lobbyists and general education and training sessions to key stakeholders about the operation of lobbying regulation in Queensland. • Develop strategic relationships with other public sector integrity and policy bodies to promote ethics and integrity in policy and decision making. • Deliver information and awareness sessions on ethics, integrity and lobbying regulation to key stakeholder groups. • Publish website content and fact sheets about ethics, integrity and lobbying regulation. • Meet with key stakeholders to discuss functions and powers, and emerging issues and trends relating to ethics, integrity and lobbying regulation.

RISKS AND OPPORTUNITIES

- Maintaining and sustaining the health and wellbeing of a small, high-performing and agile workforce as demand for services increases.
- Continuing to develop our internal knowledge and expertise to ensure the delivery of consistent and high-quality advice services.
- Implementing a case management system to improve advice case management including prioritisation, surge workload management and increasing data capture.
- Developing our internal governance framework and processes to ensure our corporate and operational business risks are effectively managed.
- Developing our resources and capabilities to meet the increasing workload relating to lobbying regulation and the growing demand for advice.
- Actively engaging with the public sector by working in partnership with other Queensland integrity bodies and public sector departments and agencies to inform, educate and empower.
- Continuing to adopt an agile and responsive approach to the discharge of statutory functions and powers.
- Leveraging technology and technology partnerships to enhance service delivery and operations.
- Building a positive and respectful workplace that values its employees and a culture that respects, promotes, and protects human rights in our decision-making and actions.