



Australian Government

Office of the Australian Information Commissioner

Office of the Australian Information Commissioner

Strategic Plan 2026–2029

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OAIC

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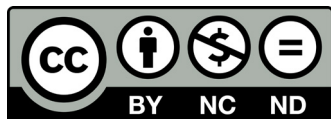
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Contact

Director, Communications and Engagement, Office of the Australian Information Commissioner. Email: communications@oaic.gov.au
Phone: 1300 363 992

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Acknowledgement of Country

The Office of the Australian Information Commissioner honours Traditional Custodians across Australia, their ongoing connection to land, waters, and communities, and pays respect to First Nations cultures and Elders past and present.

Foreword

A message from the Australian Information Commissioner



Information integrity, access to government information and privacy rights matter more than ever. We have a critical role in upholding rights, ensuring laws and rules are applied fairly, and delivering impactful outcomes for the community in a way that contributes to trust in our democratic institutions and the economy.

The public has high expectations of us as the independent body that oversees Australia's FOI and privacy frameworks. We have ambitious reforms to deliver. The evidence shows that people want more transparency from government and are deeply concerned about their privacy rights. At the same time, rapid changes in technology and data systems are changing how public information is created and how personal information is used.

We are well placed to meet this challenge. We have strengthened our organisational culture, regulatory approach and enterprise practices. We have built our profile as a proactive and proportionate regulator that sets clear expectations, influences where it matters, and has the courage to take enforcement action when needed. We have also made major efficiency improvements in resolving FOI and privacy matters notwithstanding significant increases in demand for our regulatory interventions.

We have identified 3 core strategic impacts: address power and information asymmetries, promote information integrity, and embed fairness, accountability and transparency in new technology. These impacts are central to our goal of increasing public trust in Australia's privacy and FOI systems.

Our mandate as an integrity agency demands transparency, accountability and fairness. These core operating values align with the expected behaviors of the stewards of government information – the Australian Public Service. Our active oversight and regulatory intelligence will highlight harms and promote remediation to ensure that government information is an accessible and reliable single source of truth.

To deliver this strategy, we will need courageous and insightful leadership that can guide us through uncertainty and change, ensuring we are an effective regulator that focusses on the most material harms and systemic improvements. We will keep improving our efficiency, including through digital transformation, and focus our effort where we can make the greatest difference using the full range of our regulatory tools. We will also continue investing in ensuring that our people have the skills and capabilities they need now and for the future to deliver our regulatory mandates effectively.

Strategy on a page

2026–2029



Purpose

To promote and uphold privacy and information access rights



Our vision

To increase public trust and confidence in the protection of personal information and access to government-held information

Strategic impact

1



Address power and information asymmetries

We will even the playing field to promote compliance and ensure people can actively exercise their rights to privacy and access to information

Strategic impact

2



Promote information integrity

We will promote integrity in information systems, culture and governance

Strategic impact

3



Embed fairness, accountability, and transparency in new technology

We will ensure that new technologies do not undermine people's information rights

Enabler



Demonstrate organisational agility and impact

We will create processes, tools and a culture to support effective delivery



Proactive

We are proactive and adopt a risk-based, education and enforcement-focused posture



Proportionate

Our approach is proportionate to prioritise our regulatory effort based on risk of harm to the community



Purpose-driven

We are purpose-driven, focusing on harms and outcomes, and are driven by evidence and data



People-focused

Our work is people-focused to preserve expertise and talent, enabling us to make the best use of our resources and maximise opportunities for our people

Strategic impact 1

Address power and information asymmetries

We will even the playing field to promote compliance and ensure people can actively exercise their rights to privacy and access to information



Make it clear



Influence where it makes a difference

Strategic outcomes

- 1.1** Regulated entities embed a positive information rights culture that delivers open access to information and privacy by design in all products and services

- 1.2** Government policy is informed by the OAIC's expertise and insights on information integrity and privacy issues including in new technologies

- 1.3** The rights of people experiencing vulnerability are prioritised and protected

Strategic impact 2

Promote information integrity

We will promote integrity in information systems, culture and governance



Effective early resolution



Influence where it makes a difference

Strategic outcomes

- 2.1** Regulated entities are transparent and open about how they adopt and use AI and automated decision making

- 2.2** The community experiences fairness, efficiency and accessibility when exercising their privacy and FOI rights

- 2.3** Regulated entities embed good governance to ensure information integrity, privacy and FOI rights

Strategic impact 3

Embed fairness, accountability and transparency in new technology

We will ensure that new technologies do not undermine people's information rights



Make it clear



Make it happen

Strategic outcomes

- 3.1** Regulated entities use new technologies in ways that support effective, safe and fair management of personal information, and promote accessibility of government information

- 3.2** Expectations and standards relating to compliance with privacy and FOI obligations in the context of new technologies are clear

- 3.3** Robust and proportionate compliance and enforcement action uplifts compliance and serves community interests

Enabler

Demonstrate organisational agility and impact

We will create processes, tools and a culture to support effective delivery



Work on the right things and adapt



Proactively engage

Enabler outcomes

E1

We are a high performing organisation and our people and processes are agile, adaptable and confident

E3

We are effective and efficient stewards of our resources with a clear focus on productively delivering public value

E2

We harness data and deploy technology to deliver insights and provide services effectively

E4

We are transparent and effective in our engagement with stakeholders and the community