



BUSINESS PLAN 2023–2024

Office of the Public Guardian

DJAG's vision:
Queensland is fair, safe and inclusive.

Our vision:

A strong, accountable, human rights focused Queensland where the Office of the Public Guardian (OPG) gives a voice to the voiceless through staff that feel empowered to do so

Our opportunities and risks:

Motivate, skill and connect our staff through improved workforce planning and design, wellbeing initiatives, and learning and development frameworks.

Be responsive to our clients through clearly defined, accountable and transparent service delivery.

Maximise opportunities to achieve quality outcomes for clients through effective external partnerships that align with OPG's performance priorities.

Staff recruitment, retention and wellbeing challenges due to a tight employment market, servicing sustained increases in demand and not focusing our service delivery and resources where they are most needed.

Risk of client needs being unmet through not being responsive and shaping our services around their requirements. Risk of inability to influence external decision makers where Commonwealth and State reforms impact.

DJAG strategic plan objectives for 2022-26



Our purpose:

To empower our clients and advocate for their human rights

Focus Areas



Support staff to be well, engaged and committed



Embed a best practice, client focused culture and services within a human rights framework



Shape strategic issues that directly impact on the lives of our clients



Underpinned by effective, consistent and transparent Corporate Governance.

Our work is guided by our public service values



Customers first Ideas into action Unleash potential Be courageous Empower people

Our strategic objectives contribute to the Queensland Government's objectives for the community - Unite and Recover.







Our commitment with First Nations peoples

We deeply respect Aboriginal and Torres Strait Islander peoples and cultures. We commit to partnering with First Nations people, as outcomes built on strong relationships create a positive shared future for all Queenslanders.

Our commitment to Human Rights

We respect, protect, and promote human rights in all that we do and put people first in our actions and decisions.

DJAG strategic plan objective	DJAG strategic plan strategy	OPG Strategic Plan 2019-2024 Organisational Goal	2023 - 2024 Business Plan Focus Areas	Initiatives <i>NOTE: Italics are used to highlight initiatives that have continued from 2022/2023 Business Plan.</i>	Time frame	Responsible unit or officer/s	Performance Indicators/Milestones	Demonstrated Charter service commitment
Grow workforce	Develop career opportunities and leadership skills throughout the organisation	To optimise and build a strong and resilient workforce	 Support staff to be well, engaged and committed	OPG Workforce Strategy <i>Development of an agile and future focused OPG Workforce Strategy to equip OPG with the right people and the right skills.</i>	March 2024	ACCOUNTABLE: Deputy Public Guardian RESPONSIBLE: Director, Corporate and Strategic Services	<ul style="list-style-type: none"> OPG Workforce Strategy, incorporating a proposed OPG 'Agency of the future' completed Action plan delivered as per agreed milestones Agreed Working for Queensland metrics measured Requirements of the certified Public Sector agreement are linked to the performance planning outputs for the agency 	Accessible Responsive Timely Valuable
				Staff Wellbeing Program <i>Assessment of staff wellbeing training, resources and programs, identification and response to any shortfalls, and delivery of a framework that provides proactive and reactive responses to wellbeing risks.</i>	December 2023	ACCOUNTABLE: Deputy Public Guardian RESPONSIBLE: Director, Corporate and Strategic Services	<ul style="list-style-type: none"> Development and first measurement of staff benchmarks completed Statistically significant improvement in the following survey areas: <ul style="list-style-type: none"> Wellbeing improvement Psycho-social status improvement Reduced sick and unplanned leave Connection with DJAG and central agencies such as the Public Service Commission to ensure OPG can meet workplace health and safety obligations Established relationships with Corporate Services, DJAG, ensuring OPG is aligned and supported 	Accessible Responsive Timely Valuable
Safeguard society	Deliver targeted services to support vulnerable and disadvantaged people	To educate others on what we do, and how we can help	 Shape strategic issues that directly impact on the lives of our clients	Cultural Competency and Safety <i>Enhancement of the cultural competency of staff and cultural safety of our services, including supporting the work of the First Nations Yarning Circle.</i>	June 2024	ACCOUNTABLE: Public Guardian RESPONSIBLE: Deputy Public Guardians All OPG Directors	<ul style="list-style-type: none"> Public Guardian's participation in the Queensland Government's Path to Treaty work Representation across the management and leadership group at nominated NAIDOC days of significance and formally reported internally Delivery of Terms of Reference for the First Nations Yarning Circle 	Responsive Timely Valuable
				Legislative or Policy Change Management <i>Seek to influence broader policy imperatives that will potentially impact on OPG's service delivery.</i> Current priorities include: <ul style="list-style-type: none"> Response to Disability Royal Commission report NDIS Review submissions including community visiting schemes QLD review of restrictive practices authorisation framework Review of interim model for consent to restrictive practices in aged care 	June 2024	ACCOUNTABLE: Public Guardian RESPONSIBLE: Deputy Public Guardians	<ul style="list-style-type: none"> OPG Strategic Services Strategy completed Scope and project plan, including resource requirements for implementation of relevant recommendations completed For restrictive practices – OPG participates in the review process and provides submissions whenever an opportunity arises 90% of decisions made for restrictive practices in aged care are consistent with internal policy 	Responsive Timely Valuable

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Evolve service delivery	Develop innovative human-centred solutions to improve service outcomes	To deliver successful advocacy that achieves positive human rights outcomes for our clients	 Embed a best practice, client focused culture and services within a human rights framework	'Accessibility for our Clients' Program <i>Improve the accessibility of OPG's information and education resources so they can be easily understood by our diverse child and adult clients.</i>	June 2024	ACCOUNTABLE: Deputy Public Guardian RESPONSIBLE: Director, Corporate and Strategic Services	<ul style="list-style-type: none"> Scoring process for readability/accessibility completed Collaborating on readability/accessibility with children and young people and adults with impaired capacity Delivery of revised suite of documents and plan to review documents by agreed milestones % improvement of page hits on key pages Accessibility/readability assessment for website completed OPG revised website launched 	Accessible Responsive Timely Valuable
				Improved access to services - Central Queensland Office <i>Investigate the feasibility of establishing an office in Rockhampton to ensure central Queensland clients have improved access to services in their region.</i>	April 2024	ACCOUNTABLE: Deputy Public Guardian RESPONSIBLE: All OPG Directors	<ul style="list-style-type: none"> Feasibility study to establish an office in Rockhampton 	Accessible Responsive Timely Valuable
				OPG Records Management Project <i>Review of OPG records management obligations, requirements and practice, and develop and implement a records management compliance auditing process to ensure OPG records meet operational needs and statutory demands.</i>	April 2024	ACCOUNTABLE: Deputy Public Guardian RESPONSIBLE: Director, Legal Advocacy and Investigation Services	<ul style="list-style-type: none"> Development and implementation of a records management strategy across OPG, including a compliance checklist 	Responsive Timely Valuable
Evolve service delivery	Develop innovative human-centred solutions to improve service outcomes	To work together as 'one organisation'	 Corporate Governance	OPG Strategic Plan 2024 – 2028 <i>Development of the strategic direction, goals and priorities for next 5 years.</i>	June 2024	ACCOUNTABLE: Public Guardian RESPONSIBLE: Deputy Public Guardian and Director, Corporate and Strategic Services	<ul style="list-style-type: none"> Development of Strategic Plan Consult with our stakeholders Strategic Plan is communicated to all staff and stakeholders and published on the website 	Accessible Responsive Timely Valuable
				Ensuring client focussed service delivery <i>Ensuring OPG is responsive to our clients by shaping our services around their needs and focusing our resources where they are most needed.</i>	June 2024	ACCOUNTABLE: Public Guardian RESPONSIBLE: Deputy Public Guardians All OPG Directors	<ul style="list-style-type: none"> Establish communities of practice to share information and expertise Legislative compliance and practice quality assurance processes are formally established and linked to professional development opportunities. Analyse and respond to complaint trends and themes. Develop a review process to identify when OPG should seek leave to withdraw as guardian from QCAT 	Accessible Responsive Timely Valuable

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				Securing the future of OPG service delivery Development of a 2024-25 budget submission to secure financial resourcing that ensures OPG can continue to deliver critical services.	March 2024	ACCOUNTABLE: Public Guardian RESPONSIBLE: Deputy Public Guardians	<ul style="list-style-type: none"> Completed budget submission provided to the Attorney-General 	Accessible Responsive Timely Valuable
				Child Sector Enhancement project <i>Migration of the current case management of children and young people from Jigsaw to Resolve so OPG staff use one application.</i>	February 2024	ACCOUNTABLE: Deputy Public Guardian RESPONSIBLE: Director, Corporate and Strategic Services	<ul style="list-style-type: none"> Project deliverables completed by agreed milestones 	Responsive Timely Valuable
				Development of OPG Reporting framework <i>Development of robust and consistent performance reporting processes to improve client confidence and experience in all areas of OPG service delivery.</i>	Ongoing	ACCOUNTABLE: Deputy Public Guardian RESPONSIBLE: Director, Corporate and Strategic Services	<ul style="list-style-type: none"> Availability of data to focus service delivery and resources where they are most needed Working for Queensland metrics improvement by % 	Accessible Responsive Timely Valuable

Other things to consider:	Details
Monitoring of the DJAG Publication Scheme	Regular monitoring and timely review of OPG information provided for the DJAG publication scheme by the Corporate and Strategic Services team.
Divisional Risk Register	Quarterly review and update of OPG Risk Register.
Queensland Disability Plan	Our organisation provides input and monitors Queensland Disability Plan initiatives as requested
Response and/or recovery preparations during and following a disaster	Our business continuity plan is current, and it is reviewed regularly by the Corporate and Strategic Services team.
6 monthly review of business plan	Our leadership team will monitor business plan initiatives at 6 monthly meetings

Our principles <i>How business areas are supporting and enabling the People principles in Our Charter?</i>	Growth and development Integrity and respect	Inclusion and diversity Trust and collaboration	Activity
<ul style="list-style-type: none"> Encourage learning from others 	Growth and development Trust and collaboration		<ul style="list-style-type: none"> Embed the OPG Learning and Development Strategy which includes peer to peer learning. Implement improved Expectations Agreement processes, including encouragement of a diverse range of learning methodologies for staff to grow in their jobs and develop their careers. Encourage increased interaction and job understanding between business units
<ul style="list-style-type: none"> Recognise everyone's individual value 	Inclusion and diversity Integrity and respect		<ul style="list-style-type: none"> Recognise staff through the OPG Staff Excellence Awards Access expertise of all staff across OPG to assist and value add to whole of OPG projects Acknowledge the shared expertise of all staff and encourage shared learning through meetings and forums
<ul style="list-style-type: none"> Support and empower our people 	Growth and development Inclusion and diversity		<ul style="list-style-type: none"> Empower staff by supporting their participation on cross agency working groups to drive local and agency wide initiatives and develop solutions.