



Safe communities



Fair communities



Responsible communities



Integrated services

Strategic objectives from the DJAG Strategic Plan

BUSINESS PLAN 2021-22

Office of the Public Guardian

What is 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

What is our purpose?

To empower our clients and advocate for their human rights

What are our risks?

- Increased risk of staff turnover due to 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 business priorities needing to change to better align with new state and commonwealth government initiatives

What are our opportunities?

- Motivate, skill and connect our staff through improved workforce planning and design, clinical debriefing and trauma support and learning and development frameworks.
- Be responsive to our clients through accountable and transparent service delivery that is clearly defined.
- Lead effectively through enhanced governance, technology and collaboration.



BUSINESS PLAN 2021-22



Initiatives	Alignment to DJAG strategic objective/s	Source	Milestone/s	Timeframe	Responsible business area or officer/s
To optimise and build a strong and resilient workforce	<ul style="list-style-type: none"> Safe communities Fair communities Responsible communities Integrated services 	<p>OPG Strategic Plan 2019-2024</p> <p>Pricewaterhouse Coopers – Review of the Operating Model of the OPG.</p>	<ul style="list-style-type: none"> • Develop enhanced employment and workforce operating models for OPG business units as part of the Organisational Development and Implementation Project. • Review the existing clinical debriefing and vicarious trauma support program to establish whether it is meeting identified objectives. • Implement the reforms from the Community Visiting and Advocacy business unit Service Delivery Design Project to ensure staff have the necessary tools and practice guidance to perform their roles. • Embed the Leadership Competencies for Queensland across OPG 	<p>Ongoing</p> <p>August 2021</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Public Guardian</p> <p>Deputy Public Guardian</p> <p>All Directors</p> <p>Organisational Development and Improvement Project Team</p>
To deliver successful advocacy that achieves positive human rights outcomes for our clients	<ul style="list-style-type: none"> Safe communities Fair communities Responsible communities Integrated services 	<p>OPG Strategic Plan 2019-2024</p>	<ul style="list-style-type: none"> • Be responsive to our clients by shaping our services around their needs and focusing our resources where they are most needed through: <ul style="list-style-type: none"> - developing Service Delivery Statements for each business unit to improve role clarity, service delivery, and stakeholder understanding. - having robust performance reporting and quality assurance processes to improve client confidence and experience in all areas of OPG service delivery. - conducting a review of current practice guidance for the Community Visiting and Advocacy business unit to ensure it is standardised, client focussed, and human rights informed. 	<p>June 2022</p> <p>June 2022</p> <p>February 2022</p>	<p>Public Guardian</p> <p>Deputy Public Guardian</p> <p>All Directors</p> <p>Organisational Development and Improvement Project Team</p>
To work better as 'one organisation'	<ul style="list-style-type: none"> Safe communities Fair communities Responsible communities Integrated services 	<p>OPG Strategic Plan 2019-2024</p>	<ul style="list-style-type: none"> • Foster the sharing of knowledge, information and support between Directors and managers via frequent meetings to discuss interagency issues • utilise the diverse skill sets of staff from different business units to progress the Service Delivery and Design Project in Community Visiting and Advocacy business unit • Streamline information sharing services across the agency by redesigning the entry/exit processes for staff • Explore digital transformation opportunities to streamline work processes. 	<p>Ongoing</p> <p>Ongoing</p> <p>December 2021</p> <p>December 2021</p>	<p>Public Guardian</p> <p>Deputy Public Guardian</p> <p>All Directors</p> <p>Organisational Development and Improvement Project Team</p> <p>Resolve Project Team</p>
To educate others on what we do, and how we can help	<ul style="list-style-type: none"> Safe communities Fair communities Responsible communities Integrated services 	<p>OPG Strategic Plan 2019-2024</p>	<ul style="list-style-type: none"> • Restructure and rewrite of OPG website, which will result in a website that is user-friendly and will provide comprehensive information to OPG's extensive range of stakeholders • To implement the recommendations of the Queensland Audit Office to improve our complaint handling system, including accessibility, as part of a continuous process of organisational review and improvement 	<p>December 2021</p> <p>June 2021</p>	<p>Public Guardian</p> <p>Deputy Public Guardian</p> <p>All Directors</p>

Queensland Government's public service values



Performance Indicators:	Demonstrated service commitment (from Our Charter)	
	Accessible Timely	Responsive Valuable
<i>Note: These measures contribute to the performance indicators in DJAG's Strategic Plan 2018-22.</i>		
Evidence of improved workforce engagement in the annual employee opinion survey, including with OPG services to support staff physical and mental well-being.		Responsive; Valuable
Evidence of improved client engagement through website access and data collection		Responsive; Valuable; Timely; Accessible
Compliance with reporting obligations for public entities in section 97 of the <i>Human Rights Act 2019</i>		Responsive; Valuable
Evidence of implementation of recommendations from reports by the Queensland Audit Office in relation to complaints handling by the OPG		Responsive; Valuable; Timely
Participation by OPG staff in learning and development activities that have been identified as highly relevant to their role.		Responsive; Timely
Streamlined processes implemented across OPG that results in effective and timely completion of core business tasks		Responsive; Timely

Other things to consider:	
Response and/or recovery preparations during and following a disaster	Our business continuity plan is current and it is reviewed regularly.

Our principles		
<i>How business areas are supporting and enabling the People principles in Our Charter?</i>		
<ul style="list-style-type: none"> Encourage learning from others 	<ul style="list-style-type: none"> Growth and development Inclusion and diversity Trust and collaboration 	<ul style="list-style-type: none"> Integrity and respect Trust and collaboration
<ul style="list-style-type: none"> Recognise everyone's individual value 	<ul style="list-style-type: none"> Growth and development Trust and collaboration Inclusion and diversity Integrity and respect 	<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 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 	<ul style="list-style-type: none"> 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.

Support information

To assist you in the planning process, you can refer to the:

- [DJAG Planning Toolkit](#)
- [Manage government performance website](#)

The site includes a link to the operational planning toolkit designed to assist agencies in developing plans for relevant business areas.

What's next?

When you have completed all the elements of the template, you will have a draft plan. At this point, circulate the draft plan to managers for consultation to ensure you have captured their ideas and projects accurately. Following consultation, finalise the plan and follow internal approval processes, usually with review and approval from your divisional head. When the plan is approved:

1. Share your plan
 - Send it out to your staff and anyone else who is affected by or interested in it, such as other parts of your division or appropriate stakeholders.
 - Provide a copy to Corporate Governance (where appropriate, plans will be uploaded to the DJAG intranet).
2. Action your plan
 - Project teams and work groups should start their internal planning and commence delivery of their initiatives and milestones.
 - Use the plan as resource in Performance effectiveness plan (PEP) discussions across the business area.