

OPG Strategic Plan

2019 - 2024

Our Ambition

A strong, accountable, human rights focused Queensland where the OPG gives a voice to the voiceless through staff that feel empowered to do so

Our Objective

Our objective is to empower our clients and advocate for their human rights

Our Values

Empathy

Courage

Integrity

The client is the centre

Work recognition

Organisational Goals

To optimise and build a strong and resilient workforce

To deliver successful advocacy that achieves positive human rights outcomes for our clients

To work better as 'one organisation'

To educate others on what we do, and how we can help

Our intent is to achieve this through:

Giving staff better tools to do their job.
Backing up staff to have the tough conversations.
Building a more strategic, flexible executive team.

Developing strong relationships of accountability with those who we oversee and work with.
Developing stronger relationships with our clients.
Embedding human rights in all we do.

Better integrating our functions with one another and reducing siloed activity across the organisation.
Streamlining processes and consistency in practice.

Promoting our role and its independence through every conversation we have.
Identifying opportunities to maximise reach about what we do with the people that matter.
Strategically targeting our community education and media.

In 2019/20 we will specifically:

Manage resources strategically and efficiently so that we can reduce the burden of workload on staff, in particular through how we apply newly acquired resourcing.

Implement clinical debriefing and vicarious trauma support.

Introduce more job-specific induction and training programs for staff.

Increase efforts to stabilise the workforce through newly acquired resourcing.

Streamline administrative requirements to minimise process burdens.

Support our staff to have the tough conversations and increase the use of our resources and hierarchy to deliver advocacy that really gets outcomes.

Increase client contact and build capacity to build better relationships with clients.

Proactively work with clients as opposed to being reactive in service delivery.

Hone specialisation of our advocacy for clients in particular settings (such as mental health or youth justice).

Improve information sharing and joint work across OPG business units.

Develop consistency in practice and focus on practice improvement that is organisation-wide.

Mature our business processes and standardise the quality of our service delivery across the agency.

Take the lead on more events to educate stakeholders about who we are and what we do.

Use our day to day work engagements to educate other agencies on our role.

Increase engagement in remote and regional areas.

Refine and improve the information we provide to government, foster carers, support agencies and a range of other stakeholders.

We will measure our success through:

Increased feelings of empowerment, resilience and reduced fatigue levels among staff as demonstrated through Employee Opinion Surveying and 'pulse checks'. This includes testing perceptions of staff that:

- work is less administrative and more content-oriented
- they are more confident in their ability to do the job and that they have 'the right tools'.

Focussing on outcomes and not just outputs!

Increased 'resolution' of human rights issues.

Increased performance relating to client contact.

Feedback from clients through mechanisms developed to obtain this.

A reduction in instances where work by business units is duplicated, or even at odds with each other.

A reduction in instances where a business unit does not have all the information held by the agency necessary to 'do the job'.

Increased ease of outcomes directly attributable to increased knowledge of our role and function.

Accountabilities and timelines will be documented in Business Unit Workplans