

# Office of the Public Guardian

## Business Plan 2026-2027



### Our purpose and role

To promote and protect the right and interests of adults with impaired capacity for a matter and children in out of home care or staying at visitable sites.



Our work is informed and guided by our commitment to Aboriginal and Torres Strait Islander peoples and cultures, recognising that outcomes built on strong relationships create a positive shared future for all.

### Our vision

We protect, support, advocate, educate and empower, to build a Queensland where our most vulnerable community members can live with dignity.

### Our commitment

We put people and their human rights first in our actions and decisions.





### Our Opportunities

- To harness the skills and passion of our workforce to deliver positive outcomes for clients
- To positively influence outcomes for clients at the individual and systems level
- To partner with the community to build a shared understanding of our purpose and the services we deliver
- To harness our commitment to First Nations people by purposefully and genuinely engaging with First Nations communities and organisations across the state

### Our Challenges

- Maintaining high-quality service delivery in an environment of increasing demand and complexity
- Navigating changes in the regulatory landscape for the services we provide
- Ensuring our service delivery remains in step with community expectations

The agency supports the Government's objectives for the community:

			
Safety where you live	A better lifestyle through a stronger economy	Health services when you need them	A plan for Queensland's future






Initiative	Lead	Actions	Timeframe	Performance Indicators From DoJ Strategic Plan
<b>Cultural Capability</b> Enhancing the cultural capability of OPG staff and ensuring that interactions with First Nations people and their communities are aligned with best practices for cultural safety and respect, to improve outcomes.	Deputy Public Guardians and all Directors	Enhance initiatives, practices, policies and services to strengthen our collaborative, culturally safe, and responsive approach with our clients.	Ongoing	Increased engagement with First Nations peoples through community-based service delivery.
		A First Nations workshop is held for all staff to enhance the cultural capability of OPG to strengthen our service delivery to First Nations clients.	May 2027	
		Research and identify sustainable options for internal and external sources of advice to apply a cultural lens to proposed and current policies and practices.	December 2026	
<b>Responding to critical inquiries and reports</b> Implementing and responding to the recommendations and outcomes arising from government and parliamentary inquiries and reform initiatives.	Public Guardian, Deputy Public Guardians and all Directors	Participate in relevant consultation processes and reference groups and implement recommendations as appropriate.	Ongoing	Improved efficiency in the delivery of services.
<b>Child and Adult Safeguarding</b> Review and deliver improvements to ensure OPG complies with all necessary child and adult safeguarding standards, including any new and emerging standards.	Public Guardian, Deputy Public Guardians and all Directors	Continue to drive our response to the <i>Child Safe Organisations Act 2024</i> to position OPG as a child safe organisation sector leader	Ongoing	Improved accessibility of services.
		Finalise and embed a child friendly incoming complaint process, including the development and implementation of a monitoring and continuous improvement framework.	June 2027	
		Enhance processes to facilitate formal outgoing complaints on behalf of people receiving OPG services.	December 2026	
		Use our strategic and operational insights to influence system level change and improve outcomes for our clients.	Ongoing	
<b>Enhanced Service Delivery</b> Continuous improvement through practice quality reviews, compliance with legislative requirements, and alignment with OPG's policies and strategic objectives.	Public Guardian, Deputy Public Guardians and all Directors	Operating models and practice align with our authorising legislation and key performance indicators and optimise efficiency and use of our finite resources.	Ongoing	Improved client and customer satisfaction.
		Conduct 'Views, Wishes and Preferences' evaluation for guardianship clients and implement findings.	December 2026	
		Implement and embed recommendations from Internal Audit, Department of Justice review of Community Visiting and Advocacy to enhance service delivery through continuous improvement.	June 2027	
		Complete a gap-analysis to identify opportunities to align practice across the agency to drive efficient and improved service delivery.	December 2026	
		Develop an OPG-wide governance framework and implementation plan for policies, procedures and practice guidance.	December 2026	



People-centred service delivery



 <b>Resilient and Empowered Workforce</b>	<b>OPG Workforce Strategy 2024-29</b> Deliver on the OPG Workforce Strategy 2024-29.	Deputy Public Guardian and all Directors	Improve retention rates by data driven establishment management, role and skill analysis and targeted recruitment approaches.	June 2027	Improved attraction, recruitment and selection outcomes.
			Consolidate and enhance policies, procedures, and tools to improve the physical and psychological safety of staff.	June 2027	
	<b>Diversity Action Plan</b> Deliver improved recruitment and retention strategies in line with the OPG Workforce Strategy 2024-29.	Public Guardian, Deputy Public Guardians and all Directors	Continue to enhance the attraction, selection, and retention of diverse candidates.	Ongoing	Increased representation of diversity within our workforce, reflective of our community and meeting the sector and DJAG's diversity targets.
			Implement strategies to attract and retain First Nations staff.	Ongoing	
 <b>Stronger Regional Connections</b>	<b>Regional Footprint</b> Review service delivery capabilities to maximise opportunities in regional Queensland.	Deputy Public Guardian and all Directors	Strengthen service delivery in a remote context.	Ongoing	Improved efficiency in the delivery of services.
			Commence delivering services from the new office location in Rockhampton.	December 2026	
 <b>Innovative ways of working</b>	<b>Enhancing technology capability</b> Continuing to enhance technical solutions to support service delivery.	Deputy Public Guardian	Transition the Resolve Enhancement project to business-as-usual system improvement and governance.	June 2027	Improved efficiency in the delivery of services.
			Explore and adopt technology to improve efficiencies in service delivery.	June 2027	
	<b>Education and Community Engagement</b> Embed an innovative and accessible communication and community education strategy.	Deputy Public Guardian and all Directors	Embed innovative, digital-first communication, community education and engagement programs across all OPG functions.	Ongoing	Improved client and customer satisfaction.
			Continue to improve the accessibility and appropriateness of consumer and stakeholder resources.	June 2027	
			Deliver continuous, evidence-based improvements to the website to enhance accessibility and user experience.	June 2027	
	<b>Adaptable and responsive service delivery</b> Use data driven insights for transformational outcomes.	Public Guardian, Deputy Public Guardians and all Directors	Provide a full suite of fit for purpose Power BI reports across all business areas.	June 2027	Improved efficiency in the delivery of services.
		Develop a unified reporting framework that enhances data accessibility, improves decision-making and fosters a data-driven culture.	Ongoing		

Other things to consider:	Details
Monitoring of the DoJ Publication Scheme	Regular monitoring and timely review of information provided for the DoJ publication scheme by Corporate Services.
Divisional Risk Register	Quarterly review and update of the Risk Register.
Queensland Disability Plan	Our organisation provides input and monitors Queensland Disability Plan initiatives as required
Response and/or recovery preparations during and following a disaster	Our Business Continuity Plan is current, and it is reviewed regularly by Corporate Services.
Six monthly progress reviews of OPG Business Plan	Our leaders will monitor Business Plan initiatives at six monthly meetings

