



Safe communities



Fair communities



Responsible communities



Integrated services

Strategic objectives from the DJAG Strategic Plan

BUSINESS PLAN 2020-21

Office of the Public Guardian

What is our vision?

A strong, accountable, human rights focused Queensland where the 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 inefficient operating models 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 government priorities after the October state government election.

What are our opportunities?

- Motivate, skill and connect our staff through improved workforce 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.

Queensland Government's public service values



Customers first Ideas into action Unleash potential Be courageous Empower people



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BUSINESS PLAN 2020-21



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 Office of the Public Guardian.</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. • Look after our greatest assets – our staff by continuing to roll out and embed our clinical debriefing and vicarious trauma support program. • Have a flexible, skilled and motivated workforce by developing a 3 year Learning and Development Strategy for all staff. 	<p>Ongoing</p> <p>Ongoing</p> <p>January 2021</p>	<p>Public Guardian Deputy Public Guardian Director, Corporate Services Director, Guardianship and Investigations Director, Legal Services and Community Visiting and Advocacy 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. • Undertake initiatives to further the objects of the <i>Human Rights Act 2019</i>. 	<p>June 30 2021</p> <p>June 30 2021</p> <p>Ongoing</p>	<p>Public Guardian Deputy Public Guardian Director, Corporate Services Director, Guardianship and Investigations Director, Legal Services and Community Visiting and Advocacy 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"> • Govern effectively by improving planning, reporting and risk management frameworks and documents. • Enhance our technology by delivering significant upgrades to Resolve so OPG is working from 'one system' for 'one organisation'. • Connect our staff by supporting the establishment of cross agency working groups, for example, to promote people and safety and identify red tape reduction opportunities. 	<p>June 30 2021</p> <p>April 2021</p> <p>January 2021</p>	<p>Public Guardian Deputy Public Guardian Director, Corporate Services Director, Guardianship and Investigations Director, Legal Services and Community Visiting and Advocacy Organisational Development and Improvement Project Team Resolve Project Team</p>

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Initiatives	Alignment to DJAG strategic objective/s	Source	Milestone/s	Timeframe	Responsible business area or officer/s
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 	OPG Strategic Plan 2019-2024	<ul style="list-style-type: none"> • Develop an OPG Community and Stakeholder Communication and Engagement Strategy and a supporting annual Implementation Plan to guide effective client, stakeholder and community communication and engagement. • Improving our client and stakeholder relations through providing an effective complaint handling system as part of a continuous process of organisational review and improvement. 	<p>December 2020</p> <p>June 30 2021</p>	<p>Public Guardian Deputy Public Guardian Director, Corporate Services Director, Guardianship Director, Legal Services and Investigations Director, Community Visiting and Advocacy</p>

Performance Indicators:	Demonstrated service commitment (from Our Charter)				
<i>Note: These measures contribute to the performance indicators in DJAG's Strategic Plan 2018-22.</i>	<table border="0"> <tr> <td>Accessible</td> <td>Responsive</td> </tr> <tr> <td>Timely</td> <td>Valuable</td> </tr> </table>	Accessible	Responsive	Timely	Valuable
Accessible	Responsive				
Timely	Valuable				
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				
Improved governance processes and documentation to enable OPG leadership to make informed strategic and operational planning decisions.	Responsive; Valuable ;Timely; Accessible				
Compliance with reporting obligations for public entities in section 97 of the <i>Human Rights Act 2019</i>	Responsive; Valuable				
Extending the Qld Public Service Officers and Other Employees Award to Community Visitors	Responsive; Valuable; Timely				
Participation by OPG staff in learning and development activities that have been identified as highly relevant to their role.	Responsive; Timely				
Broad utilisation of the upgraded Resolve system	Responsive; Timely				
Evidence of improved planning of community and client communication and engagement activity.	Responsive; Accessible; Valuable				

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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

How business areas are supporting and enabling the People principles in Our Charter?

- Growth and development
- Integrity and respect
- Inclusion and diversity
- Trust and collaboration

- Encourage learning from others

- Growth and development
- Trust and collaboration

- Develop a 3 year OPG Learning and Development Strategy which includes peer to peer learning.
- Implement improved Individual Development Planning processes, including encouragement of a diverse range of learning methodologies for staff to grow in their jobs and develop their careers.

- Recognise everyone's individual value

- Inclusion and diversity
- Integrity and respect

- OPG's core philosophies centre around recognising the human rights of each individual person we serve and tailoring our services accordingly. The implementation of the *Human Rights Act 2019* presents a unique opportunity to continually improve our efforts against the underpinning principles of the Act.

- Support and empower our people

- Growth and development
- Inclusion and diversity

- Empower staff by supporting their participation on cross agency working groups to drive local and agency wide initiatives and develop solutions.
- The implementation and rollout of a "purpose-built" clinical debriefing program will be a vital tool in maintaining the wellbeing of our staff, our most valuable assets. We are looking to equip or staff with the business and personal tools and support that they need.

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.

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