

Office of the Public Guardian

Business Plan 2025-2026



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
<p>Cultural Capability</p> <p>Enhancing the cultural capability of OPG staff and ensuring that interactions with First Nations clients and their communities are aligned with best practices for cultural safety and respect to improve client outcomes.</p>	Deputy Public Guardians and all Directors	Continue to guide OPG's initiatives, practices, policies, and services with a focus on ensuring a collaborative culturally safe and responsive approach with our clients and with our staff.	Ongoing	Increased engagement with First Nations peoples through community-based service delivery.
		A First Nations workshop is held to enhance the cultural capability of OPG staff to improve First Nation client outcomes.	May 2026	
		Expand the First Nations Practice Sharepoint site and support staff engagement with the content through First Nations learning and development opportunities.	June 2026	
<p>Child and Adult Safeguarding</p> <p>Review and deliver improvements to ensure OPG complies with all necessary child and adult safeguarding standards, including any new and emerging standards.</p>	Public Guardian, Deputy Public Guardians, and all Directors	Implement required changes to ensure compliance with the phased commencement of the <i>Child Safe Organisations Act 2024</i> .	Ongoing	Improved accessibility of services.
		Deliver a child friendly incoming complaint process through co-design and consultation.	June 2026	
		Enhance processes to facilitate formal outgoing complaints on behalf of people receiving OPG services.	February 2026	
		Drive improved systemic reforms through enhanced complaint referral pathways to appropriate systemic oversight agencies	Ongoing	
<p>Enhanced Service Delivery</p> <p>Continuous improvement through practice quality reviews, compliance with legislative requirements, and alignment with OPG's policies and strategic objectives.</p>	Public Guardian, Deputy Public Guardians and all Directors	Operational practice aligns with our authorising legislation.	Ongoing	Improved client and customer satisfaction.
		Participate in the implementation of the Disability Royal Commission recommendations.	Ongoing	
		Conduct a pilot project to elevate guardianship client's views and wishes at appointment and visits to achieve people-centred service delivery.	June 2026	
		Implement recommendations from Internal Audit, Department of Justice review of Community Visiting and Advocacy to enhance service delivery through continuous improvement.	June 2026	
		Complete a gap-analysis to identify opportunity to align practice across the agency to drive efficient and improved service delivery.	June 2026	
		Continue to proactively review guardianship appointments to identify people for whom the appointment of the Public Guardian is no longer considered necessary to promote their rights and autonomy.	June 2026	



People-centred service delivery



 Resilient and Empowered Workforce	OPG Workforce Strategy 2024-29 – Phase 2 Deliver the Action Plan - Phase 2 of the OPG Workforce Strategy 2024-29.	Deputy Public Guardian and all Directors	Implement the Action Plan – Phase 2 for the OPG Workforce Strategy 2024-29, including induction for managers and team leaders. Embed the Department of Justice Workplace Psychological Health and Safety Strategy across OPG to support a resilient workforce.	June 2026 June 2026	Improved attraction, recruitment and selection outcomes.
	Diversity Action Plan Deliver improved recruitment and retention strategies in line with the OPG Workforce Strategy 2024-29.	Public Guardian, Deputy Public Guardians and all Directors	Enhance attraction and retention strategies to improve workforce diversity targets across OPG, aligning with government standards.	Ongoing	Increased representation of diversity within our workforce, reflective of our community and meeting the sector and DJAG's diversity targets.
	Regional Footprint Review service delivery capabilities to maximise opportunities in regional Queensland.	Deputy Public Guardian and all Directors	Optimise opportunities for place-based, regional and remote initiatives to enhance service delivery across Queensland.	Ongoing	Improved efficiency in the delivery of services
 Stronger Regional Connections	Enhancing Resolve capability Transition from the Child Sector Enhancement project to a Resolve upgrade project.	Deputy Public Guardian	Transition the Child Sector Enhancement project to a Resolve upgrade project to ensure we provide staff with a fit for purpose client management system.	June 2026	Improved efficiency in the delivery of services
 Innovative ways of working	Website Project Review OPG's website to improve accessibility and the user experience	Public Guardian, Deputy Public Guardian and Director Corporate Services	Refresh the website to enhance accessibility, usability, and user experience.	December 2025	Improved client and customer satisfaction.
	Education and Community Engagement Implement a refreshed community education and engagement plan	Deputy Public Guardian and all Directors	Deliver education and community engagement in new innovative ways. Develop tailored information sessions via webinar for selected stakeholder audiences. Improve accessibility to OPG resources and education.	Ongoing December 2025 December 2025	Improved client and customer satisfaction.
	Adaptable and responsive service delivery Use data driven insights for transformational outcomes.	Public Guardian, Deputy Public Guardians and all Directors	Develop Power BI data dashboards that empower managers to make data-driven decisions, foster collaboration, and improve operational efficiency Utilise quantitative and qualitative data to advocate for and actively influence ongoing reforms to ensure that the rights and interests of children, young people and adults are upheld.	December 2025 Ongoing	Improved efficiency in the delivery of services

Other things to consider:	Details
Monitoring of the DJAG Publication Scheme	Regular monitoring and timely review of information provided for the DJAG publication scheme by Corporate Services.
Divisional Risk Register	Quarterly review and update of the OPG 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.
6 monthly progress reviews of business plan	Our leaders will monitor business plan initiatives at six monthly meetings

