



Office of the
Public Guardian

**Business Plan
2014/2015**

Protecting your choices

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New products and services for 2014/15

Our plans for change, how we will implement these changes and how they fit into the Ministry of Justice strategic direction, are described in full detail further on in this business plan.

However, our plans are ambitious for the 2014/15 business year and our key deliverables are detailed below:

- a full version of the online lasting power of attorney (LPA) tool
- an assisted digital service to allow ease of access via our partners
- an extension of payment online including fee payments
- online technical guidance
- a new back office case management system
- updated and more user friendly LPA forms.

These deliverables will allow us to continue to improve the timeliness of registration of Power of Attorney applications and support our customers.

- a revised supervision delivery model, including a review and refresh of deputy guidance and support
- a digital tool for deputies and visitors
- development of an online tool to allow public search of the registers.

This will allow us to deliver a modernised service to our deputyship customers.

- an expanded customer satisfaction survey
- acting on the feedback we receive in a co-ordinated way.

This will ensure our services are driven by the needs of the customer.

A full list of our full business priorities, objectives and activities and the expected deliverable dates are detailed on pages 16-20.

Foreword

by Rt Hon Simon Hughes MP, Minister of State for Justice and Civil Liberties

It gives me great pleasure to present this business plan as the new minister responsible for the Office of the Public Guardian (OPG).

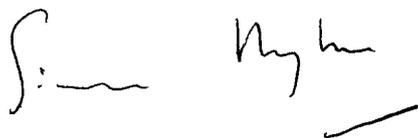
Lasting powers of attorney allow people to plan ahead for a time when they may lack mental capacity. This is becoming increasingly relevant as our society changes. Our population is ageing and we are seeing greater numbers of people living with dementia.

However, dealing with lasting powers of attorney is not all that the agency does. The OPG also protects those who have lost capacity by supervising deputies appointed by the Court of Protection, and by investigating both deputies and attorneys in cases of alleged abuse. The safeguarding of vulnerable people is a very important element of the government's role and OPG plays a crucial part.

Looking ahead, I also hope to see the OPG take on a bigger role in educating the public about the benefits of an LPA and helping people to plan ahead in this way.

OPG is currently working hard to be able to deal with rising demand and to offer people simpler and faster ways of accessing their services. I fully support these efforts, including the ambitious digital services.

I am confident that all this work will put OPG in an even stronger position to deal with what will be an ever-growing need for its services.



Rt Hon Simon Hughes MP
Minister of State for Justice and Civil Liberties



Foreword

by Alan Eccles, Chief Executive and Public Guardian



I am pleased to present the Office of the Public Guardian's (OPG) business plan for 2014/15.

Over the last twelve months the OPG has made significant strides along its transformation journey to deliver services that are faster, simpler and more efficient. As part of our drive to put the needs of our customers first we reduced statutory waiting and objection periods. We listened to views about how we could improve our services through a consultation entitled 'Transforming the Services of the OPG: enabling digital by default'.

We successfully launched the beta version of the digital online tool for lasting power of attorney (LPA) applications, for which the digital team were shortlisted for a Civil Service award. To improve our services we reviewed and updated our safeguarding guidance; and we took the significant step of commencing our pathfinder initiative in respect of our fundamental review of our supervision regime of deputies. Further, we have radically changed our processing of LPA applications to end-to-end case management, eliminating hand-offs and reducing the number of staff that may interact with a customer on a single case.

The business plan for 2014/15 contains further ambitious steps for the OPG to pursue, especially in line with our status as one of the 25 pan-government digital exemplars. Over the next 12 months we will be providing more digital tools for those who use our services extending them particularly into our work with deputies. We will be consolidating our digital LPA tool with the launch of a full version 1 and we will be working with partners to provide an assisted digital service.

Of most significance we will be developing and implementing a new case management system, which by the end of the business year will cover all aspects of our business. This will give us the resilience to deal with future workloads and also opportunities to further enhance customer service.

Throughout all this change we will continue to consult our users and work closely with stakeholders to continually improve service delivery.

I very much look forward to the opportunities that lie ahead of us in what will be a significant year for the OPG.

A handwritten signature in black ink, appearing to read 'A. Eccles'.

Alan Eccles
Chief Executive and Public Guardian

The Office of the Public Guardian's vision

To protect and empower people who may lack capacity and provide support to those who act on their behalf.

To promote future choice and planning in advance of a lack of capacity.

Who we are and what we do

The Public Guardian

The Public Guardian is appointed by the Lord Chancellor under Section 57 of the Mental Capacity Act (2005) (MCA). The Public Guardian is also Chief Executive and Principal Accounting Officer of the Office of the Public Guardian (OPG) and is personally responsible for the management and organisation of the OPG. Alan Eccles was appointed Public Guardian in April 2012.

The Office of the Public Guardian

The OPG was established in October 2007 and supports the Public Guardian in the delivery of his statutory functions under the MCA. Responsibilities extend throughout England and Wales (separate arrangements exist for Scotland and for Northern Ireland).

Status within the department

The OPG is an executive agency of the Ministry of Justice (MoJ). The Chief Executive is responsible to the Lord Chancellor and Secretary of State for Justice for the effective operation of the agency.

The government ministers responsible for the OPG are:

- The Right Honourable Chris Grayling MP, Lord Chancellor and Secretary of State for Justice; and
- The Right Honourable Simon Hughes MP, Minister of State for Justice and Civil Liberties

What does the OPG do?

The OPG enables the appointment of an attorney(s) to oversee the health and/or finances of an individual in the event that they lose capacity, and undertakes safeguarding functions in respect of people who lack the mental capacity to make certain decisions for themselves. Its statutory safeguarding functions are prescribed as the supervision of deputies appointed by the Court of Protection and the investigation of representations made about the decision making of registered attorneys and deputies.

The OPG carries out four core functions on behalf of the Public Guardian:

- **To register lasting (and older enduring¹) powers of attorney (LPA & EPA),** which allow people to choose who they want to make decisions on their behalf. EPAs relate to decisions regarding property and affairs only while LPAs can relate to property and financial affairs or health and welfare matters.

¹ The MCA2005 replaced EPAs with LPAs from October 2007. LPAs must be made prior to the loss of mental capacity, however EPAs must be submitted at or after the loss of mental capacity. Therefore, EPAs completed prior to October 2007 can still be currently submitted and subsequently registered.

- **To supervise deputies appointed by the Court of Protection** (A deputy is a decision maker appointed by the court to make decisions for a person who lacks capacity, normally where an attorney has not been appointed prior to capacity being lost).
- **To investigate concerns about the actions of registered attorneys or deputies.** Where the OPG has no jurisdiction to investigate it will normally signpost concerns to another appropriate authority, for example, the police or adult social services.
- **To maintain the registers of deputies, LPAs and EPAs.** These registers are available for searches by members of the public.

Funding arrangements

The OPG's financial objective, which has been agreed with the responsible minister and HM Treasury, is full cost recovery, excluding fee exemptions and remissions, over the four-year period from 2011/12 to 2014/15.

The OPG achieves this through charging fees for its services; such fees are prescribed by statutory instrument. The fees are derived from:

- power of attorney applications (LPA and EPA)
- deputyship set-up and annual supervision charges.

The fee for an LPA was reduced to £110 in October 2013. The OPG is committed to making LPAs and deputyships financially accessible and intends to review its fee structure during 2014/15 to introduce a revised fee regime from April 2015.

Location and staffing

The OPG is currently located across sites in London, Nottingham and Birmingham. The OPG has 756 staff in post (678.30 full-time equivalents).

The OPG Board and governance

The Office of the Public Guardian Board (the Board) consists of Executive and Non-Executive Board members. The Board plays a pivotal role in shaping the organisation, providing advice and direction as a catalyst for the delivery of high quality and cost effective services to its users. It provides strategic leadership on the broad direction for the agency. The Board will be proactive in supporting the delivery of the aims and objectives agreed within the Business Plan. The Board operates within the MoJ/OPG framework and its members take decisions collectively and not as representatives of any business area or interest.

The OPG Board² comprises of the following members:

Alan Eccles	- Public Guardian and Chief Executive (Chair)
Sarah Wood	- Non-Executive Board Director
Janet Grossman	- Non-Executive Board Director
Professor Anthony Schapira	- Non-Executive Board Director
John Hall	- Director Access to Justice, MoJ representative
Christopher Jones	- Head of Strategy and Business Development, OPG
Angela Johnson	- Head of Supervision, Practice and Compliance, OPG
Iain Dougall	- Head of Operations, OPG
Karen Morley	- Head of Corporate Services, OPG

OPG risk management

The OPG is committed to the principles and application of risk management as an integral part of the work of the organisation and as a central element of its corporate governance arrangements.

The OPG builds upon the established approaches to risk management across MoJ. The OPG does this through aligning its activities with the MoJ Risk Management Policy, and drawing upon central Government requirements and best practice, including HM Treasury's *Management of Risk – Principles and Concepts (Orange Book)*, and the Office of Government Commerce's guidance on *Management of Risk (MoR)*.

The organisation has in place a risk management framework to identify, monitor, manage and report the risks or threats to the achievement of its objectives. A process is also in place to enable escalation of risks to the MoJ Corporate Risk Register if risks breach the organisation's tolerance level. The MoJ is routinely provided with copies of the OPG Risk Register.

² See Annex 1.

High level statements

Our role

Promote the aims of the Mental Capacity Act (MCA), which include individual choice and minimal intervention

- Promote understanding of the MCA and compliance with the principles by encouraging informed decision making in the best interests of the person without capacity and promoting the LPA as a way of planning ahead.

Swift reaction when required to safeguard adults at risk

- Work with stakeholders/partners to minimise financial loss or abuse to adults at risk at the earliest opportunity.
- Undertake impartial, professional, timely and appropriate investigations into concerns about deputies/attorneys, and resolve concerns in a prompt and timely manner to ensure that best interests are restored and maintained.

Deliver a quality service

- Ensure customers know what they can expect from us and when.
- Make applications accessible and simple to complete and register LPAs effectively and efficiently.

Our principles

Focus on outcomes for customers through a capable, customer-focused workforce and by ensuring our services represent value for money

- Invest in learning and development and encourage sharing best practice to create a sustained, skilled, knowledgeable and flexible workforce and effective leaders.
- Consistently seek out, respond to and learn from customer feedback and research to drive service improvements.
- Provide services which are fit for purpose and delivered cost effectively. Ensure objectives and continuous improvement activity deliver improved customer service and operational efficiencies.

Ensure innovation is at the core of the OPG

- Provide integrated digital and IT processing of LPAs and supervision services.
- Promote digital services as the preferred method of LPA application whilst ensuring assisted digital services are available to those that need them.
- Continue to develop a continuous improvement culture to deliver services in more economic, effective and efficient ways by empowering staff to think creatively about better service delivery and better operating models.

Work closely with partners

- Work collaboratively and openly with other organisations who deliver or support the aims of the MCA.
- Work with commercial organisations to ensure customers can, with ease, use the powers given by virtue of powers of attorney (POA) or deputyship.
- Work and collaborate with partners who will help extend our customer demographic, awareness of services and assist us in delivering excellent customer service.

Our values

Treat people with dignity and respect by upholding the principles of the MCA

- Uphold and reinforce the principles of the MCA in everything we do.
- Respect customers by being mindful of the potentially sensitive situations they face, respecting their private affairs and protecting their confidentiality.
- Ensure correspondence to our customers is timely, relevant and accurate and where possible personalise our service.

Promote learning across the organisation

- Empower staff to constantly seek innovative new ways of working to improve services provided.
- Continually improve the leadership, management and organisation of staff and teams. Benchmark and validate our leadership and performance against suitable peers.
- Actively seek, respond and learn from feedback from all sources.

Keep the OPG open to all by making it transparent, accountable, accessible and inclusive

- Ensure the safe systems of control of departmental assets including people, premises, resources, IT and information. Ensure all OPG activities are available for independent views and scrutiny by non executive directors.
- Make our services available to all who need them and obtain a better understanding of their needs by working with a range of partners and stakeholders to reach our potential and existing customers.
- Promote equality of opportunity and a culture that values differences.

The strategic context

MoJ Transforming Justice

Transforming Justice captures the MoJ's most important change programmes. It is the route to delivering the department's vision: a justice system that is more effective, less costly and more responsive for the public.

Over the next few years MoJ plans to transform the department and the justice system. It is a bold agenda for reform, with increasing the responsibility and power of the citizen at its heart. This means making unprecedented changes to the look, shape and feel of the whole department to enable it to work differently and change how the public is served.

The OPG, as an integral part of the department, is committed to supporting the Transforming Justice agenda. Much of the OPG's work, continuing the digital and continuous improvement agendas, will deliver an organisation that works differently and changes how the public is served.

The Ministry of Justice Digital Strategy

The MoJ has a digital strategy, which aims to introduce digital services across the department, its agencies and public bodies. It focuses on transforming the services the department provides, the way the department works and the systems and processes that underpin its priorities. It enables services to be user-focused to support better outcomes. It allows the department to deliver solutions at pace that are simpler, easier to use and better value for both users and government. Delivering digital services that people prefer to use allows the department to dedicate alternatives like phone help lines to those who really need them, reducing demand on higher cost contacts.

Within MoJ there are four key 'exemplars', or model services, which will be redesigned by March 2015. Becoming an exemplar acts as an example to others in digitalising their services. OPG will lead on the delivery of applying for a lasting power of attorney, one of the key exemplars. However, the OPG has taken this further and has recently signed up to be an exemplar of digital delivery across the whole of the OPG.

Civil Service Reform Plan

The Civil Service Reform Plan sets out the government's vision for an exceptional civil service that will deliver the best for Britain.

Published in June 2012, the plan focuses on four main themes:

- better policy making
- more digital
- unified, open and accountable
- more skilled.

The OPG is clearly focused on these ambitions and our plans for 2014/15 are designed to enable us to deliver against these themes.

Dementia Challenge

In March 2012 the Prime Minister set out a national Dementia Challenge to society, the medical profession, business and government to deliver improvements in dementia care and research by 2015. This will be achieved by increasing awareness of dementia, providing quality care and driving forward research.

One in three people over 65 will develop dementia³. This campaign aims to raise awareness amongst the public by creating 'friends' that can recognise the signs of dementia and help those suffering with the condition. The Alzheimer's Society, supported by a grant from the Cabinet Office and the Department of Health, want to improve the lives of those living with dementia by creating one million dementia friends.

With the OPG at the forefront of mental capacity, we will continue to play our part in meeting the challenge. Encouraging people to think about how they might prepare for the potential loss of mental capacity in the future, and by making it easier to register an LPA, are both ways in which we can play a part.

Building on the work already delivered in 2013/14, volunteers within the OPG will help colleagues to understand a little more about what it is like to live with dementia and the small things that can make a difference to people with dementia living in their communities. We aim to have dementia awareness as an integral part of OPG culture.

³ Alzheimer's research UK-Defeating Dementia.

Setting the scene

Demand

Since its launch in 2007, the OPG has seen demand for its services grow year on year. The number of LPA applications grew by 20% from 2012/13 to 2013/14. In addition the number of investigations carried out by the OPG increased by 21% and the number of court appointed deputies that require supervision by the OPG has increased by 9% for the same period. These levels of increase continue a trend that is expected to be sustained throughout 2014/15 and beyond.

92% of our LPA customers are aged 65 and over. The potential for current and future demand for the OPG's services can be placed in context when compared to the UK's ageing demographic. The percentage of persons aged 65 and over increased from 15% in 1985 to 17% in 2010, an increase of 1.7 million people. By 2035 it is projected that those aged 65 and over will account for 23% of the total population⁴.

Change

In 2010, the OPG announced that it would be launching a programme of change that would fundamentally transform the organisation. This transformation would be a multi-year programme due to the large scope of the work and this continues to be the case throughout 2014/15 with regard to our processes and technology. This work forms part of Transforming Justice, the MoJ's wider programme of reform to the justice system.

This fundamental transformation includes a total review of the way the OPG works in supporting the Public Guardian in discharging his statutory duty to safeguard those who have lost capacity. As a result, a key part of the programme focuses on the supervision and support given to deputies appointed by the Court of Protection. This review was announced by our minister at the time, Helen Grant MP, in 2012.

A significant amount of work has already been undertaken to document a baseline and understand the needs of our deputyship customers. This has started to evolve into a redesign of the way we work and 2014/15 should ensure we deliver a more customer centric approach.

The way we process LPAs has also significantly changed in the last 12 months; a series of continuous improvement initiatives has resulted in a more customer focused service, greater employee accountability for individual LPAs and quicker registration. The ability to complete an LPA application online became available in July 2013 and this has been well received, with 38,000 customers having started or completed an online application. In the same time period 150,000 LPAs were received in total.

Estate

In 2012 a programme of relocation from an exclusively London-based site to Birmingham and Nottingham was completed. We continue to review our estate strategy. By the start of 2014/15 we will have consolidated our Birmingham office to

⁴ Office for National Statistics, National Records of Scotland, Northern Ireland Statistics and Research Agency.

a single site. We have confirmed our commitment to retaining an operating base in Nottingham until 2018 and future needs will be addressed in conjunction with the development of the target operating model.

Target operating model

During the 2014/15 business year our plans and activities will be aligned with our first ever target operating model.

The target operating model for 2014 is the first of a planned series of models documenting the OPG's aspiration for a future state. It describes a desired end state for the business in 2018 and it will help us anticipate the changes we will need to make to adapt to our environment and meet the changing demands of our stakeholders, customers, employees and government.

Our target operating model will enable us to focus on the operational processes that create value for our customers and help us to:

- decide what processes need to be changed and what to keep the same
- decide what and how to communicate to customers and stakeholders
- follow a roadmap – a means by which we can ensure that business planning takes into account our longer term aspirations.

The model will be iterative and will be reset at three year intervals with our 2018 version already under discussion.

Change 2014/15

Lasting Powers of Attorney

Our Digital LPA tool will be launched fully in early 2014 and we will continue to work on its development to further improve the customer experience using feedback from current users. To utilise the benefits of this tool we will analyse the results of our assisted digital service pilots to gauge the response and see what services are required in this area. Paper forms will continue to be available for those who wish to use them.

Review of supervision and development of digital tools for deputies

Following our supervision review we have commenced the first phase of our new ways of working. The aims of the first phase are:

- to improve how we ensure that proper safeguards are in place to protect people who lack capacity
- to ensure for those people who lack capacity that decisions are made in their best interests
- to ensure that supervision is proportionate.

We have started to tailor delivery of supervision to the needs of different types of deputies, focusing attention on those cases that require most support or where there are potential concerns, but also allowing deputies who are operating effectively to do their job with minimal intervention. We have introduced new case handling processes, to improve continuity of service and oversight of deputies.

We will continue with implementation of the supervision review and will be launching digital tools to support deputies in the fulfilment of their duties, as well as enhancing these services throughout 2014/15 in line with recognised customer needs.

Stage two of the supervision review will take forward a review of the Public Guardian's powers, identifying opportunities to strengthen these to improve safeguarding of adults at risk.

Further digital work

All our digital products will be supported by the ability to pay online and we will look to extend this to include any fee payment. The OPG is continuing to work towards launching a service to allow for online searches of the registers of LPAs, EPAs and deputyships.

We will also be looking to develop e-learning tools which will allow the public to learn about the OPG and the services we support and how these can be used to assist in planning for or managing incapacity.

Replacing our IT systems

In the first half of 2014 we will deploy our new back office operational system initially for the registering of LPAs and EPAs. We will be adding additional functionality in this area throughout the year.

In the second half, from September 2014, we will extend the system to the management of our supervision of deputies and compliance functions. The system will allow us to undertake changes to drive through efficiencies in our processing and the management of these processes.

We will also deploy a new document and data capture system to update our scanning hardware and replace our outdated data recognition software. This will allow us to process more applications by improving the quality of our automated data extraction.

The implementation of the technology changes during the year will be taken forward in a way that reduces the possible impact on performance. Any short term impact on performance due to the rollout will be compensated for by having systems that allow for the more efficient processing of OPG's work.

Continuous improvement

The Continuous Improvement Team was commissioned in January 2013 to deliver improved value for money to our customers and a better quality service. The OPG has delivered numerous process savings during this time and has embarked on a journey to build the capability of our employees in the use of continuous improvement tools and techniques. The continuous improvement work in the OPG is still very early in its journey and more work is needed to refine our processes to deliver the best value for our customers. Continuous improvement will be culturally embedded over the next few years to ensure the momentum remains and it drives quality improvements, cost savings and waste reduction.

The OPG is using customer feedback to drive customer-focused improvements and will continue to focus on this during 2014/15. The Continuous Improvement Team is building links with other government departments to facilitate the sharing of best practice and lessons learned.

Business priorities 2014/15

Our business priorities set out our two key drivers for 2014/15 that have been carried forward from the previous year. Our programme of change started in 2010 and is expected to continue into 2015. It is therefore appropriate that the objectives to deliver our priorities are carried forward from 2013/14.

The activities required to deliver the objectives have changed as our business has developed. These activities, together with the key deliverable dates are detailed below.

2014/15 priorities

- We will offer a high level of service to our customers
- We will continue the delivery of our programme of transformation

Priority 1: We will offer a high level of service to our customers

Objective 1: To deliver a swift and accurate service to all applicants seeking to register a power of attorney application.

Activities	Due date ⁵
Implement a new process to gauge and track the quality of the products we deliver	June 2014
Assess the merits of different customer contact methods and implement changes/new ways of working where appropriate	June 2014
Assess the benefits and implement (if appropriate) different operating hours for the business	September 2014
Implement a continually updated, online technical guidance database to enable faster case resolution	September 2014
Develop new models of customer guidance and support to enable caseworkers to produce the LPA that each customer wants	December 2014
Maintain a programme of continuous improvement to ensure end-to-end casework is fully customer based	March 2015
Use customer feedback to build on and improve the service offered to customers in relation to the digital LPA tool	March 2015

Objective 2: To supervise and support deputies make sure they act in accordance with the MCA.

Activities	Due date
Fully implement stage 1 of the supervision review, completing transition into teams delivering supervision by deputy type and implementing the new delivery model of supervision	December 2014
Introduce new deputy report forms and a revised reporting strategy	December 2014
Review and refresh the suite of deputy information, guidance and support	March 2015
Improve the composition, recruitment and management of the deputy panel	March 2015

⁵ Due dates - the end of the quarter in which the activity is projected to be delivered by.

Objective 3: To take prompt and effective action where concerns are raised about the actions of attorneys or deputies.

Activities	Due date
Integrate the supervision and investigation of deputies, to improve end-to-end response times	December 2014
Take forward a review of the Public Guardian's powers, identifying opportunities to improve the response to safeguarding concerns	March 2015
Improve the national profile of the Public Guardian in safeguarding adults at risk	March 2015
Devise and implement a 'fast track' investigation process in non-complex cases	March 2015

Objective 4: To deliver our operational and business change priorities efficiently, economically and effectively, in accordance with statutory requirements and stated principles of governance.

Activities	Due date
Agree revised fee strategies, including updating policies for granting fee exemption and remission, taking account of potential legislative changes to ensure equity for all customers	December 2014
Monitor and log benefits realised from continuous and digital improvements to evidence value for money to our fee payers	March 2015
Maintain robust mechanisms to identify and manage risks to delivery of stated objectives	March 2015
Support development of business cases ensuring value for money is clearly stated and measurable	March 2015
Develop improved demand forecast models to better support delivery of services to an increased customer base	March 2015

Priority 2: We will continue the delivery of our programme of transformation

Objective 5: To continue to improve the way we work and the way we deliver services.

Activities	Due date
Launch the new back office system in relation to LPAs	June 2014
Launch a digital tool for deputies and visitors	June 2014
Develop the OPG as an exemplar of a fully digital agency – via the production of an agency wide digital strategy	June 2014
Launch the new back office system in relation to supervision and investigation of deputies	September 2014
Work further towards launching a tool to search the electronic register	September 2014

Activities	Due date
Conclude the fundamental review of supervision and implement appropriate outcomes	December 2014
To work with MoJ and others to take forward (where appropriate) the recommendations of the House of Lords Ad Hoc Committee on the Mental Capacity Act 2005	December 2014
Implement the use of the Tell Us Once service to streamline customer's interaction with government departments	March 2015
Continue to embed continuous improvement in all parts of OPG	March 2015

Objective 6: To further understand our customers and develop ways of measuring how well we are meeting their needs.

Activities	Due date
Develop an assisted digital proposition to support deputy online tools and online register searches	September 2014
Develop and launch a full assisted digital offering to support the digital online LPA tool	September 2014
Establish mechanisms for capturing feedback on assisted digital partners	September 2014
Implement a research commissioning process	September 2014
Introduce quarterly customer satisfaction reports using intelligence across the business	March 2015
Ensure there are mechanisms in place for capturing all customer feedback within the OPG and that it is acted on to improve services	March 2015

Objective 7: To make sure that our workforce is developed and engaged in a way which allows us to deliver our business more effectively and efficiently.

Activities	Due date
Develop a recruitment plan that allows us to ensure we can secure the right people at the right time	June 2014
Implement the recommendations from the sick absence working group in order to lower the average sick absence numbers	June 2014
Explore and implement ways to make better use of our existing workforce; for example, a managed moves process.	June 2014
Digitalise the learning and development tools to support the wider move to digitalisation	September 2014

Activities	Due date
Design a method to measure our leadership capability, baseline and monitor the results	September 2014
Continue to implement Succession, Capability, Talent and Vacancy management plans in partnership with the HR Business Partner	March 2015
Implement a strategy to develop our capability including a leadership development programme	March 2015

Objective 8: To work with partner organisations to improve the outcomes for customers.

Activities	Due date
Deliver the necessary partnerships to ensure those unable to access digital services are not excluded should they wish to use them	June 2014
Develop a suite of digital tools by way of guidance and information for partner organisations	June 2014
Identify potential new partners that could support the OPG in expanding the traditional LPA demographic and ensuring our services are available to all who wish to use it	June 2014
Continue to support the Prime Minister's "Dementia Challenge" initiative	September 2014
Explore opportunities for the loan or secondment of staff to and from the OPG and other organisations beyond MoJ	December 2014
Continue the work with the legal sector and others, who support our customers, to promote the use of existing and new digital services	December 2014
Form mutually beneficial and closer relationships with the financial sector in order to provide a better experience for our customers in using their LPA or deputyship order	March 2015

Objective 9: To work to raise awareness and promote public understanding and take up of LPAs.

Activities	Due date
Take advantage of any suitable media opportunities during the year, such as Money Box Live and features in specialist press	March 15
Publish Ipsos MORI survey findings to highlight the myths and assumptions regarding LPAs and promote planning ahead	April 14
Run a specific LPA awareness raising campaign	March 15

Activities	Due date
Work with organisations to raise awareness of and understanding of LPAs where appropriate with their users via their websites and other appropriate means	March 15
Attend appropriate conferences/events and seek speaking opportunities to increase understanding and awareness of LPAs	March 15
Use the opportunity offered by the ad hoc House of Lords Select Committee on the Mental Capacity Act to work with others to raise the awareness of LPAs	March 15
Continue to work in conjunction with organisations such as the British Bankers Association and other financial institutions to raise awareness of LPAs and improve customer experience	March 15

Projected workloads and performance indicators

The table below sets out the OPG's anticipated workload for 2014/15. It identifies the service inputs and our key performance areas. The impact indicators demonstrate the impact of the OPG's performance.

In addition we will report against customer service and financial indicators. These are displayed in table 2.

Key Performance Areas	Workload Forecast	Fee	Input Indicators	Impact Indicators
Applications to register LPAs and EPAs				
Lasting Powers of Attorney and Enduring Powers of Attorney	330,000	£110	Staff deployed Accommodation utilised	Average time taken to register and dispatch LPAs/ EPAs.
Supervising Deputies				
New deputyship appointments	14,250	£100	Staff deployed	Percentage of deputies receiving a first contact supportive call within 35 days. Average time taken to obtain and review annual reports. Percentage of professional/local authority deputies reviewed.
Visits undertaken	9,000	Type 1, 2, 2a: £320	Accommodation utilised	
Supervision of deputies (Caseload as at 31 March 2015)	55,000	Type 3: £35		
Investigations				
Safeguarding referrals	2,400	Not charged directly (funded proportionately from service fees)	Staff deployed Accommodation utilised	Percentage of safeguarding concerns assessed for urgency within 2 days.
Investigations	700			Average time taken to conclude investigations. Average time taken to conclude recommendations on investigations.

Customer Service Indicators	
Customer Contact Centre	Average time taken to answer calls to the customer contact centre.
Complaints	Percentage of complaints which receive a substantial response within 10 days of receipt (excludes holding responses). Number of complaints.
Customer satisfaction	Percentage of customers satisfied with the OPG's services.
Corporate and Financial Indicators	
Cost recovery	Percentage of costs recovered (across the spending review period).
Unit cost	Average cost per unit of work.

OPG budget/projected spend

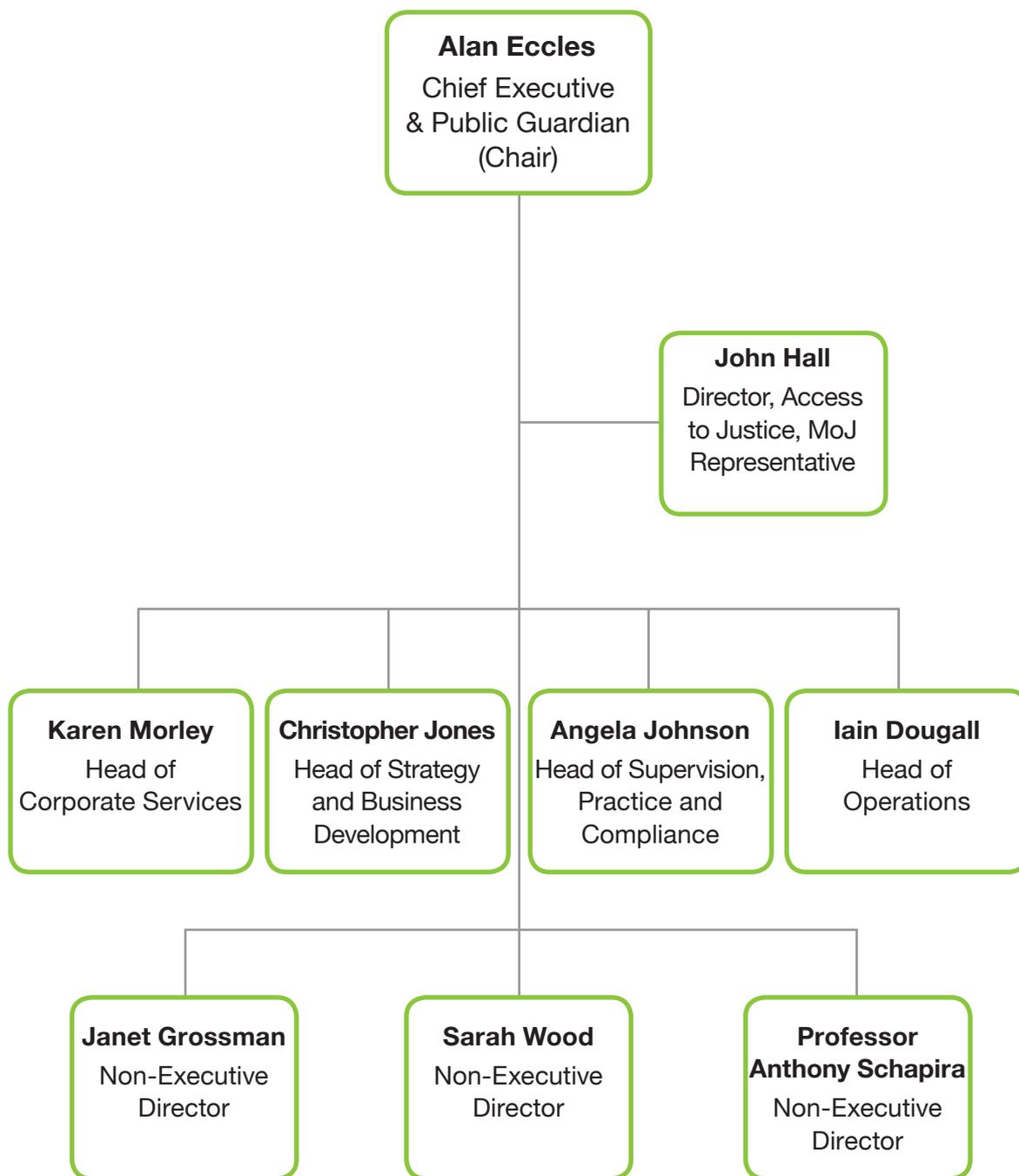
Our aim is to operate within our allocated budget, meeting all expenditure from income generated with the exception of costs of fee exemptions and remissions.

The table below shows our projected income and expenditure for the financial year 2014/15, as delegated from MoJ.

This table is for indicative purposes only.

OPG Income and Expenditure	
Resources	2014/15
<i>Category</i>	<i>£'000's</i>
Gross expenditure	
Staff costs	22,500
Non staff costs	11,416
Non cash charges	2,749
Total Expenditure	36,665
Less	
Income from fees	43,065
Net expenditure	-6,400

Annex 1: OPG Board structure



Annex 2: Fee rates

EPA and LPA fees as from 1 October 2013

Fee	Amount
Lasting Power of Attorney (LPA) application to register	£110
Enduring Power of Attorney (EPA) application to register	£110
LPA repeat application to register	£55
Office copy of an LPA	£35
Office copy of an EPA	£25

All fees are payable upon application and are not refundable (even if the Power of Attorney is not subsequently registered).

A separate fee is payable for applications to register Property and Financial Affairs, and Health and Welfare LPAs.

Application to register fees are payable from the donor's (the person making the power of attorney) estate/funds.

Office copy fees are payable by the person requesting the document. There is no remission or exemption.

Deputyship fees as from 1 October 2011

Fee	Amount
Deputyship assessment fee	£100
Supervision fee	£320
Minimal supervision fee	£35

All deputyship fees are payable from the client's (i.e., the person for whom the deputy is appointed) estate/funds.

The deputy assessment fee is due when the OPG has received the order appointing someone as deputy from the court and has carried out a case assessment to determine the appropriate supervision level.

The annual supervision and minimal supervision fees are payable annually in March.

The fees are paid in arrears and will be calculated on a pro-rata basis if there are any changes within the year.

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