

About the Public Trustee of Queensland

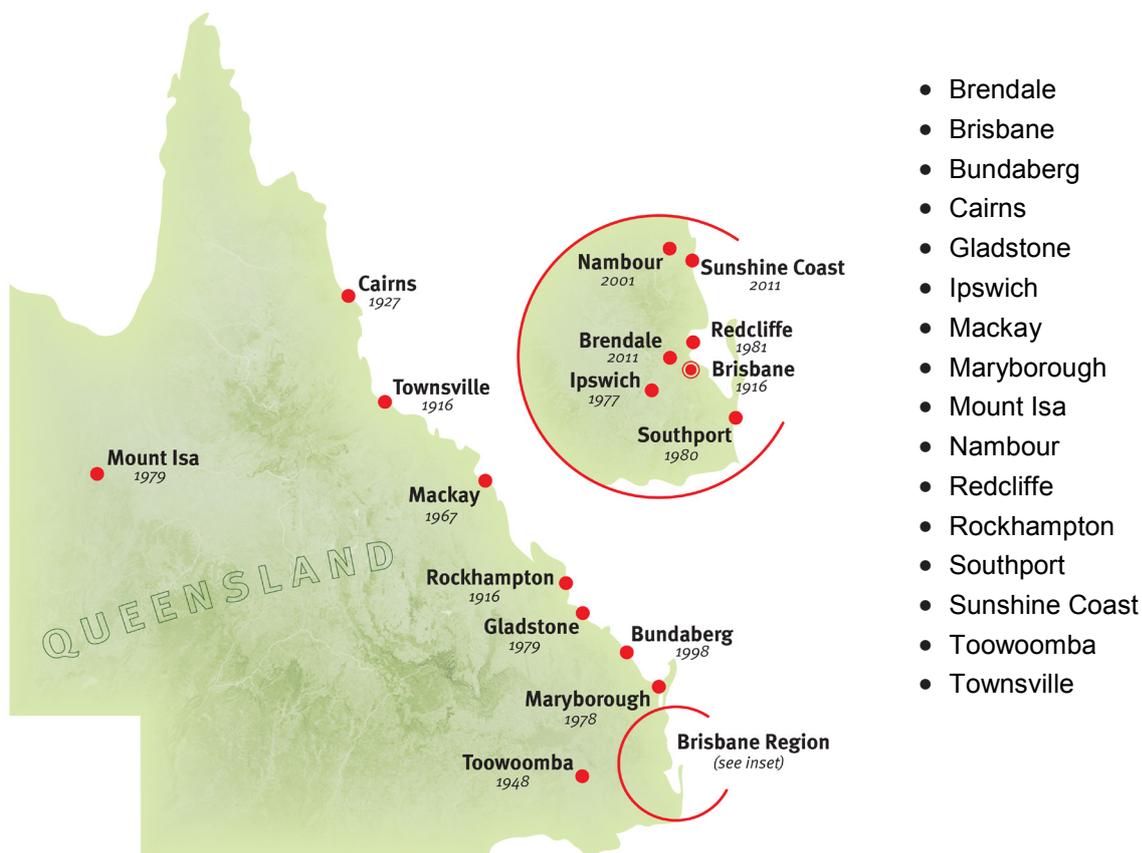
The Public Trustee has been serving Queenslanders since 1916 and is governed by the *Public Trustee Act 1978*. The Public Trustee is self-funding and receives no financial assistance from the Queensland Government. Operating as a corporation sole, we provide financial, trustee and legal services to the people of Queensland.

In providing our services we aim to ensure:

- prudent management of the financial assets of members of the community
- an orderly succession of property between generations with minimum recourse to the court system, and
- assistance to the Queensland community by making Wills free of charge and Enduring Powers of Attorney documents at an affordable cost.

Our locations

We provide our services through a network of 16 regional offices in the following locations, including our head office at 444 Queen Street, Brisbane:



We also provide services outside of the above locations which are supported by the Queensland Government Agent Program (QGAP) and the local court networks.

For contact details of our office locations and where our services are provided outside of our regional office locations, please refer to page 40. Alternatively, you can also visit our website at www.pt.qld.gov.au.

Our vision



To be Queensland's best provider of trustee and administration services.

Our purpose

To provide professional and accessible services in:



Administration of deceased estates



Trusts



Will making



Financial management for those with impaired capacity for decision-making



Facilitating philanthropy

In addition to our core services, we also provide the following services:

- Unclaimed Moneys administration for the State of Queensland
- managing the estates of prisoners under Part 7 of the *Public Trustee Act 1978*
- special functions of a public nature. A complete list of the applicable legislation is on page 37.

Our values

We align to the values of the Queensland Public Service:

- Clients first
- Ideas into action
- Unleash potential
- Be courageous
- Empower people

Pages 29–30 of this report highlight how the Public Trustee is implementing and embedding these organisational values into all areas of our operations.

Our achievements

Our key achievements during 2015–16 included:

- provision of a range of Community Service Obligations at \$31.3 M at no cost to Government including:
 - fees rebated for some clients with limited assets
 - making 25,448 free Wills and 2,746 Enduring Powers of Attorney
 - public education in areas such as Wills and Enduring Powers of Attorney with an emphasis on planning for life
 - providing funds to a range of community services such as the Office of the Public Guardian and funding of the Civil Law Legal Aid Scheme administered by Legal Aid Queensland
- providing financial management for 8,919 clients and acting as financial attorney for 243 clients
- managing 4,687 trusts
- managing client assets totalling \$2.3 B
- continued enhancements to frontline service delivery through the:
 - delivery of structured level one and two technical training for trust officers as part of a comprehensive training framework to increase the technical skills of trust officers leading to improved client service
 - planning a structured level three technical training for trust officers for implementation in 2016–17
 - implementation of recommendations from the deceased estate end to end review to improve service delivery to clients
 - preparation for the end to end review of the financial management activities to identify opportunities for improvement
- annual client satisfaction surveys demonstrate we exceeded in the provision of services for:
 - deceased estate administration
 - Will making services
 - financial management for clients with impaired financial decision-making capacity

(results are available on page 12)

- continuing review of the governance arrangements of large charitable trusts to meet changes in the regulatory regime
- creation of a testamentary trust Client Service Centre (CSC) to improve service to clients
- ongoing review of service delivery models and locations to better meet growing and changing demographic needs of Queenslanders
- providing ongoing sponsorship to the Department of Communities, Child Safety and Disability Services' *No excuse for elder abuse* campaign
- providing funds to the Department of Communities, Child Safety and Disability Services to fund projects to meet the need for education on elder abuse for culturally and linguistically diverse communities
- implementation of improvements to the practices of the Office of the Official Solicitor to increase efficiencies and improve service to clients
- participation in inter-jurisdictional conferences and maintaining key relationships with other Australian Public Trustees
- participation with other human rights agencies to ensure clients of the Public Trustee are engaged with the National Disability Insurance Scheme
- enhancement of the Client Investment Strategy by way of automation, enabling greater efficiencies for trust officers, through workflow processes, resulting in improved service to clients

- independent review of the Investment Strategy for clients with consideration of the low interest rate environment and current financial markets
- review of the Public Trustee Investment Funds (PTIF), with the PTIF Growth Trust being determined to be the primary investment vehicle for clients' growth requirements, and the three remaining PTIFs being closed and transitioned to the Growth Trust where appropriate
- improving our Information Technology (IT) service delivery capability relating to service operations
- enhancing our IT security and technology health for core information systems
- developing the *Leadership and Management Development program* for approximately 100 managers and supervisors to be delivered in collaboration with Queensland University of Technology (QUT) from early 2017
- delivering writing skills training to 350 employees during August to December 2015
- delivering a Wills and Enduring Power of Attorney Accreditation program to 55 trust officers
- continuing the Queensland Public Service values implementation
- introducing and launching the Domestic and Family Violence Policy – Supporting Employees
- launching the e-learning program *Recognise, Respond, Refer: Domestic Violence and the Workplace* to complement the Domestic and Family Violence Policy – Supporting Employees.

Our strategic direction

Our strategic direction during 2015–16 is documented in the Public Trustee of Queensland Strategic Plan 2012–2016 (strategic plan). This was updated and approved in June 2015 by the Acting Public Trustee of Queensland and is available on our website. The strategic plan was effective from 1 July 2015 to 30 June 2016 and set the parameters for our strategic direction to staff, clients and other stakeholders. We have developed a new Strategic Plan 2016–2020, effective from 1 July 2016.

Our strategic plan 2012–2016 outlined how we contribute to the achievement of the whole of government objectives for the community, priorities and strategies. It also included performance indicators determining how our objectives will be measured.

The Queensland Government's objectives for the community are:

1. Creating jobs and a diverse economy
2. Delivering quality frontline services
3. Protecting the environment
4. Building safe, caring and connected communities.

The Public Trustee contributes to the Queensland Government's objectives in the following way:

Our clients

Meet the needs of clients in an ethical, professional and responsive way

- continue to maintain our focus on frontline service delivery for our core purpose
- integrate demographic analysis into future service delivery planning and implementation
- provide professional and accessible services
- plan our business model to meet growing demand for frontline services
- establish more effective and efficient delivery of resources to meet increasing stakeholder demand.

Our services

Develop innovative services in a client responsive manner

- continue to meet the growing demand for the delivery of services that assist the community
- drive efficiencies to reduce the costs associated with special purpose functions and Unclaimed Money
- ensure that investment strategies are prudent, competitive and ethical.

Our business

Maintain a viable business model and develop our internal operations to fund a broad range of services at no cost to government

- review the future capacity of organisation resources to assist all Queenslanders
- develop opportunities to grow our business in areas that complement our core services
- manage the business model through an efficient use of resources
- investigate opportunities within existing business practices to support the continued viability of the organisation
- raise the public image and profile of the organisation through sustained community engagement
- promote openness and transparency in our decision-making.

Our people

Develop and maintain an engaged workforce

- attract and retain key personnel in a competitive labour market
- enhance the skill of our people to promote higher levels of customer service and productivity
- create opportunities for professional development within the organisation
- develop knowledge pathways to support future advancement of staff within the organisation
- promote a healthy workforce and maintain a safe work environment.

These strategies are necessary to maintain our frontline service delivery commitment to the people of Queensland and support our initiatives that contribute to the Queensland Government's objectives for the community.

Our future priorities

To support our strategies, a number of key priorities for 2016–17 have been identified including:

- providing ongoing financial management for Queenslanders with impaired financial decision-making capacity
- continued provision of a range of Community Service Obligations at no cost to the Queensland Government
- investment in the enhancement of technology and continual review of service delivery models and locations to better meet growing and changing demographic needs of Queenslanders
- investment in upgrading facilities at regional offices to better service clients
- enhancement of frontline service delivery in response to client satisfaction survey outcomes
- undertaking an end to end review of financial management activities to identify opportunities for improvement
- providing services to the philanthropic sector.

Our key challenges

In 2016–17, we will continue to deliver effective and efficient frontline service delivery by ensuring our business model is capable of meeting the increasing demand for our core services.

The expected increase in demand for services is a result of the effect of the ‘Baby Boomer’ generation reaching retirement age. This generation controls much larger and more complex asset structures than any previous generation and will live longer. There may also be an increase in demand for services as a result of the effect of the implementation of the National Disability Insurance Scheme. These factors will continue to drive an increase in clients requiring assistance in managing their financial matters and the administration of deceased estates.

The key challenges to achieving our core commitments are:

- improving efficiency and effectiveness of frontline service delivery to meet increasing client expectations
- increasing demand for services that attract a Community Service Obligation
- growing reliance on our services to meet demand resulting from the changing socio-economic demographics
- assessing the impact of the National Disability Insurance Scheme on clients
- refining our business model to meet increasing complexity associated with client needs
- maintaining community confidence in the quality and value of the services we provide.

Our 2016–17 budget highlights

We are committed to meeting the Queensland Government's objectives to provide quality and efficient services to our clients. We continue to redevelop regional offices to improve efficiency of frontline service delivery and accessibility to all clients, as well as continuing to maintain appropriate workplace health and safety standards for clients and staff.

During 2016–17 capital expenditure is estimated to be \$18.8 M which includes:

