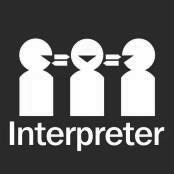
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The Public Trustee is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding this annual report, you can contact us on 1300 360 044 and we will arrange an interpreter to effectively communicate the report to you.



An electronic copy of The Public Trustee of Queensland Annual Report 2020–21 is available online at [www.pt.qld.gov.au.](http://www.pt.qld.gov.au/) You can also contact us to request a copy by calling 1300 360 044 or emailing [governance@pt.qld.gov.au](mailto:governance@pt.qld.gov.au)

A number of annual reporting requirements are also addressed through publication of information on the Queensland Open Data website at [https://www.data.qld.gov.au/.](https://www.data.qld.gov.au/)

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Content from this annual report should be attributed as**:** The Public Trustee of Queensland annual report 2020–21.

Our acknowledgment

We acknowledge the Australian Aboriginal peoples and Torres Strait Islander peoples of this nation, the traditional custodians of these lands. We pay our respects to their ancestors, our First Nations peoples, their spirits, and their legacy which give strength, inspiration and courage to current and future generations, both Indigenous and non-Indigenous, towards creating a better Queensland.

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31 August 2021

The Honourable Shannon Fentiman MP

Attorney-General and Minister for Justice,

Minister for Women and Minister for the Prevention of Domestic and Family Violence

GPO Box 149

Brisbane QLD 4001 Dear Attorney-General

I am pleased to submit for presentation to the Parliament the Annual Report 2020-2021 and financial statements for the Public Trustee.

I certify that this Annual Report complies with:

* the prescribed requirements of the *Financial Accountability Act 2009* and the

*Financial and Performance Management Standard 2019*, and

* the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements is provided at page 113 of this annual report.

Yours sincerely

Samay Zhouand

Public Trustee of Queensland and CEO

**Message from the CEO**

It is my pleasure to present the Public Trustee Annual Report 2020-2021.

We have produced this Annual Report in accordance with the *Financial Accountability Act 2009*, providing information about our financial and corporate performance for 2020-21.

This report demonstrates our commitment to our vision to provide security and peace of mind for Queenslanders. It also outlines our contribution to the Government’s objective to back our frontline services, including our role in Queensland’s guardianship system.

Our activities in 2020-21 – detailed in this report - were firmly focused on our Customers First Agenda, innovating in how we support and communicate to our customers and ensuring our stakeholders are informed and involved. Our continued transformation to a customer-centric culture was driven by our Customers First Agenda and our Social Responsibility Charter.

We have appreciated the input and support we received from our strategic partners, including the Public Advocate, as we continue to transform the way we operate. Their advice has been helpful in identifying areas where we can improve our service delivery and our implementation of a range of initiatives, including a comprehensive review of fees and charges.

In 2020-21, our achievements have included:

* Our five-year Strategic Plan 2020 – 2024 was launched in July 2020, outlining our strategic challenges and key opportunities, along with our Social Responsibility Charter and commitment to upholding human rights in our decisions and actions.
* Our Customers First Strategy 2021-2026, released in February 2021, set out our commitment to tangible actions and deliverables to advance the Customers First Agenda over the next 5 years.
* Our first Social Impact Report was delivered in February 2021, measuring our ongoing impact and positive changes achieved for Queenslanders.
* Development of an Easy English package, which focuses on communication that uses everyday words, simple sentences and supporting images, improving the way we engage with our customers and how we provide important information to customers and understand their needs.
* Introduction of a National Redress Scheme Unit to support customers who have experienced institutional child sexual abuse to make a claim through the National Redress Scheme.
* New products for financial management customers including the “tap and go” card and a redesign of financial plans and statements to make them clearer and easier to understand.
* Supporting financial management customers through the Public Trustee’s Financial Independence Pathway program to regain control of their finances, with eight individuals achieving independence in 2021.
* Adoption of a Structured Decision-Making Framework, as part of changes to the *Guardianship and Administration and Other Legislation Amendment Act 2019*, which places customers at the heart of decisions that will impact them and their support network.
* Implementing and embedding a Public Trustee Integrity Framework based on honesty, objectivity, ethics and accountability.
* Partnering with the Queensland Law Society in September 2020 to deliver a fully digital campaign, as a response to COVID-19, for Wills Week to raise awareness and community education about will-making and advance life planning.
* Enhancing our complaints management framework to ensure our processes are fair and responsive to the needs of our customers.

In the past 12 months, we have renewed and re-strengthened our focus on service delivery, educating our communities about advance life planning, and protecting older Queenslanders from elder abuse. I am proud of the hard work of our team of Public Trustee employees serving Queenslanders across our 15 regions, in a year when the pandemic continued to make its mark and required us to be ever more agile in how we delivered services.

Samay Zhouand

Public Trustee of Queensland and Chief Executive Officer (CEO)

# Who we are and what we do

The Public Trustee has been serving Queenslanders since 1916 and is governed by the *Public Trustee Act 1978*.

The Public Trustee is self-funded and operates as a corporation sole, delivering professional and accessible financial, trustee and legal services to the people of Queensland.

**Our vision is to provide security and peace of mind for Queenslanders.**

**Our purpose is to enhance and protect the rights, dignity and interests of our customers and the community.**

**We provide professional and accessible:**

* estate administration services: we provide executorial services when acting as executor or administrator of a deceased estate
* financial administration and financial attorney services for those with impaired capacity for financial decision-making: we assist customers with their financial needs, including budgeting and financial planning
* legal services: The Official Solicitor delivers legal services to the Public Trustee and its customers, and to the Queensland Government
* trusts administration: we provide trustee services for a range of trusts including testamentary trusts and family trusts
* tax and investment services: we provide advice, investment solutions and the provision of taxation services to the Public Trustee and its customers to ensure the prudential management of funds
* life-planning services: making Wills and Enduring Power of Attorney documents
* safe and secure storage of Wills and other life-planning documents
* real estate services: we are a fully licensed real estate agency with licensed professional staff, including auctioneers and an extensive buyer and seller network throughout Queensland. We also facilitate the sale of our customers’ vehicles, goods and chattels
* trusteeship of charitable trusts including the promotion and facilitation of strategic financial welfare to identified and targeted philanthropic beneficiaries.

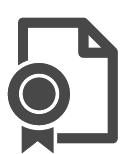
We also:

* administer unclaimed moneys for the State of Queensland: we hold unclaimed money for Queenslanders who have lost touch with the organisation that owes them the money
* manage the estates of prisoners under Part 7 of the *Public Trustee Act 1978*
* carry out special functions of a public nature under Part 5 of the *Public Trustee Act 1978*
* act as an approved examiner of the accounts of private financial administrators and report to the Queensland Civil and Administrative Tribunal (QCAT)
* act as a nominated person for financial matters under an Enduring Power of Attorney
* promote and support community education on a range of issues such as elder abuse, and the importance of making a Will and an Enduring Power of Attorney.

Our locations

Our services are delivered through a network of regional offices, including our head office in Brisbane. We also provide services outside of our offices through the Queensland Government Agent Program and the local court networks. For further information on the location of our offices or outreach locations please visit our website at [www.pt.qld.gov.au.](https://www.pt.qld.gov.au/)

**Achievements for 2020–21**



The Strategic Plan 2020-24 sets out our strategic direction for our staff, customers and stakeholders. It also outlines how we will contribute to the achievement of the Queensland Government’s objectives for the community, our priorities and our strategies.

2020–21 Service delivery highlights:

* 10,394 financial management customers[[1]](#footnote-2)
* 17,252 Wills made at no cost to Queenslanders
* 1,018 Enduring Power of Attorney (EPA) documents made
* 4,185 trusts administered
* 1,920 new deceased estates accepted for administration
* Over 107,000 calls answered by the Welcome Desk
* $2.98B total assets under management
* Processed 4,723 claims and paid out $3.8M in Unclaimed Money
* Over 1.15M Wills stored in our Wills bunker
* $40.7M applied in Community Service Obligations, including $32.0M in fees rebated for customers with limited assets

**Achievements towards our objectives in our Strategic Plan 2020-24:**



The Public Trustee initially implemented our **Customers First Agenda** in 2019 to ensure that our customers were at the focus of all our processes and decisions. Through this Agenda, we set an expectation for ourselves and explored how we would continue to learn and improve as an organisation, to ensure that our actions were aligned to customer support and access and reflected the core values of the Public Trustee. As an organisation, we will continue to challenge expectations and focus on customer needs, wants and requirements.

Following the completion of Phase 1 of the Customers First Agenda, to further support this, in February 2021 we launched a **Customers First Strategy**, and identified opportunities to drive innovation and excellence across the sector to become a leading authority in customer-centric design, process and outcomes.

The Customers First Strategy aligns with our **Strategic Plan 2020 – 2024,** which defines our vision, purpose and **Social Responsibility Charter**. It expands on our commitment to our customers and the Queensland community to provide responsible, transparent and ethical services, as we endeavour to fully understand our customers’ needs to provide excellence in service delivery.

The actions defined within the Customers First Strategy are categorised to six key focus areas:

1. Enhancing our customer experience: ensuring that our services, systems and practices are based on and built for our customers.
2. Empowering our people: encouraging and building on the qualities that our staff already have and providing more targeted training to continue to raise the bar in customer service.
3. Engaging with the community: leveraging our customer and community engagement systems and processes, to improve the lives of Queenslanders.
4. Building a sustainable and efficient organisation: embracing sustainability across all aspects of our organisation, including economic, environmental and strategic sustainability.
5. Being a sector leader: continuing to build a modern, professional and customer-focused organisation that strives to be a leader in financial management, estate and trustee services.
6. Strengthening our governance: embodying integrity and accountability beyond the responsibilities expected of us and ensuring that exemplary governance is applied through our policies, practices, conduct, decisions, culture and structure.

The Public Trustee has progressed a range of Customers First initiatives in 2020-21 including:

* **Financial Independence Pathway** – The Public Trustee introduced a Financial Independence Pathway to support financial management customers in building practical skills to take on greater management of their finances. Participating customers are supported by their trust officer to gradually take on greater personal management of their finances over a 12-month period. Participants are also referred to a funded financial literacy and resilience provider to develop practical money management skills.

56 customers are currently undertaking the Pathway. To date, the Pathway has assisted eight customers to resume management of their finances through QCAT, and reduced the Public Trustee’s involvement under a limited order for a further customer.

* **Easy English Resources** – A range of easy English resources explaining the Public Trustee’s services and complaint process to financial management customers are now available on the Public Trustee’s website, including two animated videos. In addition, 16 communication letter templates used by frontline staff have been re-developed by a specialist Technical Writer using easy English principles.
* **Budget redesign** – The launch of a “new look” budget for financial management customers in June 2021 assists these customers to be informed about their money. The new budget, which is the product of a 12-month co-design and improvement project, presents information in an easy-to-read format in line with accessibility standards. The new budget was co-designed with customers and staff and involved extensive usability testing of prototypes with customers.
* **Nominated person service –** Following the introduction of new EPA forms made under the *Powers of Attorney Act 1998*, the Public Trustee has made available a new service to act as customers’ nominated person for financial matters under an EPA. Customers making an EPA can appoint “nominated persons” to receive information from their attorney about their personal or financial matters.

Whether making an EPA themselves or through the Public Trustee, customers can request the Public Trustee to act as their nominated person for financial matters.

As a nominated person, the Public Trustee may review the financial documents supplied by the attorney and form a view on whether the attorney has acted in accordance with the EPA and the *Powers of Attorney Act 1998*. If necessary, the Public Trustee may refer matters to the Office of the Public Guardian for further investigation.

* **Safe Workplaces workshops –** 283 frontline staff have participated in workshops to increase their debriefing skills after critical incidents. These workshops are part of the Public Trustee’s Safe Workplaces program, which includes activities such as a pilot for facilitated onsite debrief sessions and workshops focused on managing customer aggression.

During May and June this year, one-hour face to face Support and Debrief workshops were delivered to Customer Experience and Delivery staff across the state by an external provider. Further workshops focused on responding to challenging customer behaviours also commenced.

* **National Redress Scheme Unit –** The Public Trustee’s National Redress Scheme Unit provides assistance to customers to make a claim through the Commonwealth Government National Redress Scheme relating to institutional child sexual abuse. The team plays a pivotal role in building customer awareness of the scheme and helping customers navigate the application process.

To date, the Unit has contacted 80% of financial management customers (approximately 9,000 persons) to promote awareness of the Scheme and of support services such as Knowmore legal assistance. This has resulted in the Unit being able to assist approximately 480 customers with referrals to Knowmore, so that they may receive further support in making an application.

The Unit is currently assisting a further 38 customers considering applications and continuing to build awareness of the scheme with further financial management customers.

* **Implementation of the Structured Decision-Making Framework** - a seven-step process designed to support Public Trust officers in decision-making in accordance with the Public Trustee’s obligations under the *Guardianship and Administration Act 2000*, and considering the views, wishes, preferences and human rights of customers.
* **Enhancements to Will services –** in response to COVID-19, to provide safer options for customers and our staff, the Public Trustee introduced telephone Will appointments in early 2020. These have continued to be a popular option for customers with 40% of Will-making services delivered this way in the past year. Customers may also now book their Will appointments online through the Public Trustee website, at a date and time that is convenient for them.

**Leadership**

Wehave

* Continued a range of initiatives to communicate important, new and emerging issues to staff such as regular email communications (CEO Updates and Weekly Wraps), Shopfronts and e-Town Hall meetings.
* Enhanced flexible working arrangements to further staff engagement
* Facilitated engagement events for staff such as World Elder Abuse Awareness Day to raise awareness of issues facing our customers and enhance staff capability to support them
* Reduced the administrative duties of trust officers allowing greater focus on customer service and engagement
* Continued our support and participation at a leadership level of the Australian Guardianship and Administration Council, collaborating on legislative issues and advice and facilitating national discussion.

**Integrity**

We maintained our focus on integrity with

* The recent establishment of the office of the Customer Advocate, to provide a dedicated voice within the Public Trustee to advocate for customers and their support networks, discuss issues and facilitate complaints
* Implementation of a Public Trustee Integrity Framework outlining the instruments, mechanisms and responsibilities to help deliver on the Public Trustee’s strategic and business plans, outcomes and values and supporting a high level of honesty, objectivity, ethics and accountability
* Updated the online training module, delivered through the Learning Management System, on the “Code of Conduct and Workplace Conduct Policy Training” which is mandatory for all staff
* Review of key policies and procedures to support our compliance with the *Public Service Act 2008* and the *Public Sector Ethics Act 1994*
* Release of our fees and charges ‘Ready Reckoner’, complemented by case studies, and an online fee estimator for deceased estates - to assist customers to better understand the fees and charges that may apply to their circumstances.

**Financially Responsible**

* Implementation of a new Common Fund investment strategy with the view to earning higher rates of return to assist with the funding of Community Service Obligations
* Implementation of a revised Customer Investment Strategy, which provided customers with enhanced investment outcomes in a lower return environment.

**Engagement**

* We introduced a range of Easy English resources about our services for financial management customers, in line with accessibility standards
* A “new look” budget for financial management customers was introduced in line with accessibility standards and plain English principles
* The launch of a new online portal to lodge unclaimed moneys with the Public Trustee provides more flexibility for users, and reduced red tape and costs for the lodger, such as postage and banking. The portal also facilitates faster review of lodgements, and quicker turnaround for the re-submission of amended files. Over 1600 lodgements were received from organisations this year.

**Care for Community**

* We implemented our re-developed customer correspondence using a plain English approach to improve readability and accessibility of information for financial management customers
* We supported approximately 480 customers who have experienced institutional child sexual abuse to apply to the National Redress Scheme through Knowmore legal service
* As trustee for five charitable trusts, we have administered more than $160 million in funds to support vulnerable Queenslanders, education purposes and charitable organisations
* Continued to enhance community awareness of the importance of advance life planning, including having an up-to-date Will through Queensland Wills Week 2020 with the theme “Make Your Wishes Known”.

# Other initiatives and significant achievements

* **Australian Foundation for Charitable Trusts**: the Public Trustee worked closely with its investment manager, QIC Limited, to develop a new investment strategy for charitable trusts to improve investment income earnings and provide more funds for charitable works including supporting vulnerable Queenslanders.

The Public Trustee created a new investment trust, the Australian Foundation for Charitable Trusts, to implement the new investment strategy.

The new investment strategy is expected to generate an additional $1.3 million per year for charitable works, including supporting vulnerable Queenslanders.

* **Customer complaints learnings**: in September 2020, the Queensland Audit Office released the report of the Performance Audit ‑ *Responding to complaints from people with impaired capacity* (Audit)*.*

The Report made six recommendations, to enhance the accessibility, effectiveness, and responsiveness of the Public Trustee’s complaints management system.

Consistent with the Audit recommendations, the Public Trustee has introduced a number of initiatives to improve their responsiveness to complaints, including:

* + Structured Decision-Making training for all staff focusing on the customer and their support networks that takes into account, a customer’s human rights, views, wishes and preferences when it comes to decision making.
  + Enhanced annual reporting of published Complaints data.
  + Quarterly complaints reports, with content including complaint response times, issues and trends, will be used to improve customer service.
  + Development of Easy English materials to increase accessibility and support customers with impaired decision-making to understand their rights and to lodge a complaint.
  + A review of the Public Trustee’s Complaints Management information technology system, to ensure the system is efficient, cost effective and supports best practice complaints management.

# Human Rights

The Public Trustee has been embedding human rights understanding across our organisation before and since the commencement of the *Human Rights Act 2019* (Human Rights Act) on 1 January 2020.

We are committed to:

* building a culture that respects and promotes human rights
* protecting and promoting human rights
* promoting a dialogue about the nature, meaning and scope of human rights
* placing the human rights of individuals, especially the most vulnerable, at the forefront of our service delivery.

To further the objectives of the Human Rights Act,

* we have embedded human rights into our Strategic Plan 2020–2024
* all new staff are enrolled in the mandatory self-paced online course on the Human Rights Act
* we incorporate awareness of the Human Rights Act and its application into our corporate orientation for new employees
* new and existing staff can access a range of resources and guides on taking action or making a decision that is compatible with human rights. This includes case studies illustrating actions and decision-making that are compatible with human rights and which put the customer at the forefront of our service delivery
* the consideration of human rights in all decision-making by frontline employees is being measured as part of the quarterly quality assurance program, which examines the quality of evidencing of decisions, and provides for systems review, training opportunities and trend analysis
* all programs are required to consider human rights and the Human Rights Act when developing, implementing and reviewing their policy documents to ensure that the Public Trustee acts compatibly with human rights when taking an action or making a decision.

Human rights complaints

The Public Trustee has reviewed its Complaints Management Framework to ensure that:

* human rights complaints are identified at the point of receipt
* the complaints process is compatible with human rights, the principles of natural justice and incorporates the complaints resolution process available under the Human Rights Act.

The Public Trustee has advised its customers of the availability of making a human rights complaint and the complaints process through:

* our website -[www.pt.qld.gov.au/contact/contact-us/how-we-manage-complaints/](http://www.pt.qld.gov.au/contact/contact-us/how-we-manage-complaints/)
* our Complaints Management Policy - [www.pt.qld.gov.au/media/1948/complaints-management-policy.pdf](http://www.pt.qld.gov.au/media/1948/complaints-management-policy.pdf)
* our leaflet called ‘Your Complaints Journey’ - [www.pt.qld.gov.au/media/1947/your-complaints-journey.pdf](http://www.pt.qld.gov.au/media/1947/your-complaints-journey.pdf)

During 2020-21, the Public Trustee received 20 customer complaints that were assessed as human rights complaints:

* 13 complaints were identified by the complainant as human rights related
* seven complaints were assessed by the Public Trustee as being human rights related.

Most of the complaints were resolved by the Public Trustee providing an explanation to the customers or the customers’ support network about the decision that was made, or the action that was taken.

The Public Trustee found that in four cases, it had not acted compatibly with human rights and in line with its obligations under the Human Rights Act.

In these cases, the Public Trustee provided an apology to the customers and their support network and took steps to:

* investigate the cause
* take corrective action including reviewing policies and procedures
* conduct further training with staff.

During 2020-21, the Public Trustee received one complaint under the Human Rights Act from a staff member. The complaint was resolved by conciliation through the Human Rights Commission.

**Non–financial performance**

**Queensland Government objectives for the community**

The Public Trustee’s strategic objectives are aligned with the Queensland Government’s objectives for the community.

Our services contribute to the Government’s objectives for the community – to ***Back our frontline services*** by:

* + undertaking a key role in Queensland’s guardianship system
  + advocating for the rights and financial interests of people with impaired decision-making capacity and protecting them from neglect, exploitation and abuse
  + supporting Queenslanders to protect and manage their financial wellbeing at all stages of life
  + delivering a customer experience that is tailored, relevant and accessible
  + enhancing customer and community understanding of the Public Trustee.

Community Service Obligations

The total cost of Community Service Obligations delivered for the 2020-21 financial year was $40.7M representing an increase of 6.0 % from the previous financial year (which was $38.4M). An amount of $41.7M is budgeted for 2021–22.

|  |  |  |
| --- | --- | --- |
| **Category of Community Service Obligations** | **2020–21**  **Actual**  **$M** | **2021–22**  **Budget**  **$M** |
| Fees rebated for clients with limited assets | $32.0 | $32.8 |
|  |  |  |
| Fees rebated for principal residence and other | $0.9 | $0.9 |
| Management of estates of prisoners | $0.5 | $0.5 |
| Public community education and advice to the courts and tribunals in the areas in which the Public Trustee has expertise | $1.4 | $1.4 |
| Providing a free Will-making service to Queenslanders | $4.4 | $4.5 |
| Contribution to the Office of the Public Guardian | $1.2 | $1.2 |
| Civil Law Legal Aid - outlays written-off and administrative support | $0.3 | $0.4 |
| **Total** | **$40.7** | **$41.7** |

Community Service Obligations are reported in our Financial Statements in two areas:

* + deduction from fee revenue ($35.0M 2020–21) where there is rebate of all or part of a fee to customers (Note 1 of the Public Trustee Financial Statements)
  + expenditure ($1.3M 2020–21) as Contributions towards other sector operations. (Note 6 of the Public Trustee Financial Statements).

The provision of free Will-making services is not included in Revenue in our Financial Statements.

### Summary of our performance

Customer Experience and Delivery is the frontline interface with our clients and the community, providing:

* + deceased estate administration - the Public Trustee administers deceased estates pursuant to Wills or on intestacy, delivering quality service to beneficiaries
  + financial management - the Public Trustee acts as administrator for financial matters for clients with impaired capacity for decision-making pursuant to the *Guardianship and Administration Act 2000* or as a financial attorney pursuant to the *Powers of Attorney Act 1998*
  + a Will making service - the Public Trustee prepares Wills free of charge for all Queenslanders.

We measure our performance across the Customer Experience and Delivery service area using three effectiveness measures and one efficiency measure.

The Public Trustee conducts a customer satisfaction survey specifically with beneficiaries of deceased estates being administered by the Public Trustee as executor under a grant of administration or under the Public Trustee’s statutory powers, with customers (and their support network) who have used the Public Trustee to act as a financial administrator, and with customers of our Will-making service.

The table below summarises our performance (quantifiable measures and qualitative achievements) against performance indicators in the Public Trustee’s *Service Delivery Statement 2020-21* and those in our *Strategic Plan 2020-24*. Our objective is to deliver a full range of professional, accessible and reliable personal trustee, financial and related services that meet customer needs.

| Service standards | 2020–21  Target/Est. | 2020–21  Actual | 2021–22  Target/Est. |
| --- | --- | --- | --- |
| Effectiveness measures | | | |
| Overall customer satisfaction with the deceased estate administration service as measured by the overall experience score2 | 70% | 76% | 70% |
| Overall customer satisfaction with the financial management service as measured by the overall experience score2 | 70% | 74% | 70% |
| Overall customer satisfaction with Will preparation services | 90% | 93% | 90% |
| Efficiency measure | | | |
| Cost per Will3 | $180 | $250 | $200 |

Notes:

1. The name of the service area has been amended from “Client Experience and Delivery” as presented in the 2020-21 *Service Delivery Statements*, to “Customer Experience and Delivery” as it better aligns the services delivered by the Public Trustee’s Strategic Plan. In 2020, the Public Trustee replaced references to "client" to "customer", consistent with the public service value of Customers First and the launch of the Public Trustee Customers First Agenda.
2. There have been changes to the methodology from the 2020-21 Service Delivery Statements. Previously, the Public Trustee calculated overall experience as a combined index of customer satisfaction, service and process factors which were then weighted according to importance. The revised methodology is based on the customer's overall experience with the Public Trustee service on a scale of 0 to 10 and is a more direct indication of the customer's overall experience. Results are comparable with the previous methodology as the customer will consider those factors in providing an indication of their overall experience.
3. The 2020–21 Actual is higher than the 2020–21 Target/Estimate as a result of fewer Wills being completed during the period. In response to COVID-19, in–person Will appointments were temporarily suspended; however, customers were also offered telephone Will appointments. More Wills are estimated for 2021–22, resulting in the lower 2021–22 Target/Estimate Cost per Will.

### Philanthropy

The Public Trustee is trustee for the following leading philanthropic charitable trusts in Queensland.

Queensland Community Foundation

****

The Queensland Community Foundation (QCF) was established in 1997 to provide a permanent source of philanthropic funding for charitable organisations to enable them to respond to the needs of the Queensland community.

The QCF has net assets of $113.2M under management as at 30 June 2021. During the year, QCF paid $1.5M in distributions to a broad range of charities.

For further information, visit <https://qcf.org.au/>

**QCF Sub Fund: Gulf Area Community Social Development** Established under the umbrella of the QCF in 2000, this sub fund has net assets close to $6.9M.

The sub fund supports the Gulf Area Community by providing grants to projects and initiatives that encourage cultural, educational, health and social development.

Queensland Aboriginal and Torres Strait Islander Foundation

****

The Queensland Aboriginal and Torres Strait Islander Foundation was established in 2008 and provides a secure, independent and perpetual funding source to advance the education of Aboriginal and Torres Strait Islander children and young people in Queensland through provision and promotion of scholarships.

The trust has net assets of $45.8M as at 30 June 2021.

Scholarships of more than $3.66M were approved for payment over the 2021 and 2022 calendar years for young Queensland Aboriginal and Torres Strait Islander students. Scholarships have been awarded to more than 12,000 students from over 350 schools since the foundation was established in 2008.

For further information, visit [www.qatsif.org.au.](http://www.qatsif.org.au/)

Lady Bowen Trust

****

Established in 2006, the Lady Bowen Trust aims to re-engage people experiencing chronic homelessness so they achieve genuine, positive and lasting outcomes. The trust supports Mission Australia which maintains Roma House, a facility to enhance clients’ life skills, confidence and resilience while assisting them to find secure accommodation.

The trust has net assets of $5.4M as at 30 June 2021 with distributions paid totalling $0.4M in 2020–21.

For further information, visit [www.ladybowentrust.org.au.](http://www.ladybowentrust.org.au/)

The Forde Foundation

****

The Forde Foundation was established in August 2000 in response to the findings of the *Commission of Inquiry into Abuse of Children in Queensland Institutions*, better known as the Forde Inquiry. The foundation is designed to support former residents of Queensland institutions. Financial support is provided to individuals for specific purposes such as dental care, education, training and personal development opportunities.

The foundation has net assets of approximately $4.3M as at 30 June 2021 with distributions paid totalling $0.1M in 2020–21.

For further information, visit [www.fordefoundation.org.au.](http://www.fordefoundation.org.au/)

Gladstone Foundation

****

Established in early 2011, the Gladstone Foundation allows for industry funds to be channelled into this perpetual trust to provide social infrastructure and service needs in the Gladstone Region.

Specific purposes of the trust are relieving poverty, assisting the aged, relieving sickness or distress, advancing religion and education, providing childcare services on a non-profit basis and other purposes which benefit the Gladstone Region.

Initial capital received by the trust was $13.5M. The foundation has net assets of $4.1M as at 30 June 2021, with distributions paid totalling $2.0M in 2020–21.

For further information, visit [www.gladstonefoundation.org.au.](http://www.gladstonefoundation.org.au/)

### Strategic Plan 2020–2024



Our Strategic Plan 2020–2024 continues to drive the Public Trustee towards a more modern, professional and customer focused organisation. The Plan serves as our blueprint to help us achieve our vision to 'provide security and peace of mind for Queenslanders', and clearly articulates our purpose to 'enhance and protect the rights, dignity and interests of our customers and the community’.

Our priorities

Our key priority for 2021–22 will be to continue our Customers First Strategy to deliver organisational capability, process and technology changes aligned with our strategic objectives, including ensuring continued financial responsibility and sustainability, and to support future business needs. These initiatives build on community trust, provide greater transparency and ensure the voice of our customers is heard to guide our future decision-making. We will engage collaboratively with our stakeholders by building goodwill, sharing knowledge and expertise, and fostering partnerships for the benefit of our customers and the community.

Specific goals for 2021-22 are to:

* undertake a comprehensive review of all the Public Trustee's fees and charges to ensure they are fair, sustainable and transparent
* continue a review of Public Trustee Office locations
* embrace online service delivery by enhancing our customer platforms and digital services
* deliver community education programs to support engagement in financial and life planning
* implement a new Public Trustee complaints management system to support best practice complaints management
* continue the introduction of Easy English materials to support engagement with our customers, stakeholders and the community
* continue with steps to establish a Legal Expert Transformation Panel to support the Official Solicitor - Customer Legal Services reviewing the policies of the office
* enhance our cultural capacity across the agency
* continue to elevate our cultural sensitivity and disability inclusivity practices.

Our strategic challenges and opportunities

In reviewing our Strategic Plan 2020-2024, we considered the major challenges facing Queensland now and into the future, and how they will impact the Public Trustee. We have identified a number of key risks and opportunities in achieving our vision and purpose, as outlined below.

Our strategic challenges include:

* + understanding and responding to the impact of changing economic factors on our services
  + increasing demand for services that meet the changing complex needs of vulnerable Queenslanders
  + maintaining confidence and trust in our ability to deliver fair and transparent services
  + building the capability of our workforce and systems to enable us to respond effectively to the needs of our customers
  + maintaining service delivery through effective planning and business continuity responses.

Our key opportunities include:

* + embedding a culture of learning and continuous improvement to drive customer-centric service delivery
  + innovating through data and digital transformation
  + ensuring our fees and charges are transparent, fair and reflect value for the services provided
  + contributing to the community’s understanding about the importance of planning for different life-stages
  + being recognised for our professionalism by customers, their support networks and sector partners.

# Management and structure

The Public Trustee’s functional structure ensures we have in place appropriate leadership and oversight to ensure progress on strategic and operational priorities.



### Senior internal management committees

The Public Trustee has established a range of internal management committees to support all areas of operation. The committees have varying roles and functions and are established for specific purposes, either because of a legislative imperative or in response to the needs of the organisation.

Our leaders’ membership across these governance committees demonstrates our commitment to delivering services for Queenslanders in a transparent and accountable way. Our committees are integral components of the Public Trustee’s governance arrangements and ensure appropriate decision-making and accountability.

**Board of Management**

The Board of Management (BoM) is the senior leadership, planning and governance group of the agency. The BoM is supported by the Executive Leadership Team (ELT), which provides strategic insights and advice to support the organisation.

In 2020-21 the BoM comprised:

* The Public Trustee of Queensland and CEO (Chair)
* Acting Executive Director Investment & Finance Services & CFO
* Acting Executive Director, Strategy & Governance
* Acting Chief Operating Officer.

Samay Zhouand

Public Trustee of Queensland and CEO

Samay Zhouand commenced as Acting Public Trustee in June 2019 and was appointed to the role in May 2021. Prior to taking up the role of acting Public Trustee, Mr Zhouand held senior executive positions with Queensland Corrective Services and the former Department of Community Safety.

He also has extensive experience working as a solicitor within Crown Law and various government departments and was admitted as a Barrister-at-Law in 2002.

Samay has a background in accountability, which is grounded in good administrative decision-making practices, integrity, objectivity and risk management. He has led multiple key functions ranging from legal services, information rights and ethical standards to internal audit and inspectorate functions, as well as acting in other key senior executive roles.

Samay has introduced key innovative governance, performance management, and operational effectiveness initiatives that advanced administrative outcomes. These include the establishment of an independent Probation and Parole inspection framework and key research insights and projects such as resilience programs, behavioural economics experiments and Australia’s first full MQPL+ Survey (measuring the quality of prison life) in collaboration with Cambridge University.

A barrister, Samay holds a Bachelor of Laws with Honours and a Bachelor of Arts, as well as qualifications in business and government.

Samay is committed to ensuring that the Public Trustee continues to provide trusted, sustainable and customer focused services for Queenslanders.

Shane Sullivan\*

A/Executive Director, Investment & Finance Services & CFO

Shane Sullivan commenced in May 2020 as the Acting Executive Director, Investment & Finance Services & CFO. Shane is responsible for the management of financial reporting, payroll, procurement, charitable trusts, unclaimed money, customer taxation, as well as the investment framework for the Public Trustee. Shane has extensive experience in senior finance leadership roles predominantly in the mining industry, in particular with Rio Tinto Growth & Innovation, Rio Tinto Exploration and Argyle Diamonds.

Shane has a Master of Commerce (majoring in Management Accounting) from the University of New South Wales and is a Fellow of CPA Australia, a Fellow of the Governance Institute of Australia and a member of the Australian Institute of Company Directors.

*\*From 1 July 2021 the role of Executive Director, Investment & Finance Services & CFO, has been performed by Adam Black.*

Jacob Fredericks\*

*A/Chief Operating Officer*

Jacob commenced as Acting Executive Director, Strategy & Governance in March 2020, accountable for Strategy, Planning, Governance, Risk, Marketing and Communications, Portfolio Management Office and the office of the CEO, and as Acting Chief Operating Officer from March 2021 with a focus on delivering the Customers First Agenda.

*\*Jeanette Miller performed the role of Chief Operating Officer on the Board of Management from July 2020 to March 2021.*

Callie Evans

*A/Executive Director, Strategy & Governance*

Callie Evans commenced in March 2021 as the Acting Executive Director, Strategy & Governance. In this role, she is accountable for Transformation Delivery, Portfolio Management, Planning and Performance, Governance and Risk and Strategic Engagement and Community Education.  Callie has over 15 years’ experience in leading and driving organisational transformation, performance management, business improvement, analytics and business intelligence across the state government, the not-for-profit and commercial sectors.

Callie’s focus is leading the design and delivery of effective, data driven organisational performance and governance systems, strategy and operational planning, maturing risk and portfolio management, delivery of transformative and improvement initiatives and high value community education programs to inform Queenslanders about advance life planning, and their choices.

She holds a Diploma in Business Marketing, a Bachelor of Communications, a Master of Technology (Business Systems) and a Certificate in Market and Social Research.

**Information and Communication Technology (ICT) and Digital Steering Committee**

This committee was established in its current form in 2020 following recommendations by the Queensland Audit Office. The role of the committee is to provide strategic leadership for ICT, Information Security and Digital aligned with enterprise strategic objectives and processes.

The core functions of the committee are to:

* + review and approve ICT and digital strategies, plans and policies
  + ensure effective and equitable use of current and future ICT and digital resources
  + appropriately manage ICT and digital risk.

Membership of the committee is determined by the Public Trustee of Queensland. The members as of 30 June 2021 were:

* + Acting Executive Director Investment & Finance Services & CFO
  + Acting Chief Operating Officer
  + Acting Executive Director, Strategy & Governance
  + Executive Director, Corporate Services
  + Chief Information Officer, Department of Justice and Attorney General
  + Public Trustee Human Resource Services Representative
  + Public Trustee Customer Services Representative.

**Public Trust Office Investment Board**

The Public Trust Office Investment Board (the Board) is established under section 21(1) of the *Public Trustee Act 1978*. The functions of the Board are to control and manage the investments of the Common Fund, and to provide advice to the Public Trustee on the investment management of the Public Trustee of Queensland Investment trusts (the Growth Trust and the Australian Foundation for Charitable Trusts).

Significant achievements of the Board in 2020–21 were:

* + approved a revised investment strategy to meet the interim investment objectives of the Common Fund. This consisted of investing an amount, equivalent to the amount held in accumulated surplus, to be invested in the QIC Long Term Diversified Fund
  + approved that the management of the fixed interest allocation of the Common Fund be diversified by investing 20% of the QIC Global Credit Income Fund and the QIC Short Term Income Fund
  + reviewed the operating limits for interest rate and credit risks
  + continued to monitor and provide the necessary approvals for the implementation of the recommendations relating to the strategic asset management plan for buildings of the office
  + endorsed revised benchmarks for interest rates payable to customers
  + noted the interest rate structure for interest rates payable to customers
  + monitored the investment management of the Public Trustee of Queensland Growth Trust and the investment arrangements of the Australian Foundation for Charitable Trusts.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Remuneration** | | | | | |
| **Position** | **Name** | **Meetings / sessions (attendance)** | **Approved Fee (annual / sessional / daily fee)** | **Approved Sub-Committee Fees (if applicable)** | **Actual Fees Received (GST exclusive)** |
| Public Trustee of Queensland & CEO | Samay Zhouand | 5 | N/A | N/A | N/A |
| External Member | Henry Smerdon | 5 | Meeting Fee (4 hours or less) $400 | N/A | $2000 |
| External Member | Sandra Birkensleigh | 5 | Meeting Fee (4 hours or less) $400 | N/A | $2000 |
| Officer of the Department administered by the Treasurer | Geoffrey Waite  Glenn Miller | 3  2 | N/A | N/A | N/A |
| No. of Scheduled Meetings | 5 |  |  |  |  |
| Total out of pocket expenses | N/A |  |  |  |  |

* + The Governor-in-Council approved that Mr Glenn Miller be appointed as a part-time Member as the Treasurer’s representative for the three-year period 21 May 2021 up to and including 20 May 2024.

### Public Sector Ethics

The Public Trustee maintains high ethical standards that support and underpin our fiduciary responsibilities. Our employees are bound by the Code of Conduct for the Queensland Public Service.

Our Strategic Plan 2020-2024 has an emphasis on the delivery of socially responsible services that meet the needs of Queenslanders. To deliver quality frontline services, we consider we must empower employees to act in an ethical manner.

The Public Trustee’s dedicated Ethics and Integrity function has led the development and implementation of proactive education, communication and other key initiatives to support and embed positive conduct, identification and reporting of ethics and integrity matters.

Through various strategies and building on the strong moral and ethical principles and values of the Public Trustee’s organisational culture, the function is focused on further integrating these principles and values into decision making, leadership and behaviours:

In 2020–21, these strategies included:

* implementation of an Integrity Framework
* implementation of a Workplace Conduct policy
* updates to integrity policies such as the Reporting Corrupt Conduct Policy, Complaints about the Public Official Policy (s48A of the *Crime and Corruption Act 2001*), and the Public Interest Disclosure (PID) Policy and Procedure
* increased communication to management and staff (all levels) on ethics and integrity topics through periodic all staff emails and resources located on the ethics and integrity intranet page
* rollout of integrity discussions/sessions across the agency at staff and management meetings
* PID training for staff in collaboration with the Queensland Ombudsman’s office (virtual and online)
* rollout of an updated online mandatory training module titled “Code of Conduct and Workplace Conduct Policy Training” through the LMS.

Following the establishment of the Office of the Customer Advocate, the Ethics and Integrity function was realigned in April 2021 to form part of the Public Trustee’s Independent Services team, reporting to the Director, Office of the Customer Advocate.

This will allow our Independent Services functions to focus on proactive and preventative initiatives to identify and address systemic issues and drive continuous improvement within the Public Trustee.

### Public Service Values

Work was undertaken to assess the culture at the Public Trustee and to identify key cultural attributes to shape future culture. During 2020-21, the Public Trustee continued to focus on promoting and reinforcing behaviours to enhance a culture of “customer focused professionals” and “learner improvers”.

The Queensland Public Service values underpin our workplace culture and are based on the *Public Sector Ethics Act 1994* and the Code of Conduct for the Queensland Public Service.

We continued to embed and implement the Public Service values into our organisation as demonstrated below.

Customers first

****

* we continued the Customers First Agenda with the introduction of our Customers First Strategy, supported by our Social Responsibility Charter. We have embedded our organisational structure over the last 12 months
* we provided training, new processes and procedures to support our staff in the implementation of our seven-step Structured Decision-Making Framework to better support our customers and their stakeholders
* we have continued to provide specialised technical training to trust officers at all levels to ensure our employees have the technical skills to meet the needs of our customers.

Ideas into action

****

* we streamlined some of our internal human resource procedures to reduce time and complexity for staff
* we continued our commitment to the Customers First working groups – People and Culture, Trust and Transparency and Products and Services – to generate ideas, to solve key business challenges and to take action on agreed activities.

Unleash potential

****

* we continued to enhance and deliver our specialised, organisation-specific, mandatory eLearning compliance modules for all employees, to equip our workforce with the knowledge and skills to meet our legislative requirements and customer/ stakeholder expectations
* we delivered Corporate Orientation to new employees, as needed in 2020-21, based on business requirements and COVID-19 restrictions
* we delivered supervisor development workshops for current and emerging supervisors across the business. These workshops were focused on self-awareness and management, the skills to supervise and lead small teams, as well as how their work would impact on organisational outcomes
* we provided assistance to individual employees to build their professional capabilities through the support and management of our Study and Research Assistance Scheme.

Be courageous

****

* + we established and continued to embed the Ethics and Integrity Unit and its role within the office. We focused on building knowledge, awareness and understanding of each employee’s roles and responsibilities as public servants
  + we initiated myCoach “one-on-one” discussion tools within Customer Experience and Delivery, to support open conversations between supervisors and employees about key business and customer outcomes and employees’ development.

Empower people

****

* + the Public Trustee has continued to educate and raise awareness of PIDs with sessions held for PID support officers across the business conducted by the Office of the Queensland Ombudsman
  + we have engaged with employees through sub-working groups on key topics and actions to create a collaborative environment
  + we have encouraged employees to participate in the Queensland Government’s Working for Queensland (WfQ) Survey and in 2020 we obtained a response rate of 79%
  + we have continued to have regular information-sharing sessions between managers at all levels during the last 12 months, focused on COVID-19, flexible work practices, work health and safety and health directives. In the last six months, we expanded these meetings to focus on key projects and activities across the business, to increase managers’ knowledge and to cascade meaningful information to their teams. Participants have the opportunity to learn from their peers and ask questions of organisational subject matter experts
  + with regular updates from the Human Resource Services team, employees have had the opportunity to engage in more detail with information relating to policies, practices and procedures, learning and development, technical training and health safety and wellbeing.

# Governance – risk management and accountability

### Risk management

Risk management at the Public Trustee is governed by our Risk Management Framework, a core component of our overall corporate governance and accountability framework. Aligned to the *AS/NZS ISO 31000:2018 Risk Management Standard* and designed for our specific business and organisational environment, the framework encompasses policies, procedures, systems and strategies that effectively manage our risks through regular engagement and consultation.

The BoM is responsible for risk management across the Public Trustee and is supported by the ELT, Governance & Risk Directorate, Internal Audit and the Audit and Risk Management Committee.

The Public Trustee is committed to promoting a risk management culture and to organisational risk management principles. Risks are identified and monitored on an ongoing basis to ensure they adequately reflect the current operating environment and are brought to the attention of the BoM where required. Significant risks at organisation and program area levels are regularly reviewed and reported to the BoM and the Audit and Risk Management Committee.

In 2020–21, the Governance and Risk Team continued activities to embed a risk management culture at the Public Trustee, in accordance with the Risk Management Framework. These activities included:

* conducting workshops with leadership teams to review Material Business and Strategic risks in the context of the updated Strategic Plan
* completing a Risk Maturity Analysis (against QAO best practice guidelines) identifying areas for improvement to develop risk management maturity
* implementing regular risk discussions with outcome owners providing advice and guidance on risk ownership, escalation, treatment, review and reporting to program areas across the Public Trustee
* commencing discussions with leadership teams and outcome owners to enhance the linkage of risks to organisational strategic objectives
* Actively participating in the whole of government risk management forum (facilitated by the Department of the Premier and Cabinet), to enhance understanding of contemporary risk management approaches, facilitate awareness of risks in a public sector context and to promote discussion of assurance and control related activities.

### Internal audit

Internal Audit provides independent, objective assurance and consulting to improve the operational performance of the Public Trustee.

The unit’s role is defined in its Charter, approved by The Public Trustee of Queensland and endorsed by the Audit and Risk Management Committee.

The charter has regard to the Financial and Performance Management Standard 2019 and the Institute of Internal Auditors’ International Standards for the Professional Practice of Internal Auditing.

The Strategic and Annual Internal Audit Plan is developed in consultation with key stakeholders and takes into account the significant risks identified by management through the Public Trustee’s Risk Management Framework. Strong links with the Queensland Audit Office provide the foundation for a collaborative audit approach to ensure optimal audit coverage across all areas of the organisation, including financial and compliance audits, operational and efficiency audits, information system audits, and investigations.

In 2020–21, Internal Audit conducted independent reviews and audits of our internal controls, business processes and management practices. Key achievements included:

* developed an internal audit plan based on strategic risks and operational risk registers
* successfully executed the internal audit plan, providing reports to the Audit and Risk Management Committee and the Public Trustee of Queensland
* monitored and reported on the status of implementation of internal audit recommendations to the Audit and Risk Management Committee
* supported management by providing advice on corporate governance and related issues including fraud and corruption prevention programs and risk management.

### Audit and Risk Management Committee

The Audit and Risk Management Committee is an independent advisory body established to assist The Public Trustee of Queensland in fulfilling the Accountable Officer’s responsibilities under the *Financial Accountability Act 2009*, Financial and Performance Management Standard 2019and other relevant legislation.

The committee operates under terms of reference established in accordance with the Audit Committee Guidelines – Improving Accountability and Performance,published by Queensland Treasury.

The committee assists with reviewing:

* + financial statement preparation processes and oversight
  + the risk management framework
  + the fraud and corruption control framework
  + performance management, compliance and reporting
  + internal audit plans for endorsement
  + actions from internal and external audit reviews.

The Audit and Risk Management Committee met four times during 2020–21.

|  |  |
| --- | --- |
| **Name** | **Details** |
| Sandra Birkensleigh | External Chair |
| Felicity Cooper | External Member |
| Janine Walker AM | External Member |
| Jeanette Miller | Nominee of the Public Trustee of Queensland |
| Jacob Fredericks | Nominee of the Public Trustee of Queensland (from 22 April 2021) |

Voting members of the Audit and Risk Management Committee for 2020–21 were:

Standing invitees of the Audit and Risk Management Committee are:

* Public Trustee of Queensland and CEO
* Members of the Executive Leadership Team
* Queensland Audit Office (QAO)
* Head of Internal Audit.

The recommendations made by the QAO during 2020–21 were considered by the Committee and are being appropriately addressed by management.

Remuneration payments

Remuneration to external members during the 2020–21 financial year is detailed below.

|  |  |
| --- | --- |
| **Remunerated committee members** | **Amount (GST exclusive)** Includes fees outstanding for services provided during 2020–21 |
| Sandra Birkensleigh | $18,700 |
| Felicity Cooper | $12,500 |
| Janine Walker AM | $12,500 |
| **Total** | **$43,700** |

Voting members are required to comply with the Code of Conduct for the Queensland Public Service during their term.

### Information systems and recordkeeping

The Public Trustee maintains a comprehensive records management framework that is compliant with the *Public Records Act 2002*, the *Public Service Act 2008* and the Queensland State Archives Records Governance Policy. We use both paper-based records and an electronic document and records management system, Content Manager, to effectively manage and secure administrative and core business records both regionally and centrally. This includes the correct scheduling and disposal of administrative records in line with the Queensland Government’s General Records and Disposal Schedule (GRDS) and State Archives approved Public Trust Office Retention and Disposal Schedule (QDAN 651 v.1) for core business records.

We continue to explore and implement ways of enhancing our efficiency and agility in providing services to Queenslanders and demonstrate our commitment to quality information and records management that reduces the reliance on paper records through automation and digitisation. The Public Trustee’s Information and Technology (I&T) section provides advice, guidance, technical support and security management of recordkeeping and information systems. The services it provides supports the confidentiality, integrity and availability of business information contained within recordkeeping and information systems.

In 2020-21, we demonstrated our commitment to compliant recordkeeping practices by:

* Ensuring the ongoing program to increase digital recordkeeping compliance continued with the development of the Digitisation & Disposal Policy, and related documents to dispose of paper after it has been digitised
* Piloting a Digitisation of Incoming Mail project to improve processes to reduce reliance on paper from physical mail
* Ensuring high-value digital records, such as those in the Client Information Management System (CIMS) are discoverable in Content Manager
* Producing extensive electronic user guides for staff relating to record management concepts within Content Manager
* Continuing to deliver personalised mandatory recordkeeping training on an ad-hoc basis and providing an online training course for all employees and contractors
* Reviewing the configuration of Content Manager and information systems to ensure compliance, reliability, performance and security of electronic records
* Relocating archived files from regional offices to review current holdings against the approved retention and disposal schedule to identify records for disposal.

The Public Trustee is committed to complying with the Queensland Government’s Information Security Policy (IS18:2018). The policy seeks to ensure all departments apply a consistent, risk-based approach to the implementation of information security to maintain confidentiality, integrity and availability. In addition to other requirements, IS18 requires the Public Trustee to develop an information security management system (ISMS) which supports people in the organisation to ensure information security is front of mind when making decisions. Ongoing implementation and compliance with the policy is overseen by the ICT and Digital Steering Committee.

This year the Public Trustee’s information security team was permanently expanded to provide additional focus on development of the ISMS and supporting the organisation. Additionally, a range of additional pro-active information security testing, monitoring and maintenance activities have been established.

During the mandatory annual Information Security reporting process, the Chief Executive Officer attested to the appropriateness of the information security risk management within the Agency to the Queensland Government Chief Information Security Officer, noting that appropriate assurance activities have been undertaken to inform this opinion and the Agency’s information security risk position.

### External scrutiny

The Public Trustee is subject to external scrutiny by external entities including the:

* + Crime and Corruption Commission
  + Queensland Audit Office
  + Queensland Ombudsman
  + Office of the Public Advocate
  + Office of the Information Commissioner
  + Queensland Parliament’s Legal Affairs and Safety Committee.

# Governance – human resources

### Workforce planning and performance

Our employees are employed under the *Public Service Act 2008* and related industrial instruments aligning with Queensland Public Service Commission and Office of Industrial Relations’ policies and directives.

The Public Trustee continues to adhere to the Queensland Government direction regarding attraction, recruitment and selection. This includes continuing our commitment to managing our vacancies in line with the Queensland Government’s Savings and Debt Plan for economic recovery. We continue to advertise our roles, promoting inclusivity, diversity in the workplace while ensuring a capable workforce.

Our budgeted establishment for 2020-21 was 636.9 full-time equivalents (FTE). During this year and as per our commitment to the Queensland Government Savings and Debt Plan, our FTE for the quarter ending 30 June 2021 was 578[[2]](#footnote-3) (as per the Minimum Obligatory Human Resources Information [MOHRI] reporting). Our headcount was 610 employees.

In 2020-21, the permanent separation rate was 8.4% reduced from 2019-20 (as per the MOHRI reporting). More than 35% of Public Trustee employees have greater than 10 years’ service and more than 13% have been with the Public Trustee for 20 years or more.

The Public Trustee supports its employees’ work-life balance through flexible work arrangements such as part-time agreements and working from home options.

* In early 2020 new ways of working from home were introduced and improvements have continued in 2021 in response to COVID-19. Regular communications to employees have also been streamlined with weekly COVID-19 updates, Weekly Wraps from the Public Trustee/CEO and the introduction of Teams for our virtual and online meetings.
* Our communication has focused on desk setup and ergonomics, managing work and breaks at home, engagement strategies for managers and their teams as well as sharing information about mental health support and employee wellbeing. In 2021, the Public Trustee aligned with whole of Government directives to encourage employees to return to the workplace as well as continuing to leverage working from home arrangements. Employees continue to work from home, supported by their managers, with a focus on wellbeing and safety in their home office.
* Further flexibility and support for work-life balance is demonstrated in the Public Trustee’s significant part-time workforce. A total of 74 employees are undertaking “flexible by design” part-time arrangements which equates to 11.76 % of the workforce.

The Public Trustee’s industrial and employee relations framework incorporates an active approach to consultation with employees and unions. Six regular Agency Consultative Committee meetings were conducted throughout the financial year with five extraordinary meetings, some of which were undertaken virtually via teleconference.

Reduced customer contact hours, implemented as part of the Public Trustee’s COVID-19 response, have continued for all face-to-face and telephone-based services, including the Welcome Desk call centre. Email access and self-service options remain available channels for customer communication and transactions outside of the reduced customer contact hours. With normal operating hours retained, these managed customer contact hours have allowed staff more time to focus on administrative work to support our customers. This has also provided an opportunity to improve our productivity and efficiency and more time for coaching and training activities.

Over the last 12 months, learning and development in the Public Trustee has focused on programs to enhance the technical capability of our staff as well as raising employees’ self-awareness and self-care. Changes in our legislative obligations has required employees to expand their knowledge and skills as they continued to provide our diverse customer groups with support and guidance and incited new ways for the Public Trustee to support our employees.

* Workshops focused on Debrief and Support and Managing Customer Aggression were delivered to frontline employees through a specialist external provider. The workshops refreshed our employees’ knowledge and increased skills in responding to escalated customer incidents as well as focusing on the de-escalation process, post-incident debriefing, and self-care.
* A pilot program also launched in the Cairns, Townsville and Mackay regions, providing onsite group and individual facilitated coaching by qualified psychologists. These sessions were designed to support staff post-incident while providing an opportunity for employees to engage and practice the debriefing process.
* Technical webinars commenced in March 2021, delivering learning sessions to staff across the state on specific technical topics and areas of complexity.
* Through August to November, frontline employees attended a full day workshop to implement the Public Trustee’s seven-step Structured Decision-Making Framework to embed understanding of our obligations under the *Guardianship and Administration Act 2000* and the *Human Rights Act 2019*. Corporate and non-frontline employees also participated in a tailored Structured Decision-Making workshop to ensure that all employees understood the importance of the Framework to their roles.
* Workshops for supervisors were also held throughout May 2021. These workshops were created to build the skills of our current and emerging leaders across the supervisor cohort in Customer and Experience Delivery and Corporate business areas. The focus was on self-knowledge, managing a small team, organisational perspective as well as management, leadership, and communication skills.
* Corporate Orientation sessions continued where required through the COVID-19 pandemic, with new starters undertaking their onboarding experience with their managers and supervisors. Mandatory eLearning modules were also undertaken as part of the new starter local induction and like 2019-20, this included the online Human Rights training from the Queensland Human Rights Commission.

These activities were delivered in addition to the annual refresher mandatory eLearning modules for all employees. These refresher modules include Workplace Health and Safety, Code of Conduct and Workplace Behaviours, Information Privacy and Cybersecurity Awareness.

Important cultural initiatives have emerged from the Customers First Agenda. These initiatives have focused on a continuous improvement culture while empowering our employees and sharing knowledge to transform the way customer services are delivered.

One of these initiatives has been the inaugural Employee Awards for Excellence which was held in December 2020 to recognise the exceptional work of individuals, initiatives and teams across the office. The Awards were focused on the Public Sector Values, our key cultural attributes and actions undertaken by our employees who provided exceptional support and service to our customers. The Awards were also aligned to the Public Trustee’s strategic objectives around leadership and fostering a culture of integrity, empowerment, and continuous learning.

Staff-driven initiatives, such as the Community of Practice for Will and Enduring Powers of Attorney Checkers developed in 2021 with monthly online meetings, have facilitated employees across the state to share stories and helpful ideas, resolve issues and develop comradery.

The Public Trustee formally commenced the White Ribbon Workplace Accreditation program in June 2021 demonstrating our promise to provide our employees with both a physical and psychological safe workplace. This accreditation is an initiative under our Safe Workplaces program and shows our commitment to delivering on our Customers First Strategy.

Held quarterly, Public Trustee Town Hall meetings have provided ongoing accessibility for all staff in a multi-channel form of communication via live stream, messenger, and teleconferencing. The Town Halls serve as a successful way for staff to connect with one another from around the state and provide a forum for staff to ask questions directly to our Chief Executive Officer and other leaders on initiatives and projects in the Public Trustee.

### Early retirement, redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid during the 2020–21 financial year.

# Financial performance

The Public Trustee recorded an operating surplus of $2.2M against a budgeted loss of $9.2M. The substantial improvement in the operating result is due to improved investment returns and less expenditure incurred than originally anticipated. This demonstrates the Public Trustee’s ability to implement strategies to enhance its investment earnings and manage costs effectively, enabling the Public Trustee to fund its operations and continue to support customers under its Community Service Obligations policy.

***Total Revenue***

Our revenue sources in the last two financial years comprise the following:

|  |  |  |
| --- | --- | --- |
| **Revenue** | **2020-21**  **$M** | **2019-20**  **$M** |
| Fees | $59.1 | $58.5 |
| Investment Revenue | $42.7 | $21.0 |
| Fair Value Gain on Investments | $3.0 | $1.2 |
| Other Income | $2.7 | $2.5 |
| **Total Revenue** | **$107.5** | **$83.2** |

Total revenue increased by 29.2 % from the prior year due to an increase in investment revenue of $21.7M.

The higher investment revenue is due to the implementation of a new Common Fund investment strategy, supported by favourable global financial markets. The new strategy was implemented with the assistance of QIC Limited and the advice of the Public Trust Office Investment Board. This strategy was progressively implemented during the financial year and included the investment of $180M in the QIC Long Term Diversified Fund in February 2021; and a further $180M in the QIC Global Credit Income Fund and the QIC Short Term Income Fund in March 2021. Investment revenue includes $28.1M QIC distribution income. Refer to Notes 2 and 11 of the Public Trustee Financial Statements for further details of these investments and related revenue.

The increase in investment revenue and fair value gain on investments should be considered in conjunction with the fair value losses on investments (included under Expenditure) which partially reduces the overall investment return for the financial year.

Gross fees and Community Service Obligations are detailed in the table below. Refer to Note 1 of the Public Trustee Financial Statements for further details.

|  |  |  |
| --- | --- | --- |
| **Fees** | **2020-21**  **$M** | **2019-20**  **$M** |
| Gross Fees | $94.1 | $91.0 |
| Community Service Obligations | ($35.0) | ($32.4) |
| **Net Fees** | **$59.1** | **$58.6** |

Gross revenue from fees before Community Service Obligations (as a percentage) increased by 3.4 % and net fees increased by 0.8 % compared to the previous year. Fees and charges increased by 1.8% in 2020-21 in line with the Government indexation rate.

The majority of Community Service Obligations (excluding the provision of free Will-making services of $4.4M) are deducted from gross fees to arrive at net fees reported in the financial statements, with the remaining amount recorded in contributions expense (refer to Note 6 of the Public Trustee Financial Statements for further details).

***Total Expenses***

Our expenditure in the last two financial years comprises the following:

|  |  |  |
| --- | --- | --- |
| **Expenditure** | **2020-21**  **$M** | **2019-20**  **$M** |
| Employee Expenses | $60.1 | $60.6 |
| Supplies and Services | $18.6 | $17.4 |
| Contributions | $1.3 | $1.3 |
| Depreciation and Amortisation | $2.8 | $2.7 |
| Other Expenses | $1.8 | $5.2 |
| ***Expenditure before Investment Expenses*** | **$84.6** | **$87.2** |
| Fair Value Loss on Investments | $17.5 | - |
| Interest Expense | $3.2 | $8.0 |
| **Total Expenses** | **$105.3** | **$95.2** |

Expenditure before investment expenses decreased by 3.0 % from the prior year due to good cost control and initiatives completed for less than budgeted expenditure during the year.

Fair value loss on investments of $17.5M relate to the new QIC managed funds which were acquired during the year as part of the new Common Fund investment strategy.

**Other Comprehensive Income**

The Public Trustee holds interests in financial assets and various land and buildings located throughout the state from which our offices operate. These assets are recorded at fair value and are revalued periodically in accordance with Australian Accounting Standards. The gains and losses that result from these revaluations are recorded as other comprehensive income in the statement of comprehensive income.

Three owned properties have been classified as held for sale during the year resulting in a decrease in the asset revaluation surplus of $1.8M. Other than this decrease, no further adjustments were made to land and buildings during 2020-21 as there was no significant change in the fair value of the Public Trustee’s land and buildings based on the movement in the relevant indices year-on-year.

The market value of the Public Trustee’s financial assets recorded unrealised losses of $9.3M due to a sharp rise in long-term bond yields during the year as interest rates declined.

Statement of Financial Position

Total Assets

Total assets include cash, other financial assets (mainly short to medium term investments) and property, plant and equipment.

As at 30 June 2021, the Public Trustee held $983.7M in assets, an increase of $6.5 from 30 June 2020, mainly due to a larger investment portfolio compared to the prior year. Total assets includes $19.6M in property, plant and equipment held for sale relating to three owned properties that have been measured at fair value less costs to sell. Receivables include $27.6M in distribution income receivable from the QIC managed funds.

Total Liabilities

The Public Trustee’s liabilities include amounts held on behalf of customers, amounts owing to staff for leave entitlements and amounts owed to suppliers. Total liabilities were $775.7M as at 30 June 2021, an increase of $15.3M from the previous year. The increase in liabilities is primarily due to an increase in deposits held in trust within the Common Fund of $16.5M.

Statement of Changes in Common Fund Reserves

Total Common Fund reserves were $207.9M as at 30 June 2021, decreasing from $216.8M in the prior year due to decrease in comprehensive income referred to above combined with the operating surplus for the year.

Prospective Outlook

A budgetary deficit is forecast for the 2021-22 financial year which includes investment in continuous improvement initiatives which will ensure that the Public Trustee continues to be a sustainable self- funding organisation into the future, with a move towards a more modern, customers first service organisation.

The number of customers eligible for rebates under the Public Trustee’s Community Service Obligations policy is expected to continue to impact the financial results in the coming year. However, the new investment strategy implemented during 2020-21 may reduce the budgeted deficit should market conditions continue to remain favourable. A number of high impact strategies are being developed to minimise the impact of the current environment on the Public Trustee’s financial position. This

includes a review of fees and charges to ensure they are aligned with Queensland Government principles for fees and charges, including cost recovery.

***Chief Finance Officer Statement***

Our CFO has fulfilled the responsibility as required by the *Financial Administration Act 2009.* The CFO has provided the Public Trustee of Queensland with a statement about financial controls, in accordance with section 54 of the *Financial and Performance Management Standard 2019.* This statement was noted by the Audit and Risk Management Committee.

**The Public Trustee of Queensland Investment Trusts**

The Public Trustee of Queensland Investment Trusts were established to provide our customers with the opportunity to have their funds managed by the Public Trustee with the expert assistance of a professional investment manager.

The Public Trustee is the manager and trustee of the Public Trustee of Queensland Investment Trusts and is responsible for determining the investment objectives and strategy, arranging for the proper investment of all monies, and ensuring the appointed investment manager achieves acceptable rates of return. The Public Trustee has appointed QIC Limited ACN 130 539 123 (QIC) as the investment manager of the Public Trustee of Queensland Investment Trusts.

**The Public Trustee of Queensland Growth Trust (Growth Trust)**

The investment aim and objective of the Growth Trust is to provide a fully diversified investment strategy for those seeking long-term income and capital growth. The investment objective of the Growth Trust is to generate average returns (net of fees and costs) of CPI + 2.4 % per annum over rolling five-year periods. However, this investment objective is currently under review to ensure appropriateness for the Growth Trust’s customers in the lower return environment that has been forecasted.

The Growth Trust currently gains exposure to various assets classes and investment sectors by investing in the QIC Long Term Diversified Fund (formerly known as the QIC Growth Fund), while liquidity for the Growth Trust is managed by an investment of approximately 1 % in the QIC Cash Enhanced Fund or holding funds in cash at bank.

The asset allocation strategy of the Growth Trust is managed within the QIC Long Term Diversified Fund, a diversified portfolio of assets including Australian and international shares, fixed interest, property, infrastructure, private equity, alternative assets, and cash.

The investment objective of the Growth Trust and performance for the five-year period ending 30 June 2021 is as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| **Fund** | **CPI Objective (after fees)** | **Objective Target Return (%)** | **Annualised Return (%)** |
| Growth Trust | CPI + 2.4% over rolling 5 years | 4.21% | 7.08% |

Further information on the Growth Trust is available in its Product Information Statement and additional information is available on our website at [http://www.pt.qld.gov.au/about/publications/investments/.](http://www.pt.qld.gov.au/about/publications/investments/)

**The Australian Foundation for Charitable Trusts (AFCT)**

The AFCT has been established to provide an investment solution for perpetual charitable trusts with a long-term investment horizon and the need to maximise income. The investment strategy is expected to improve investment income earnings and provide more funds for charitable works including supporting vulnerable Queenslanders.

The investment objective of the AFCT is to provide capital growth to maintain the real value of capital invested and to provide for distribution of 1.45% per annum over rolling 10-year periods (after fees). The AFCT was created on 17 May 2021 and was seeded on 8 June 2021.

The AFCT currently gains exposure to various assets classes and investment sectors by investing in three QIC funds, as provided below, while liquidity for AFCT is managed by holding funds in cash at bank of up to 1 %.

The Public Trust Office Investment Board will assist the Public Trustee by providing oversight of the investment management of the AFCT.

|  |  |  |
| --- | --- | --- |
| **Funds** | **Benchmark Allocation** | **Operating Range** |
| QIC Diversified Australian Equities Fund | 50% | 45% - 55% |
| QIC Long Term Diversified Fund | 40% | 35% - 45% |
| QIC Short Term Income Fund | 10% | 5% - 15% |
| **Total** | **100%** |  |

### Glossary

This glossary provides a simple description of some terms used in or relevant to this report to generally assist the reader.

Administrator

An administrator is a substitute decision-maker and makes decisions on behalf of an adult with impaired decision-making capacity in respect to financial matters. An administrator is appointed by the Queensland Civil and Administrative Tribunal or a Court under the *Guardianship and Administration Act 2000*.

**Australian Foundation for Charitable Trusts (AFCT)**

The AFCT is an investment trust created in 2021. The Public Trustee is the trustee and manager of the AFCT and QIC Limited is the investment manager.

Attorney

An attorney is the person nominated by an individual under a power of attorney or an EPA to manage their affairs.

Beneficiary

A beneficiary is a person or organisation who receives a benefit under a Will or trust which may include personal effects, property or money.

Charitable and Philanthropic Trusts

The Public Trustee acts as trustee for various significant charitable and philanthropic trusts. These trusts are established for charitable purposes and usually will have a deductible gift recipient status, which means that people who make donations to the trustee for the use of the charitable trust can receive a tax deduction for the donation.

Common Fund

Under section 19 of the *Public Trustee Act 1978*, all moneys vested in or coming into the hands of the Public Trustee on behalf of clients, shall be held in one or more common funds and shall be invested by the Public Trustee.

Enduring Power of Attorney (EPA)

An EPA is an important legal document that gives someone else the power to make personal or financial decisions on behalf of the donor (the maker of the EPA) under the *Powers of Attorney Act 1998*. The Public Trustee accepts appointment as a financial attorney under EPAs.

Further information regarding EPAs can be found in the publication ‘Let’s talk about Enduring Powers of Attorney’ available online at [https://www.pt.qld.gov.au/media/1812/lets-talk-about-enduring-powers-](https://www.pt.qld.gov.au/media/1812/lets-talk-about-enduring-powers-of-attorney_brochure_dl_2020.pdf) [of-attorney\_brochure\_dl\_2020.pdf.](https://www.pt.qld.gov.au/media/1812/lets-talk-about-enduring-powers-of-attorney_brochure_dl_2020.pdf)

Executor

The role of an Executor of a Will is to administer the estate of a deceased person and distribute the assets in accordance with the deceased’s Will.

Further information regarding executorship can be found in the publication ‘Let’s talk about Executor Services’ available online at [https://www.pt.qld.gov.au/media/1815/lets-talk-about-](https://www.pt.qld.gov.au/media/1815/lets-talk-about-executors_brochure_dl_2020.pdf) [executors\_brochure\_dl\_2020.pdf.](https://www.pt.qld.gov.au/media/1815/lets-talk-about-executors_brochure_dl_2020.pdf)

General Retention and Disposal Schedule

The General Retention and Disposal Schedule covers records of common activities and functions, and transitory and short-term records created as part of routine transactional business practices.

Growth Trust (Public Trustee of Queensland Growth Trust)

A unit trust is an investment vehicle that enables a number of investors to pool their money to make investments in a variety of assets such as property and shares. The Growth Trust is a unit trust. The Public Trustee is the Trustee and manager of the Growth Trust. QIC Limited is the investment manager.

Intestacy

Where a person dies without a valid Will the person is said to have died intestate. The person who administers the estate and distributes it in these circumstances is normally referred to as an Administrator. The Public Trustee is often asked to act as Administrator in intestate estates.

Majority

Majority is the age at which a minor (child) is said to have reached full legal age and is competent to manage his/her own affairs. The age of majority in Queensland is prescribed by the *Law Reform Act 1995*. Section 17 of the Act provides that “the age of majority is 18 years”.

Minor’s Trust

Often there is a need for a Trustee to hold property on behalf of a minor. The Public Trustee often becomes involved in a minor’s trust where the child has received assets from a deceased estate or personal injury claim etc. In these circumstances the Public Trustee holds the assets in trust for the benefit of the minor.

The Public Trustee

The Public Trustee is legislated by the *Public Trustee Act 1978* and is a corporation sole constituted by the Act.

The Public Trustee of Queensland

The appointment to the position of the Public Trustee of Queensland is made by the Governor in Council and the position holder is subject to the Minister for Justice.

The Public Trustee of Queensland Investment Trusts

The Growth Trust and the Australian Foundation for Charitable Trusts

Queensland Civil and Administrative Tribunal

The Queensland Civil and Administrative Tribunal has the legislative power to appoint guardians and administrators for an adult with impaired decision-making capacity. This makes sure that the adult’s needs are met, and their interests protected.

Queensland Government Agent Program

In rural and smaller regional areas, local and Queensland Government offices have been nominated as part of the Queensland Government Agent Program as agents for public sector agencies including the Public Trustee. A broad range of government services can be accessed at these offices which provide information, help and advice on all Queensland Government services. Information on participating offices can be found at: [www.qld.gov.au/about/contact-](http://www.qld.gov.au/about/contact-government/contacts/government-service-offices/) [government/contacts/government-service-offices/.](http://www.qld.gov.au/about/contact-government/contacts/government-service-offices/)

Trust

A trust exists where the owner of property is obliged to deal with that property for the benefit of some other person or people or for some particular purpose recognised by law, for example for a charitable purpose. There are three key elements of a trust: a trustee, beneficiary/beneficiaries (or, in the case of a charitable trust, a charitable purpose) and trust property.

Trustee

A trustee is the person (including the Public Trustee of Queensland) who holds the trust property and administers the trust in accordance with the terms of the trust for the benefit of the beneficiary/beneficiaries or the purpose of the trust. The trustee is under an obligation to deal with those assets not for his or her own benefit but for the benefit of the beneficiaries or the purpose of the trust (for example, a charitable purpose).

Will

A Will is a document stating how a testator (the maker of the Will) would like their estate (assets) to be distributed after they die. The *Succession Act 1981* defines how a Will should be prepared for it to be valid.

Further information regarding the Public Trustee’s will-making service can be found in the publication ‘Let’s talk about Wills’ available online at [https://www.pt.qld.gov.au/media/1813/lets\_talk\_about\_wills\_brochure\_dl\_2020.pdf.](https://www.pt.qld.gov.au/media/1813/lets_talk_about_wills_brochure_dl_2020.pdf)

|  |  |
| --- | --- |
| AASB | Australian Accounting Standards Board |
| ACN | Australian Company Number |
| AFCT | Australian Foundation for Charitable Trusts |
| B | Billion |
| BoM | Board of Management |
| CEO | Chief Executive Officer |
| CFO | Chief Finance Officer |
| CPI | Consumer Price Index |
| ELT | Executive Leadership Team |
| EPA | Enduring Power of Attorney |
| FTE | Full-time equivalent |
| GST | Goods and Services Tax |
| ICT | Information and Communication Technology |
| ISMS | Information Security Management System |
| ISO | International Organization for Standardization |
| LMS | Learning Management System |
| M | Million |
| MOHRI | Minimum Obligatory Human Resources Information |
| N/A | Not applicable |
| PID | Public Interest Disclosure |
| QAO | Queensland Audit Office |
| QCAT | Queensland Civil and Administrative Tribunal |
| QCF | Queensland Community Foundation |
| QDAN | Queensland Disposal Authority Number |
| QIC | QIC Limited |

| **Summary of requirement** | | **Basis for requirement** | **Annual report reference** |
| --- | --- | --- | --- |
| **Letter of compliance** | * **A letter of compliance from the accountable officer or statutory body to the relevant Minister/s** | ARRs *–* section 7 | 1 |
| **Accessibility** | * **Table of contents** * **Glossary** | ARRs – section 9.1 | 3  110-111 |
| * **Public availability** | ARRs – section 9.2 | ii |
| * **Interpreter service statement** | *Queensland Government Language Services Policy*  ARRs – section 9.3 | ii |
| * **Copyright notice** | *Copyright Act 1968*  ARRs – section 9.4 | ii |
| * **Information Licensing** | *QGEA – Information Licensing*  ARRs – section 9.5 | ii |
| **General information** | * **Introductory Information** | ARRs – section 10 | 4 |
| **Non-financial performance** | * **Government’s objectives for the community and whole-of-government plans/specific initiatives** | ARRs – section 11.1 | 12 |
| * **Agency objectives and performance indicators** | ARRs – section 11.2 | 13 |
| * **Agency service areas and service standards** | ARRs – section 11.3 | 13 |
| **Financial performance** | * **Summary of financial performance** | ARRs – section 12.1 | 37 |
| **Governance – management and structure** | * **Organisational structure** | ARRs – section 13.1 | 19 |
| * **Executive management** | ARRs – section 13.2 | 20 |
| * **Government bodies (statutory bodies and other entities)** | ARRs – section 13.3 | 22-23 |
| * **Public Sector Ethics** | *Public Sector Ethics Act 1994*  ARRs – section 13.4 | 24 |
| * **Human Rights** | *Human Rights Act 2019*  ARRs – section 13.5 | 10-11 |
| * **Queensland public service values** | ARRs – section 13.6 | 25 |
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| * **Internal audit** | ARRs – section 14.3 | 28 |
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| * **Information systems and recordkeeping** | ARRs – section 14.5 | 30 |
| * **Information Security attestation** | ARRs – section 14.6 | 30-31 |
| **Governance – human resources** | * **Strategic workforce planning and performance** | ARRs – section 15.1 | 32-34 |
| * **Early retirement, redundancy and retrenchment** | Directive No.04/18 *Early Retirement, Redundancy and Retrenchment*  ARRs – section 15.2 | 34 |
| **Open Data** | * **Statement advising publication of information** | ARRs – section 16 | ii |
| * **Consultancies** | ARRs – section 33.1 | https://data.qld.gov.au |
| * **Overseas travel** | ARRs – section 33.2 | https://data.qld.gov.au |
| * **Queensland Language Services Policy** | ARRs – section 33.3 | https://data.qld.gov.au |
| **Financial statements** | * **Certification of financial statements** | FAA – section 62  FPMS – sections 38, 39 and 46  ARRs – section 17.1 | 82, 106 |
| * **Independent Auditor’s Report** | FAA – section 62  FPMS – section 46  ARRs – section 17.2 | 85, 109 |

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2019*

ARRs *Annual report requirements for Queensland Government agencies*



1. Comprised of 9,508 adults with impaired decision-making capacity, acting as financial attorney for 247 customers and managing 639 prisoners’ estates. [↑](#footnote-ref-2)
2. MOHRI FTE date for fortnight ending 18 June 2021. [↑](#footnote-ref-3)