

Queensland Public Trustee

Strategic Workforce Plan 2026 – 2028

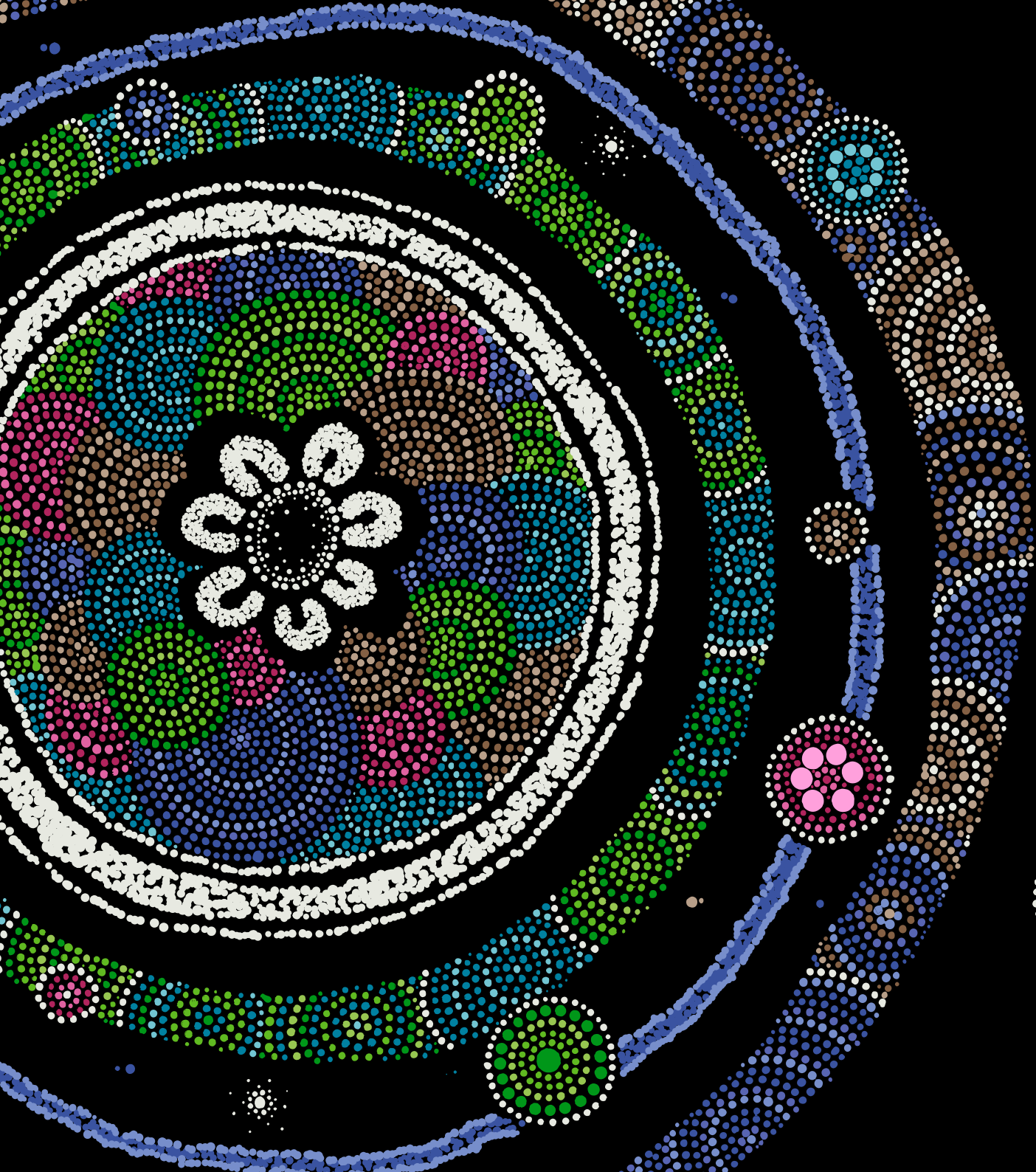


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Resources

- [Our strategic plan](#)
- [Equity and Diversity Plan](#)



We would like to respectfully acknowledge the Traditional Owners of the lands and seas on which we meet today and Elders both past and present.

We also recognise those whose ongoing effort to protect and promote Aboriginal and Torres Strait Islander cultures will leave a lasting legacy for future Elders and leaders.

**Growth and Trust by Elizabeth Close
Pitjantjatjara, Yankunytjatjara**

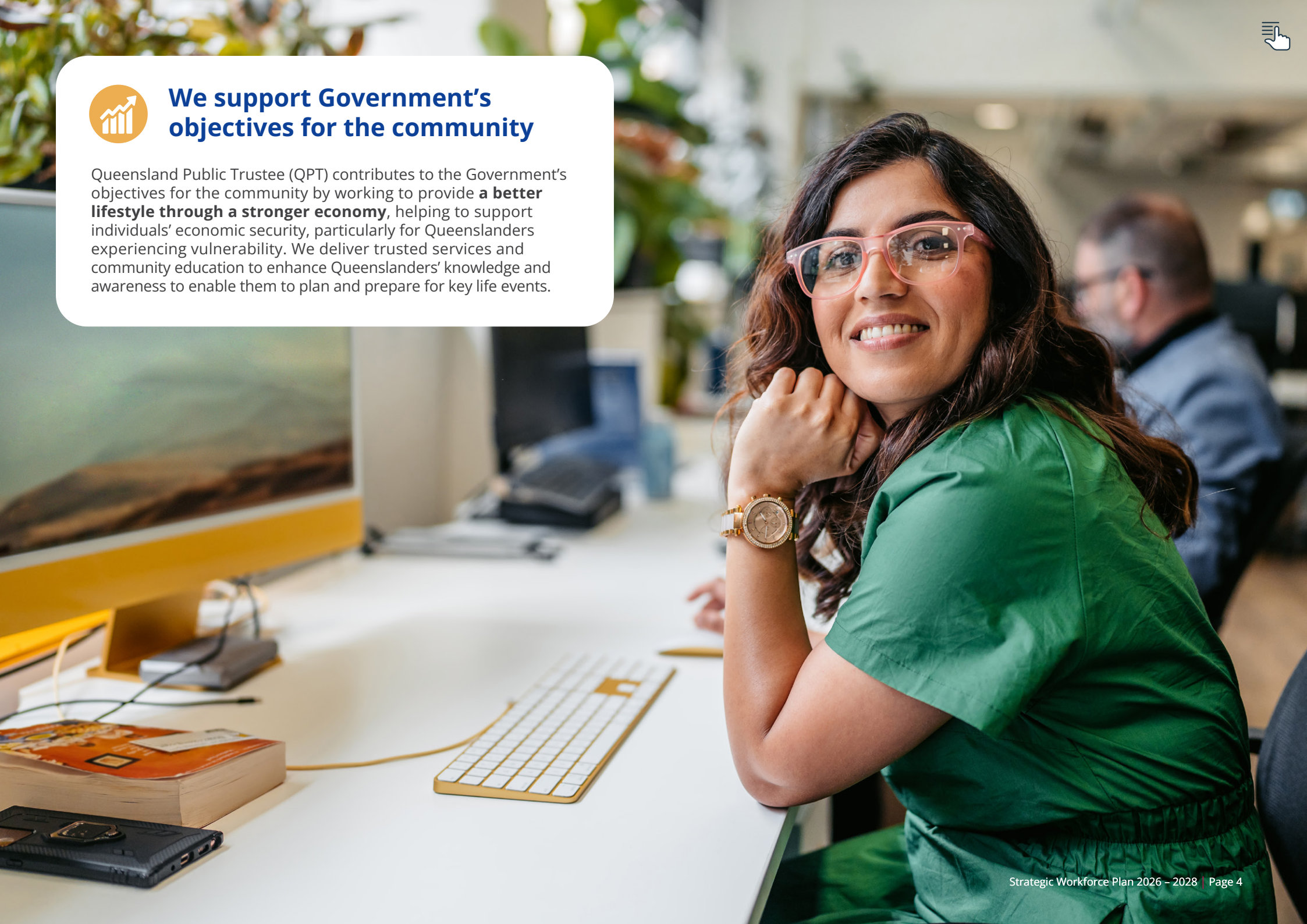
This artwork represents two key attributes Queensland Public Trustee strives to embody each and every day — growth and trust.

The large circles that radiate out represent the cultural growth of Queensland Public Trustee — learning and growing in response to the diverse needs of the individuals and families we serve. Each ring is different, representing that no one family or individual has the same lived experience and needs.



We support Government's objectives for the community

Queensland Public Trustee (QPT) contributes to the Government's objectives for the community by working to provide **a better lifestyle through a stronger economy**, helping to support individuals' economic security, particularly for Queenslanders experiencing vulnerability. We deliver trusted services and community education to enhance Queenslanders' knowledge and awareness to enable them to plan and prepare for key life events.





Our vision

A value for money, independent state trustee service dedicated to advancing and safeguarding the rights, interests and wishes of Queenslanders in need of financial administration, estate and trust administration and support services.

Our purpose

To provide trusted and transparent services, advocacy and education, and empower Queenslanders to plan and prepare for key life events. Our people-focused approach helps us meet the individual needs of our customers and the community, with humanity, respect, integrity and diligence.

Our workforce priorities

1. Develop empowered, capable and accountable leaders who drive and support a customer first mindset and a culture which is inclusive and embraces diversity.
2. Prioritise employee safety and wellbeing and promote a proactive approach to eliminating work-related injuries, illnesses and unsafe work practices.
3. Position QPT as the employer of choice across Queensland's public sector, by sourcing diverse, high-integrity talent dedicated to supporting customers' rights and wellbeing.
4. Build the long-term organisational capability of our leaders and people through continuous learning and targeted development to maximise their impact.
5. Enhance the employee experience and frontline leadership effectiveness through use of contemporary digital-based platforms.
6. Cultivate a workforce that models high standards of integrity and ethics.

Our customers

Our people

Our organisation

Our community



Development of the plan

Under the *Public Sector Act 2022* and the *Specific Purpose Planning Requirements* (SPPR), QPT is required to have in place a strategic workforce plan to ensure alignment with public sector priorities and to build a capable, agile, and future-ready workforce. In developing our Strategic Workforce Plan, we have taken guidance from the Working for Queensland results, staff and executive leader feedback, QPT Strategic Plan 2024 – 2028, recommendations from previous internal audits, and the Public Sector Commission's [10 year human capital outlook](#).

The QPT Strategic Workforce Plan 2026 – 2028 (the Plan) represents the key themes and actions required to support the delivery of the QPT Strategic Plan and support our workforce now and into the future. The design of the Plan has used the four strategic levers outlined in the Public Sector Commission's 10 year human capital outlook to ensure we align with the sector and reassess our traditional views of work, workers and workplaces. These levers underpin the actions in the Plan and ensure that the People pillar of the QPT Strategic Plan has a significant focus on helping us to achieve our organisational purpose and prepare us to operate and deliver our services in an ever-changing environmental context. The strategic levers are:



Talent acquisition: With increasing global talent shortages, changing workforce expectations, and the rise of innovative technologies, the sector will need to find better ways to leverage the digital age and implement more contemporary strategic talent acquisition solutions.



Leadership and capability: Growing and developing new and emerging capabilities in personalised ways will see the sector adapt and respond to a rapidly changing environment. This will not only require us to future-proof and leverage internal talent but foster new and innovative approaches to leadership.



New ways of working: As problems become more complex and employees and customers demand a different experience, the sector will need to act differently. Flexibility in the way we work, principle-based frameworks, and new partnership approaches will see the sector well positioned for the changes ahead.



Culture: The pace and scale of technological change, along with shifting expectations of customers, community and employees means the sector will need a culture that supports and rewards our people to think and behave differently — fostering inclusiveness, harnessing diversity, and enhancing wellbeing for greater innovation and performance.



We are ▼

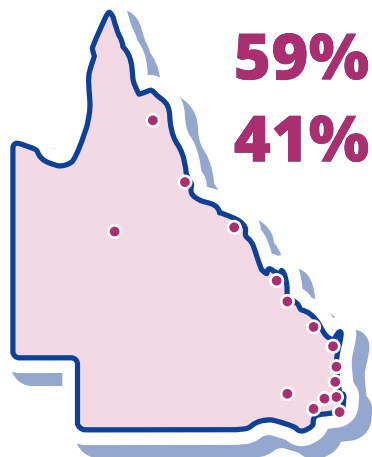
648
people

who provide essential support, services and education to Queenslanders in financial administration, life planning, trusts and deceased estate management

82.97%
frontline

support our customers through a network of regional offices across Queensland, including Brisbane, with 15 locations statewide

17.03%
corporate



59% Brisbane Inner City

41% the rest of Queensland

88.89% permanent

10.03% temporary

0.93% contract

0.15% casual

Workforce snapshot

(Workforce data current as at June 2026)

Diversity ▼

Women represent

75%

of our workforce

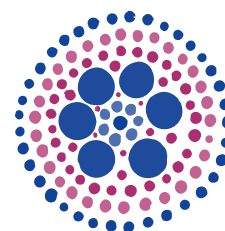


Women represent

61.29%

of leadership positions

(SO and SES equivalent and above)



1.85% of our workforce identify as Aboriginal and/or Torres Strait Islander peoples

6.33%

of our workforce identify as living with disability



23.46% of our workforce are from a culturally and linguistically diverse backgrounds



Strategic levers	Strategy	Actions
Talent acquisition	QPT will position itself as an employer of choice by transforming its talent acquisition practices to include contemporary, strategic solutions designed to attract and engage diverse, high-integrity talent who are committed to advancing the rights and well-being of our customers.	• Enhance QPT's reputation as an employer of choice by promoting an inclusive and authentic Employee Value Proposition that reflects our purpose and commitment to helping vulnerable Queenslanders and shows the value and behaviours that help support our people to contribute fully, grow and do their best work. • Strengthen recruitment and selection capability by ensuring leaders are equipped with the tools, knowledge and practices to attract, assess, appoint and retain diverse talent aligned to our future workforce needs. • Explore digital platforms to support inclusive recruitment practices and enhance the candidate experience.
Leadership and capability	Through the development of strategic planning, effective learning programs, and deep engagement insights, we will aim to create a resilient, agile, and future-ready workforce that prioritises leadership development and long-term organisational capability.	• Invest in our leaders to build capability while leveraging data insights to gain a deeper understanding of workforce dynamics and drive continuous improvement in workplace practices. • Identify critical roles and capabilities to meet service and organisational objectives and position QPT for future success. • Build organisational capability by supporting career progression and creating clear talent pathways for our existing workforce.
New ways of working	We will reinvigorate service delivery by adopting innovative and contemporary approaches that foster agile and flexible working practices — we will leverage emerging technologies to optimise operations and enhance the experience for employees, frontline leaders, and customers.	• Deliver our services through contemporary digital based platforms that enhance employee experience, our skills and capability, and frontline leadership effectiveness. • Use workforce insights to drive proactive decision and support operational and strategic planning. • Refine and adapt the way we work to support a sustainable, future-focused customer service delivery model.
Culture	Foster a culturally capable, safe, diverse, and inclusive workplace that empowers and celebrates its people and strengthens our organisational culture to deliver better outcomes for the community and our workforce.	• Develop the QPT Wellbeing Action Plan to ensure the health and wellbeing of our workforce remains a priority. • Actively engage with our workforce and listen to their insights and lived experience to foster inclusiveness, harness diversity, support wellbeing and strengthen behaviours that bring to life QPT's value to 'Support our People'. • Design and deliver programs, resources and activities that enhance the cultural capability of our workforce and deliver against the QPT Equity and Diversity Plan priority areas.



Monitoring progress



We will monitor and evaluate progress against the Plan to ensure our actions are supporting our organisational vision and purpose while making our workforce a priority to enable them to continue to provide trusted and transparent services to our customers.

Measures of success



Improvement in the Working for Queensland employee opinion survey results.



Capability framework and identification of critical roles embedded into recruitment processes and annual performance and development agreements.



Adoption of development opportunities by leaders and staff.



www.pt.qld.gov.au

Queensland Public Trustee is the business name of The Public Trustee of Queensland established under the *Public Trustee Act 1978* (Qld).