Public trustee transformation
A client focused success

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How State Trustees transformed to offer quality services in the face of rising costs and increasing demand

Tips to successfully implement major change without adversely impacting vulnerable clients

The importance of engaging clients, employees and stakeholders to ensure sustainable success

No further notes
• Each state in Australia has a Public Trustee. The Public Guardian functions via a different organisation.

• Victoria is the only Public Trustee that operates as a privatised company – this brings unique challenges and opportunities.

• The Victorian population is 5.7 million, but residents traverse an area in excess of 227,000 square kilometres (roughly the size of Britain). Victoria is also very culturally diverse, with over 260 spoken languages and dialects. These are just a few of the challenges we face in servicing our clients.
State Trustees was inaugurated 75 years ago.

We are appointed to manage the financial and legal affairs of nearly 10,000 at-risk Victorians (herein referred to as our statutory financial administration clients). These services are provided via a Community Services Agreement with the Victorian Government.

We also receive statutory funding to provide other essential Public Trustee services to vulnerable Victorians (e.g. essential care funerals, administration of intestate estates).

Finally, we provide commercial services to the wider Victorian community including Will preparation, Deceased Estate Administration, Powers of Attorney preparation and financial Attorneyship services. In fact we write more Wills, and administer more estates than any other organisation in Victoria.
Some of our services in numbers

- **425** employees across 3 offices
- **6500** tax returns (plus 9500 for members)
- **6000** financial plans
- **800** estate matters in genealogy
- **360,000** calls through call centre
- **1.2 million** invoices processed
- **2 billion** in client assets
- **320,000** client payments

No further notes
Expected growth by 2019

- Consultative Wills: 3500 New
- Trusts: 3000
- Will and Powers of Attorney Kits: 8000 Online
- Administer Deceased Estates: 2300
- Statutory Financial Administration clients: 12,500

No further notes
Our vision

Our vision is to be

VICTORIA’S

TRUSTED PARTNER

No further notes
Before we could realise our vision of being Victoria’s Trusted Partner, our organisation needed to undergo a transformation.

This need was driven by a number of imperatives, described in this slide.
• Importantly, transformation of our statutory services was necessary because our statutory services model was unsustainable.

• Rising costs and no funding increase had resulted in a significant funding shortfall. This of course impacted State Trustees’ ability to meet our legal and contractual obligations.
Our transformation journey

Costs increasing at a greater rate than revenue
Cost efficiency focus
Making it enduring
Refining

11/12  12/13  13/14  14/15  2019

- Deloitte review
- Business Case
- Business Transformation
- Corporate Transformation Program
- Target Operating Model

Everything we do underpinned by our Corporate Strategy

No further notes
Our transformation focus was three-fold; increase revenue; reduce cost to serve; enhanced service delivery for clients.

A Business Transformation Office was created enabling project teams to focus on project work. We identified 25 projects across 7 streams of work, led by 10 implementation principles.

1. Big bang – rapid implementation with the majority of change implemented within a one year period
2. All in – no business changes outside of the program
3. Cost first – efficiency and cost reduction prioritised over revenue enhancements
4. Business ownership – initiatives implemented by the business with support from the Transformation Office
5. Tight control – tight governance of initiatives
6. Drive from the top – clear accountability for the transformation program given to the Executive team who visibly supported and led the change
7. Communicate relentlessly – clear and compelling communication using a number of methods
8. Respect and fairness – programs of change implemented in accordance with the Employee Enterprise Agreement
9. Align the culture – program focus to drive a culture of accountability
10. Artful engagement – encouragement of those impacted by the change to participate in the change.
Case Study
Statutory Services

Financial Administration Service Model

No further notes
• Our objective was to implement a revised framework for the delivery of financial administration services to our statutory clients to ensure we could sustain consistent and effective service delivery to our clients, within the funding provided.

• Our approach encompassed four areas: strategy, culture, operations, and roles and responsibilities.
Within the transformation of our statutory financial administration service model we identified five key projects:

1. A refined resourcing model with clear accountabilities providing clarity to consultants on State Trustees’ role as financial and legal administrators.

2. Automation of client budgets – reducing an everyday task from 40 minutes to 40 seconds.

3. The transition of some of our most vulnerable clients from a cash handling service to bank card access.

4. Greater presence at the Victorian Civil and Administrative Tribunal, our major stakeholder for statutory financial administration orders.

5. A review of commission rates to bring them into line with commercial rates.
So what successes have we seen?

- First, over 60 clients were transitioned from daily cash handouts to bank card access in less than nine months.
- These clients now have greater independence and can choose where and when to access their money including weekends and public holidays.
Client feedback has also been positive indicating the service model has been well received by our clients and their support networks.

“...

In my experience regarding requests for funds, the contact centre has been excellent and my requests have been dealt with in a very good manner.

They used to say no a lot more but lately they have been giving me my money when I want it. It’s really good.

They were fantastic at helping clear all the fines he owed. We wouldn’t have been able to do that ourselves.

”
• Alongside significant change, employee engagement has strengthened and is well above target in most areas, particularly in respect to ‘empowerment’.

• In addition, we saw exceptionally high take-up of new processes, including the preparation of over 400 client budgets in the first three days of implementation.
• Against increased client and employee satisfaction, the transformation of our statutory services has delivered significant savings, in addition to other commercial benefits.

• The lessons we learnt from the statutory services transformation stream were also applied to the other 20 projects across the organisation.
Top 10 tips for change

1. Create a project team whose sole focus is business transformation.
2. Know your numbers and build a strong business case.
3. Don’t underestimate the importance of employee engagement and organisational culture – invest time and money in this.
4. Manage projects but be agile.
5. Look first at secondments, fixed term roles and contracts rather than redundancies.
6. Communicate often and in many different ways with the same information.
7. Pay special attention to the support needs of vulnerable clients.
8. Know your industrial relations. Engage unions often and early & stick to the agreed process.
9. Maintain a genuine consultative approach throughout the project.
10. Communicate successes. Don’t be afraid to admit if something isn’t working and to revisit.
What next for State Trustees?

- Our Business Transformation Office will cease on 30\textsuperscript{th} June, and continuous improvement and change will be embedded as part of our culture.
- We will focus on commercial growth for our Wills, Deceased Estate Administration and Powers of Attorney services.
- We have committed to substantial digital infrastructure investment (automation and client focus).
- We are also continuing to invest in employee culture with a focus on client centricity, efficiency and growth.
- And in what could be perceived to be a physical symbol of our transformation, we will be relocating our corporate headquarters to a state of the art purpose built facility this year.
I welcome feedback or questions, and the opportunity to have an ongoing conversation with you.