







CONTRACT CLEANING INDUSTRY Strategic Plan 2017-21

VISION
To be Australia's most effective provider of portable long service leave benefits to the contract cleaning industry

PURPOSE
Contribute to a contract cleaning industry whose workers are retained, rewarded and treated with equity

- ACCOUNTABILITIES**
We manage funds required to ensure that workers will be paid when they take long service leave.
- We operate with Board governance and staff adopt the accountabilities and tradition of the Public Service to protect the interests of levy payers and workers
- GOVERNANCE STATEMENT**
QLeave provides quality services by maintaining sound governance arrangements for accountability, managing risk and compliance with relevant legislation and policies

- STRATEGIC RISKS**
- **REPUTATION**
Failure to maintain key stakeholder support
 - **FINANCIAL**
Financial position does not meet long term liabilities
 - **OPERATIONAL**
Systems do not provide the services required for levy collection, information entry and portable long service leave payment
 - **HUMAN RESOURCE**
Poorly engaged staff fail to contribute to opportunities to improve client services

GOAL	STRATEGY	MEASURES
 Effective systems and technology that provide confidence	<ul style="list-style-type: none"> → Maintain a secure reliable contemporary technology platform that meets the needs of our customers → Progress the implementation of a Customer Relationship Management (CRM) solution → Improve vendor relationship management 	<ul style="list-style-type: none"> → Availability and speed of network and systems → CRM - current state mapped, scoped, future state agreed, costed, implementation partner on board, implemented → Services and projects delivered in accordance with agreed contract requirements
 Excellence in customer engagement and service delivery	<ul style="list-style-type: none"> → Develop multi-channel communications in conjunction with customers and stakeholders → Drive interjurisdictional collaboration → Progress formal customer service accreditation → Develop a strong QLeave brand 	<ul style="list-style-type: none"> → Commence adhoc and annual cyclic surveying of our customers Workers and Employers → Satisfaction measured against customer experience objectives (be clear, be helpful, make it easier and do what you say) → Staged implementation of customer service accreditation - preparation, self-assessment, submission and test → Measures and reporting frameworks designed for all functional areas.
 A customer focussed workforce that is engaged, resilient and results oriented	<ul style="list-style-type: none"> → Develop a formal implementation plan for Working for Queensland survey results → Human Resources Management frameworks developed to achieve objectives 	<ul style="list-style-type: none"> → Improvements in engagement, leadership and innovation measures → Succession planning embedded → Performance management embedded
 Maintain responsible investment strategies to support levy stability	<ul style="list-style-type: none"> → Manage the investment portfolio in accordance with risk and return profile outlined in the Investment Policy Statement. Investment strategy monitored and reviewed annually with Investment Adviser 	<ul style="list-style-type: none"> → Accrued Benefits Reserve Index in a range of 105 - 120% → Targeted levy compliance activity