



PORTABLE
LONG SERVICE
LEAVE

STRATEGIC PLAN 2021-25

WHO WE ARE

We provide a fair and efficient system of portable long service leave to more than 400,000 workers in Queensland's building and construction, contract cleaning and community services industries.

Our schemes makes it possible for members to receive long service leave benefits, despite the often transient and unpredictable nature of the industry they work in. We are committed to assuring the sustainability of our scheme through responsible administration and excellence in service delivery, to ensure we can continue supporting the industry well into the future. We will respect, protect and promote human rights in our decision-making and actions.



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VISION

We each lead and serve to secure long service leave for eligible workers of today and tomorrow.

PURPOSE

We will honour the work of our members by administering the scheme responsibly; so their long service leave is secure and easily accessible and they receive equitable and consistent service.

STRATEGIC PRIORITIES

- 1  Developing a culture of legislative compliance to ensure consistent service delivery, for a better customer and staff experience
- 2  Launching digital services that improve access for customers and uptake of self-service by 30 June 2022
- 3  Creating opportunities for staff to learn and grow by filling key positions, and implementing succession plans and cross-skill programs by 31 December 2021

GOVERNANCE STATEMENT

QLeave is committed to maintaining sound governance arrangements for accountability, managing risk, culture and compliance. This enables the agency to prepare and respond to future scheme demands.

OUR STRATEGIC OBJECTIVES

Contributing to *Unite and Recover* supporting Queensland's recovery from the effects of COVID-19



- providing education on eligibility, liability and access to long service leave so small businesses can recover and thrive
- providing timely and consistent eligibility and liability decisions to industry stakeholders
- supporting our industries by seeking feedback to inform future efficiencies

Contributing to Our Future State: Advancing Queensland Priorities



- being a responsive Government by delivering efficient, effective value-add services that make entitlements easily accessible for all members

Building organisational sustainability



- creating an agile and flexible workforce that maintains service levels during peak periods and ensures succession management
- using data and behavioural approaches to improve compliance and engagement
- actively increasing the confidence of levy payers and employers in QLeave

Maintaining a trustworthy brand



- developing a culture of legislative compliance to ensure consistent service delivery, for a better customer and staff experience
- treating our data as an asset to be protected and valued
- acting ethically, fairly and equitably in all stakeholder interactions
- incorporating feedback loops that ensure stakeholder-valued outcomes are delivered

OUR VALUES



Customers first

We are fair and consistent, seek to understand and to make decisions for the long term



Empower people

We are all leaders, who thrive on learning and sharing knowledge

MEASURES

- apply an eligibility and liability assessment to all new registrations by 31 December 2021
 - complete 95% of External Stakeholder Engagement and Communication Plan strategies by 31 December 2022
 - establish a *Digital 1st* program that improves access and online engagement for 80% of customers surveyed
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- meet all of our Customer Service Charter commitments
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- complete 95% of Compliance Plan strategies by 31 December 2022
 - audit all employer and worker registrations to ensure legislative compliance by 31 April 2022
 - register 58,000 workers with the community services industry portable long service leave scheme by 1 January 2022
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- apply an eligibility and liability assessment to all new registrations by 31 December 2021
 - establish agreements, with compliance data sharing agencies, that protect privacy by 31 December 2021
 - undertake an annual survey that measures the degree to which QLeave is meeting stakeholder expectations and delivering valued outcomes

QLEAVE'S RISKS AND OPPORTUNITIES

RISKS

Financial sustainability

We will assess liability and eligibility consistently and plan for the impact of the changing nature of work on the scheme.

Client service

We will build systems and platforms to satisfy stakeholder needs and ensure entitlements are easily accessible.

Effective compliance

We will undertake activities that ensure industry compliance with portable long service leave legislation.

Effective governance

We will establish policies and procedures that strengthen corporate and data governance, manage risk, prevent fraud and corruption and provide continuous business service, to protect QLeave's reputation.

Information technology and security

We will ensure that information and technology is secured and used to inform decision-making. We will implement good record keeping and protect information to prevent unauthorised disclosure.

Stakeholder engagement

We will collaborate with stakeholders to ensure the schemes represent their needs.

OPPORTUNITIES

We will support the long-term sustainability of the schemes by being conscious of the needs of current and future workers.

We will identify and drive innovative solutions to maximise benefits to clients.

We will embrace digital technologies to provide value-added services that ensure accessibility and streamlined functions.

We will continue to develop our staff capability and performance to provide a better customer experience.



Unleash potential
We want to improve and deliver beyond the expectations of our stakeholders



Ideas into action
We challenge, try new things and seek different perspectives



Be courageous
We feel safe to be vulnerable, to speak up, to pursue opportunities and to fail





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