



**PORTABLE**  
LONG SERVICE  
LEAVE

# STRATEGIC PLAN 2020-24

## WHO WE ARE

We provide a fair and efficient system of portable long service leave to more than 450,000 workers in Queensland's building and construction and contract cleaning industries.

Our scheme 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 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 are provided with equitable and consistent service.

## OUR STRATEGIC PRIORITIES

-  improve service consistency increasing first call resolution as a proportion of total calls by 5%.
-  use data and a commercially-oriented culture to ensure that the decisions we make support long-term sustainability of the schemes, leading to a 5% increase in the efficiency of compliance activities and a 5% reduction in long-term claims forecast.
-  build the capability of our people by actioning their agreed development needs.

## 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

### We contribute to Our Future State: Advancing Queensland Priorities to:



- Create jobs in a strong economy by exploring ways to support the industries we serve that will support job creation and align with responsible administration of the schemes
- Be a responsive Government by delivering efficient, effective value-add services that make entitlements easily accessible

### Building organisational sustainability by:



- understanding and influencing claims so that we manage the schemes responsibly
- understanding and influencing levies so that we collect the levies that are intended under our legislation
- building core competencies to a level that can compete in a market-driven environment
- actively increasing confidence of our levy payers and employers in QLeave

### Maintaining a trustworthy brand by:



- treating our data as an asset to be protected and valued
- acting ethically, fairly and equitably in all dealings with our stakeholders
- incorporating feedback loops that are acted on to generate and implement new ideas to achieve stakeholder valued outcomes

\* Future year measures will be incorporated when this Plan is reviewed in 2021

## OUR VALUES



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



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

## MEASURES\*

- improve service consistency increasing first call resolution as a proportion of total calls by 5%
- reduce manual transactions by 50%
- use data to ensure that the decisions we make support long-term sustainability of the schemes leading to a 5% increase in the efficiency of compliance activities and a 5% reduction in long term claims forecast
- predict claims using a forecasting model by June 2021
- achieve 95% completion of strategies in the compliance plan for the specified period
- 10% increase in positive response from clients surveyed who indicate that they are adequately informed, updated and consulted by QLeave
- ISMS implemented by 31 October 2020
- 100% of performance development plans incorporate KPIs and adoption of values

## QLEAVE'S RISKS AND OPPORTUNITIES

### RISKS

#### Financial sustainability

We will be more commercially focused, understanding the drivers of long term sustainability of the schemes.

#### Customer service

We will build and maintain an effective customer relationship management system to satisfy members' needs and make entitlements easily accessible.

#### Effective compliance

We will undertake necessary compliance activities to ensure industry complies with portable long service leave laws.

#### Effective governance

We will establish strong and reliable data governance, and policies and procedures to strengthen corporate 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 is secured, and use information and technology to inform decision-making. We will implement good record keeping. These principles and practices will protect information and prevent unauthorised disclosure.

#### Stakeholder engagement

We will connect to create collaborative partnerships with stakeholders to ensure the schemes represent the needs of workers, employers and levy payers.

### 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 members and stakeholders.

We will embrace digital technologies to innovate and continue to provide value added services ensuring accessibility and streamlined functions.

We will continue to develop our staff capability and performance through blended learning opportunities to provide them with the confidence they need to provide great customer service.



**We want to improve and to deliver** beyond the expectations of our stakeholders.



**We challenge, try** new things and seek different perspectives.



**We feel safe to be vulnerable,** to speak up, to pursue opportunities and to fail.





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Unit 1, 62 Crockford Street,  
Northgate Qld 4013

PO Box 315 Virginia BC Qld 4014

**Freecall** 1300 QLEAVE

**Email** [yoursay@qleave.qld.gov.au](mailto:yoursay@qleave.qld.gov.au)

[www.qleave.qld.gov.au](http://www.qleave.qld.gov.au)