

## STRATEGIC PLAN 2016-20

The Strategic Plan states the Contract Cleaning Industry (Portable Long Service Leave) Authority's direction to clients, stakeholders and government. It outlines the strategies and outcome indicators used to measure progress in achieving the goals.

While this strategic plan covers a period of four years, it is reviewed annually to consider environmental changes and new or emerging issues and challenges. The Strategic Plan sets the direction for the following QLeave plans:

- Operational Plans
- Information Communications and Technology Strategic Plan
- Communications Plan
- Compliance Plan

## GOVERNANCE

Our corporate governance framework ensures that we meet our objectives in a timely and effective manner. The Contract Cleaning Industry (Portable Long Service Leave) Authority's comprehensive systems of internal and external reporting include regular reports to the Board and its committees, the Minister and annual reporting to Parliament.

## OUR ENVIRONMENT

Our operational environment is both a changing and a challenging one. It requires us to focus on issues such as:

- ensuring equitable impost of the Scheme on Queensland's contract cleaning industry
- ensuring efficient service delivery
- ensuring long term viability of the Scheme for payment of long service leave benefits.

In responding to these challenges we are committed to:

- implementing reforms to address the impact of the portable long service leave levy on Queensland businesses and the contract cleaning industry
- sustaining the lowest possible levy rate while maintaining viability of the Scheme
- delivering effective funds management to protect members' entitlements

## STRATEGIC RISKS

Risks that could adversely affect the achievement of our goals and objectives are:

- failure to develop and maintain key stakeholder support and engagement
- failure to maintain a strong financial position to meet long-term fund liabilities
- failure to deliver simple and accessible information and services for customers
- failure to execute solutions to reduce the pressure of levy costs on Queensland's contract cleaning industry
- major incidences of non compliance and fraud.

## OUR ACCOUNTABILITIES

The Contract Cleaning Industry (Portable Long Service Leave) Authority is primarily accountable for:

- administering the *Contract Cleaning Industry (Portable Long Service Leave) Act 2005* and the *Contract Cleaning Industry (Portable Long Service Leave) Regulation 2005*, across Queensland's contract cleaning industry
- complying with whole-of-government legislation, which governs the operations of agencies and departments.



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## Contract Cleaning Industry

2016-20

# strategic plan

## OUR VALUES

To support us in achieving our strategic goals, QLeave has adopted the five organisational values of the Queensland Public Service.



### Customers first

- Know your customer
- Deliver what matters
- Make decisions with empathy



### Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



### Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



### Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



### Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you



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# strategic plan 2016-20

## Contract Cleaning Industry

Our mission is to be Australia's most effective provider of long service leave benefits for the contract cleaning industry.



GOAL	STRATEGIES	ACTIVITY FOCUS	OUTCOME INDICATOR
<b>CLIENTS/STAKEHOLDERS</b> <b>1. Deliver quality client service and communications:</b> → Workers → Employers → Alliance partners → Government	1.1 Build and strengthen stakeholder relationships	1.1.1 Enhance alliances with industry partners and stakeholders to: → address specific needs of emerging sectors and regions and → improve knowledge of workforce composition	→ Activities undertaken and issues addressed in consultation with industry
		1.1.2 Ongoing co-operation with interstate long service leave schemes to deliver better services	→ Progress against identified projects
	1.2 Deliver revitalised client services	1.2.1 Review client service standards to enhance service delivery	→ Service standards met → 85% client and stakeholder satisfaction
		1.2.2 Use feedback to identify client needs and improve service delivery	→ Client needs identified and addressed
		1.2.3 Expand use of online services	→ Annual increase in online transactions → Target 100% of services available online by 2017.
	1.3 Deliver effective communication to external and internal clients	1.3.1 Deliver targeted education and marketing services focussing on Scheme benefits and achievements	→ Delivery against Communications Plan
		1.3.2 Increase use of electronic communication	→ Measured increased in use of e-services and communication
<b>FINANCIAL MANAGEMENT</b> <b>2. Maintain financial accountability and sustainability of PLSL scheme</b>	2.1 Prudent investment and financial management	2.1.1 Annual review of investment strategy and objectives	→ Investment Strategy reviewed to achieve optimal returns with reduced volatility
		2.1.2 Continual actuarial assessment undertaken and recommendations assessed	→ Approved actuarial recommendations actioned → Scheme viability maintained
	2.2 Proactive financial and budget management practices	2.2.1 Manage resources within legislative and financial standards and agreed risk parameters	→ Financial targets achieved → Reporting targets met
<b>CORPORATE GOVERNANCE AND RISK MANAGEMENT</b> <b>3. Sound corporate governance, compliance and risk management frameworks</b>	3.1 Maintain sound governance arrangements for accountability, managing risk and compliance with relevant legislation and policies	3.1.1 Maintain effective planning, reporting, risk management and statutory compliance frameworks	→ Compliance with all statutory obligations → Annual Board governance and frameworks review → Quality Certification maintained to ISO 9001:2008
		3.1.2 Maintain effective business continuity and disaster recovery plans and strategies	→ Business continuity and disaster recovery processes reviewed and tested annually
	3.2 Manage compliance activities	3.2.1 Targeted compliance in: → levy income → long service leave payments → employer obligations → debt management	→ Compliance Plan targets achieved
<b>BUSINESS SYSTEMS AND PROCESSES</b> <b>4. Continuous development and improvement of business systems and processes</b>	4.1 Identify and implement business process improvements and innovation	4.1.1 Undertake business process improvements that deliver: → efficiency in service delivery → innovation in systems, services and processes → improved data and management information systems	→ Business improvement projects implemented and identified productivity returns realised