



# CONTRACT CLEANING INDUSTRY Strategic Plan 2019-23



**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, culture and compliance. This enables the agency to prepare and respond to future scheme demands

## 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
 <p><b>Effective systems and technology that provide confidence</b></p>	<ul style="list-style-type: none"> <li>→ Maintain a secure reliable contemporary technology platform that meets the needs of our customers</li> <li>→ Progress the implementation of a Customer Relationship Management (CRM) solution</li> <li>→ Improve vendor relationship management</li> </ul>	<ul style="list-style-type: none"> <li>→ Availability and speed of network and systems</li> <li>→ CRM - current state mapped, scoped, future state agreed, costed, implementation partner on board, implemented</li> <li>→ Services and projects delivered in accordance with agreed contract requirements</li> </ul>
 <p><b>Excellence in customer engagement and service delivery</b></p>	<ul style="list-style-type: none"> <li>→ Develop multi-channel communications in conjunction with customers and stakeholders</li> <li>→ Drive interjurisdictional collaboration</li> <li>→ Progress formal customer service accreditation</li> <li>→ Develop a strong QLeave brand</li> </ul>	<ul style="list-style-type: none"> <li>→ Commence adhoc and annual cyclic surveying of our customers - Workers and Employers</li> <li>→ Overall satisfaction of 90% measured against customer experience objectives (be clear, be helpful, make it easier and do what you say)</li> <li>→ Staged implementation of customer service accreditation - preparation, self-assessment, submission and test</li> <li>→ Measures and reporting frameworks designed for all functional areas</li> <li>→ A 5% increase in registered contract cleaning industry workers each year for the next three years</li> </ul>
 <p><b>A customer focussed workforce that is engaged, resilient and results oriented</b></p>	<ul style="list-style-type: none"> <li>→ Develop a formal implementation plan for Working for Queensland survey results</li> <li>→ Human Resources Management frameworks developed to achieve objectives</li> </ul>	<ul style="list-style-type: none"> <li>→ Improvements in engagement, leadership and innovation measures</li> <li>→ Succession planning embedded</li> <li>→ Performance management embedded</li> </ul>
 <p><b>Maintain responsible investment strategies to support levy stability</b></p>	<ul style="list-style-type: none"> <li>→ 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</li> </ul>	<ul style="list-style-type: none"> <li>→ Accrued Benefits Reserve Index in a range of 105 - 120%</li> <li>→ Targeted levy compliance activity</li> </ul>