



**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.

## 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.

**QLeave contributes to Unite and Recover, the Queensland Government's objectives for the community by:**

- **Safeguarding our health** - we safeguard workers' long service leave entitlements no matter how many employers they work for, to enable them to take planned leave for rest, recreation and health purposes
- **Backing small business** - we administer long service leave on behalf of industry, enabling employers to get on with running their small business
- **Backing our frontline workers** - we deliver frontline services state-wide to provide portable long service leave to industry workers

## 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

## OUR STRATEGIC OBJECTIVES



### Delivering efficient, effective, value-add services for all our members

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

#### MEASURES

- new registrations exposing QLeave to the greatest risk in terms of scheme entitlements are assessed for eligibility at registration instead of at claim time
- 100% of new registrations receive a welcome pack within three months of registering with QLeave
- Four year rule process undertaken for the building and construction and contract cleaning industry schemes annually to remove ineligible workers from the schemes



### 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

#### MEASURES

- 25% of past employer and worker registrations which have the potential to cause significant risk to the scheme's sustainability are audited to ensure legislative compliance
- register 58,000 workers with the community services industry portable long service leave scheme by 1 January 2022



### 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

#### MEASURES

- achieve ISMS attestation by 30 September 2021
- 80% of feedback received from stakeholder satisfaction surveys that suggests business improvements is actioned by 30 June 2022



**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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Unit 1, 62 Crockford Street,  
Northgate Qld 4013

PO Box 348, Archerfield BC Qld 4108

**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)