

2023-26 STRATEGIC PLAN

VISION: Making a positive difference for our industries - today, tomorrow and in the future

PURPOSE: To provide equitable and efficient portable long service leave schemes



**PORTABLE
LONG SERVICE
LEAVE**

PRIORITIES	PUT OUR PEOPLE FIRST, AND BE AN EMPLOYER OF CHOICE	DELIVER SERVICE WITH PURPOSE	ENSURE THE SCHEMES REMAIN SUSTAINABLE	DELIVER FUNCTIONAL AND OPERATIONAL EXCELLENCE
TACTICS	<ul style="list-style-type: none"> → Build a safe, inclusive, diverse and resilient workforce → Recognise and reward high performance and seek continuous improvement → Drive a culture of integrity, empowerment and continuous learning 	<ul style="list-style-type: none"> → Embed empathy, fairness and equity in all our interactions with scheme participants → Engage with stakeholders and scheme participants in an open and transparent manner → Our engagement and compliance framework will make it easy to comply 	<ul style="list-style-type: none"> → Be financially responsible and transparent → Use information and technology, and risk-based regulatory models, to ensure appropriate regulatory focus and resourcing → Transition to leading practice scheme management standards 	<ul style="list-style-type: none"> → Invest in, and embed, digital and data solutions to optimise our operations → Prioritise opportunities to continuously improve our processes and performance → Focus on effective governance structures and systems and allocating resources to deliver streamlined services
GOALS	<ul style="list-style-type: none"> → Attraction, development and retention of our workforce → Support and develop our staff to enhance workforce capability → Provide a psychologically and physically safe, inclusive, diverse and resilient workplace → Improved results in the Working for Queensland survey 	<ul style="list-style-type: none"> → Our services align to the provision of equitable and proficient schemes → Evidence that our services meet the changing complex needs of stakeholder and scheme participants → Increase voluntary compliance 	<ul style="list-style-type: none"> → QLeave's investment strategies, and scheme costs, are consistent with benchmarking → Operations are within the Accrued Benefit Reserve Index → Improved services through the use of informed, data driven analysis 	<ul style="list-style-type: none"> → Increased efficiency and effectiveness of our governance, structure and processes → Improved accessibility to, and timeliness of QLeave services → Increased usage of digital front door

OUR VALUES:



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people

RISKS

People - A failure to provide a positive, safe work environment, caused by inadequate leadership, and an absence of career opportunities resulting in a disengaged workforce

Reputational - A failure to protect QLeave's reputation resulting in a loss of trust and confidence with scheme participants, staff and key stakeholders

Financial - A failure to be financially sustainable, caused by irresponsible resource and fiscal management resulting in an inability to perform legislated functions

Governance - A failure to effectively administer the relevant schemes, caused by mismanagement or maladministration, resulting in loss of protection to the scheme participants

Operational Performance - A failure in operational performance due to security breaches relating to assets, data and information, through inadequate cyber security and technology management

OPPORTUNITIES

→ Developing and embedding a clear employee value proposition to attract and retain the best talent

→ Integrated and proactive approach to the health and wellbeing of our workforce

→ Influence behaviour and the future of the respective industry schemes through strong relationships

→ Better education and awareness of the role QLeave plays in the portable long service leave value chain

→ Effective and transparent internal resource management leading to an effective and financially sustainable organisation

→ QLeave demonstrates excellence in service delivery through best practice governance frameworks

→ Enhance strong security measures to further mitigate the risk of cyber attacks, and to safeguard information and data

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QLeave contributes to the Queensland Government's objectives for the community as aligned with our strategic plan priorities below.

THE AGENCY SUPPORTS THE GOVERNMENT'S OBJECTIVES FOR THE COMMUNITY:

GOOD JOBS: Good, secure jobs in our traditional and emerging industries.

BETTER SERVICES: Deliver even better services right across Queensland.

GREAT LIFESTYLE: Protect and enhance our Queensland lifestyle as we grow.

REISSUED DECEMBER 2022 TO INCLUDE THE QUEENSLAND GOVERNMENT OBJECTIVES FOR THE COMMUNITY.

QLEAVE PRIORITIES	PUT OUR PEOPLE FIRST AND BE AN EMPLOYER OF CHOICE	DELIVER SERVICE WITH PURPOSE	ENSURE THE SCHEMES REMAIN SUSTAINABLE	DELIVER FUNCTIONAL AND OPERATIONAL EXCELLENCE
Government objectives for the community	→ Deliver even better services right across Queensland	→ Deliver even better services right across Queensland → Good, secure jobs in our traditional and emerging industries	→ Protect and enhance our Queensland lifestyle as we grow	→ Deliver even better services right across Queensland
Sub-objectives of the Government objectives for the community	→ Keeping Queenslanders safe	→ Backing small business → Investing in skills → Backing our frontline services → Keeping Queenslanders safe	→ Growing our regions	→ Connecting Queensland
How QLeave contributes to the Government's objectives for the community is by:	→ Keeping our staff safe by building a safe, inclusive, diverse and resilient workforce.	→ Helping small business by administering long service leave on behalf of industry, enabling employers to get on with running their small businesses. → Investing in skills by collecting the Construction Skills Queensland levy to support industry training. → Keeping Queenslanders safe by collecting the Building and Construction Work Health and Safety levy for Workplace Health and Safety Queensland. → Helping frontline services by providing portable long service leave to workers in the contract cleaning industry and the community services industry.	→ Helping grow our regions by contributing to worker's future economic prosperity through the payment of long service leave entitlements and ensuring the schemes remain sustainable.	→ Helping scheme participants connect to portable long service leave information by providing digital front door services, accessible anytime and anywhere.

For more information about the Queensland Government's objectives for the community visit the web page www.qld.gov.au/about/how-government-works/objectives-for-the-community