

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

## 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