

ANNUAL REPORT

Community Services Industry (Portable Long Service Leave) Authority

21/22



www.qleave.qld.gov.au



PORTABLE
LONG SERVICE
LEAVE

Acknowledgement of Country

QLeave acknowledges the Traditional Owners of the lands from across Queensland and pays respect to Elders past, present and emerging as we meet and operate. QLeave is committed to being part of the reconciliation journey so we can work towards addressing the issues that prevent Aboriginal and Torres Strait Islander peoples from having the same opportunities as others.

Human rights commitment

QLeave will respect, protect and promote human rights in our decision-making and actions by building a culture that supports the *Human Rights Act 2019*.

About the annual report

The annual report is an important accountability document that reports the Authority's non-financial and financial performance. This annual report provides a record of achievements against QLeave's Strategic Plan 2021–25, the body that administers the *Community Services Industry (Portable Long Service Leave) Act 2020* on behalf of the Community Services Industry (Portable Long Service Leave) Authority.

OUR STRATEGIC GOVERNANCE

→ **OUR VISION** – We each lead and serve to secure long service leave for eligible workers of today and tomorrow.

→ **OUR 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.

→ **OUR VALUES** – Our values drive our actions and to support us in achieving our strategic priorities and goals, QLeave has adapted the following five Queensland Public Service 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

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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LETTER OF COMPLIANCE

16 September 2022

The Honourable Grace Grace MP
Minister for Education and Minister for Industrial Relations and Minister for Racing
PO Box 15033
CITY EAST QLD 4002

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2021–22 and financial statements for the Community Services Industry (Portable Long Service Leave) Authority.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be accessed at www.qleave.qld.gov.au.

This report is prepared on the basis of the current administrative arrangements for this agency applying for the whole of the 2021–22 financial year.

Yours sincerely



Glenys Fisher
CHAIRPERSON
Community Services Industry (Portable Long Service Leave) Authority



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ABOUT THE AUTHORITY

QLeave administers the portable long service leave scheme for the Community Services Industry (Portable Long Service Leave) Authority (the Authority), for workers and employers in Queensland's community services industry. For details of the annual mandatory reporting requirements for QLeave, refer to the QLeave – Building and Construction Industry (Portable Long Service Leave) Authority Annual Report 2021-22 at www.qleave.qld.gov.au.

The scheme operates through a statutory authority which is governed by a Board with expertise in governance, finance and risk, with members who represent workers, employers, and the Community Services industry.

Under the *Community Services Industry (Portable Long Service Leave) Act 2020*, workers can accrue long service leave entitlements based on their service to the industry rather than continuous service with a single employer. The portable long service leave scheme does not alter the entitlements of long-term employees but provides access for employees who, in the past, have not been able to accrue long service leave because of the nature of their work.

The scheme commenced on 1 January 2021 and is funded by an actuarially informed levy. Registered employers pay the levy of 1.35% on the ordinary wages of their eligible workers.

On 30 June 2022, the scheme had 107,205 workers and 1,143 employers registered. In the scheme's first full financial year in operation, we collected levies to the value of \$54.6 million. In 2021-22, \$739,953 for 1,054 claims were reimbursed to employers who paid long service leave to their workers.

During 2021-22, we continued to engage with peak bodies and associations to raise scheme awareness and address issues associated with the scheme's commencement. In addition, we have directly supported employers and workers to understand how portable long service leave works. As travel and event restrictions gradually eased, we started to engage face-to-face for the first time. In-person meetings and presentations, supported by online resources, grew our visibility and presence within the industry.

In 2021-22 we focused on effective service delivery so that workers had a positive early experience with the scheme. The online portal for the community services industry was launched in July 2021, allowing employers to fulfil their obligations online and workers to have visibility over their accruing entitlements. In addition, registered workers received their first annual long service leave statement from the scheme in September 2021. Issuing statements is a requirement under the Act and ensures that workers are advised of their end-of-financial-year long service leave accrual. Through this process, we provided guidance material about accessing the portal and the importance of keeping contact details up-to-date and checking their service record.

We would like to express our appreciation to the Minister, the Honourable Grace Grace MP, Minister for Education and Minister for Industrial Relations, and Minister for Racing, and the Queensland Government for continuing to ensure legislative provisions support long service leave benefits for the community services industry now and in the future.

We are also appreciative of the ongoing efforts and contributions of employees, management and board members. Particular thanks go to Ms Aimee McVeigh, who resigned from the Community Services Industry Board effective 30 June 2022; and Ms Helen Sharpley, former General Manager, who commenced initiatives that continue.

As we look towards 2022-23 and implementing our new Strategic Plan, our vision is focused making a positive difference for our industries – today, tomorrow and in the future. The Board and QLeave's management are committed to putting our people first, providing service with purpose, ensuring scheme sustainability and delivering functional and operational excellence.



QUEENSLAND GOVERNMENT'S OBJECTIVES FOR THE COMMUNITY

The Queensland Government's objectives for the community are built around the *Unite and Recover—Queensland's Economic Recovery Plan*.

QLeave on behalf of the scheme contributes to the following Queensland Government's objectives for the community:

- **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.

STRATEGIC OBJECTIVES AND PERFORMANCE

Our Strategic Plan 2021–25 sets out our vision and includes the following strategic objectives, strategies and measures. We assessed our performance in meeting the objectives for 2021–22 by using the measures to indicate our levels of success and where further work on enhancing service delivery and building organisational sustainability will continue into 2022–23.

STRATEGIC OBJECTIVE 1: DELIVERING EFFICIENT, EFFECTIVE, VALUE-ADD SERVICES FOR ALL OUR MEMBERS

Strategies:

- 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	PERFORMANCE
→ New registrations exposing QLeave to the greatest risk in terms of scheme entitlements are assessed for eligibility at registration instead of at claim time	→ Implemented: Worker eligibility assessments are completed at the time of registration for 'high risk' worker types.
→ 100% of new registrations receive a welcome pack within three months of registering with QLeave	→ Implemented: All welcome packs for workers in the community services industry have been automated.



STRATEGIC OBJECTIVE 2: BUILDING ORGANISATIONAL SUSTAINABILITY

Strategies:

- 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	PERFORMANCE
→ 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	→ In progress: High risk worker and employer types were audited as part of the Compliance Plan activities during 2022. An Audit pilot plan was completed for 100 randomly selected worker and employer registrations on QLeave's register which included the scheme, with the learnings to be applied for future compliance activities.
→ Register 58,000 workers with the community services industry portable long service leave scheme by 1 January 2022	→ Implemented: More than 100,000 workers were registered with the scheme at June 2022 (105,217 at 1 June 2022).

STRATEGIC OBJECTIVE 3: MAINTAINING A TRUSTWORTHY BRAND

Strategies:

- 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	PERFORMANCE
→ Achieve ISMS attestation by 30 September 2021	→ Implemented: QLeave submitted the annual Information Security Management System (ISMS) attestation and evidence on 30 September 2021 to the Queensland Government Cyber Security Unit.
→ 80% of feedback received from stakeholder satisfaction surveys that suggests business improvements is actioned by 30 June 2022	→ In progress: A market research project commenced during 2021-22. A range of business improvements are expected in 2022-23 and intended for future implementation.



CLIENT SERVICE DELIVERY

We engage with workers, employers, and other stakeholders via multiple channels, and use these interactions to inform workers and employers about their obligations and entitlements.

The following table details our key metrics comparing results between 2020–21 and 2021–22.

PERFORMANCE MEASURES	2020–21	2021–22
Workers registered	69,929	107,205
Active workers	69,533	81,106
Employers registered	795	1,143
Number of claims paid to employers	15	1,054[#]
Value of claims paid to employers	\$3,557	\$739,953[#]
Number of claims paid to workers	\$0	\$0
Value of claims paid to workers	\$0	\$0
Levy revenue	\$21.8m	\$54.6m
Levy paid electronically	100%	100%

Note: This number is higher as it reflects the scheme's first full financial year of operation.

QLeave recognises the importance of using data to support enhanced service delivery and organisational performance. To assist with this and maximising efficiencies, we focused on improving the delivery of our services provided through our contact centre.

QLeave used stakeholder feedback to improve service delivery, including enhancements to processes and system functionality for a better user experience.

During 2021–22, we received 3,885 inbound calls, in addition to email interactions. We continued to use our quality assurance program to ensure our scheme participants received accurate and efficient information.

COMPLIANCE REPORT

During 2021–22, we focused on helping the Community Services Industry understand their obligations. We met with employers in the sector; assisted workers to register and provided a range of information and education.

Now that the scheme has been operational for 18 months, it is appropriate for QLeave to ensure that there is a level playing field for those in the sector. As part of this, QLeave will develop a scheme-specific education, engagement, compliance and regulatory program of work that will be considered by the Board during 2022–23. A strong part of this program will be to increase registration of employers through engagement and education. We are using a data-driven and risk-based approach to understand the quantity of non-registered community services industry employers and will engage with employers through communication and site visits to achieve compliance. During 2021–22, a pilot program was undertaken using this approach, which resulted in attracting 4,635 new workers into the community services industry scheme. These results evidenced the need for developing a compliance and engagement plan which will be implemented in 2022–23.

ENGAGING WITH STAKEHOLDERS

During 2021–22, we engaged closely with industry stakeholders to continue raising scheme awareness and understanding. As a result, we achieved high levels of scheme compliance within the industry through our strong reputation and networks forged during the scheme's implementation.

During 2021–22, we focused our education efforts on supporting employers to meet their legislative obligations.

DATA-DRIVEN APPROACH

Continuing our data-driven approach throughout the 2021–22 financial year, we identified potential liable employers within the industry. The scheme has over 107,205 registered employers and more than 81,106 workers accruing portable long service leave. We will continue to identify liable employers in the 2022–23 financial year to ensure maximum compliance within the industry.

NEW ONLINE PORTAL

In July 2021, we launched a new online portal for employers and workers. QLeave supported employers and workers to transition to the portal with user guides and instructional videos published on our website and YouTube. The portal allows employers to complete their quarterly returns, pay their levy, claim reimbursement for long service leave, and manage their workers online. Likewise, workers can access their registration, see how they accrue entitlements and update their contact details online.

In September 2021, workers received their first long service leave statements from the scheme, which showed their first six months of service recorded to the end of the financial year. In a first for all the industries QLeave supports, statements were issued entirely through the portal with emails to workers providing supporting information about logging in.

DIGITAL ENGAGEMENT AND WEBSITE VISITS

We continued to use digital engagement tools to contact industry employers and workers. During 2021–22, we had over 6,000 views on our scheme YouTube videos. The QLeave website remains the primary communication channel for engaging with the industry, with over 52,000 visits to community services pages during the year.

SITE VISITS AND EVENT SPONSORSHIP

During 2021–22 we visited community services organisations to raise awareness and provide direct education and support to workers and employers. We also delivered presentations and webinars to stakeholders and scheme participants through our industry association networks.



FINANCIAL PERFORMANCE

The Authority has ended the financial year with a positive operating result, following the scheme's first full financial year in operation.

SUMMARY OF FINANCIAL PERFORMANCE AND POSITION

QLeave returned a net addition to fund of \$20.8 million and a balance sheet equity position of \$23.5 million during the 2021–22 financial year.

The total income of \$54.9 million was derived predominantly from portable long service leave levies of \$54.6 million.

The total expenditure of \$34 million, was mostly made up of the portable long service leave scheme benefits expense of \$31.9 million.

The statement of financial position reflects QLeave's sound financial status with a net asset position of \$23.5 million at the end of its first full financial year of the scheme. This indicates that QLeave has an appropriate level of assets to cover all liabilities including future claims. The scheme is now 148.8% funded.

INVESTMENT POWERS

In December 2021, the Board approved a diversified investment policy statement and requested the enabling of investment powers, by way of an amendment to the *Statutory Bodies Financial Arrangements Regulation 2019*, by the Queensland Governor in Council.

Thereafter, an investment fund portfolio will be setup with the Authority's Funds Manager, the Queensland Investment Corporation (QIC), during the 2022–23 financial year, where it is projected the scheme will commence receiving investment income, to further boost its financial position.

EXPLANATIONS OF SIGNIFICANT BUDGET VERSUS ACTUAL VARIANCES

Portable long service leave levies were ahead of budget by \$6.6 million due to higher than expected community services work hours.

Investment income is \$1.5 million behind budget due to cash from levies collected not being invested in QIC Funds; offset by income from bank interest ahead of budget by \$269,000.

The portable long service leave scheme benefits expense is under budget by \$8.1 million due a lower than expected increase to the provision for scheme benefits, as per the actuarial review finalised in May 2022.

ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM UPGRADE

QLeave uses an ERP system to manage its accounting which supports the automation and streamlining of processes related to levies and finance.

QLeave commenced an ERP system upgrade project in 2021 to upgrade its current system, which only receives limited developer support.

QLeave successfully completed the implementation of the ERP system upgrade project phase 1 during the 2021–22 financial year, which went 'live' on 1 December 2021. It is planned that the ERP System upgrade project phase 2, the final phase, will be completed during the 2022–23 financial year, with an expected 'go-live' date on 1 November 2022.

As part of the ERP system upgrade project phase 2, QLeave will have the opportunity to implement enhancements to financial processes to embed better practice financial activities; and over the twelve months following implementation, work will commence to maximise the automation capability of the upgraded software and realise efficiencies.



ACTUARIAL REPORTING

A full actuarial assessment is performed every year to investigate the sufficiency of the Authority's funds and the adequacy of the rate of long service leave levy, to ensure the scheme's financial viability to perpetuity. QLeave's actuary is Mercer Consulting. Mercer Consulting works closely with QLeave's Funds Manager, QIC.

Mercer Consulting forecasts whether investment strategies will continue to generate sufficient funds to meet future commitments for long service leave payments and maintain the long-term sustainability of the scheme.

The purpose of the actuarial review finalised in May 2022 was to:

- examine the financial position of the scheme in relation to the long service leave entitlements accrued up to 30 June 2022
- determine the theoretical long term levy rate assuming that the scheme was neither in surplus or deficit
- recommend the future levy rate having regard to the financial position of the scheme and the funding objectives and risk preferences of the Board
- provide projections of the scheme's future financial position under a number of scenarios.

EXTERNAL AUDIT

The external audit function is undertaken by William Buck (Qld) as a contract auditor for the Queensland Audit Office (QAO). The external audit program and timetable are presented to the Board in April of each year for approval. Annually in August, the findings, recommendations and audited financial statements are presented to the Board for approval and subsequently to the QAO for certification.



INFORMATION TECHNOLOGY AND INNOVATION

QLeave's technology and information management systems are designed to meet our business needs by leveraging opportunities and innovation to provide greater business value. Our Information Communication and Technology (ICT) Strategic Plan sets the strategic imperative for our ongoing journey to become a digital-first organisation.

In building trust and maintaining business continuity, our technology must be reliable and secure to support our business and service delivery activities, and inform decisions. An enterprise approach to technology and information management solutions allows us to operate more cohesively and efficiently.

In 2021–22, we undertook the following ICT initiatives and activities to enable reliable and secure service delivery to scheme participants:

- finalised the Formation Community Services Customer Relationship Management projects
- migrated the QLeave website platform to Software as a Service (SaaS) cloud service.

In 2021–22 the following ICT initiatives and activities were undertaken in supporting QLeave's internal computing operating environment to enable continued service delivery:

- migrated the data centre to a hybrid on-site and Azure cloud data centre
- upgraded the existing Windows Virtual Desktop server environment to the new Azure Virtual Desktop environment to provide greater remote access capabilities
- decommissioned the Log 360 monitoring server, and established regular reporting from the Azure and Fortinet firewall to improve QLeave capabilities against cyber threats
- remediated cyber security risks and maintained information security integrity through ongoing vulnerability scanning, regular information alerts, and an ongoing 'phishing' training campaign for staff to raise awareness of cyber security risks
- developed business intelligence reporting dashboards, reporting metrics for organisational performance measures and the Board
- completed the QLeave Workforce Management System request for quote with the implementation scheduled to commence in financial year 2022–23.

The ICT environment at QLeave continues to evolve to achieve the goals outlined in our ICT and data strategies and roadmaps, to raise information security capabilities and awareness, provide data and analytics for decision-making, enable remote and mobile work, ensure business continuity, sustainability and consistent user experience.

During the 2021–22 mandatory annual reporting process, our General Manager attested to the appropriateness of information security risk management within QLeave, noting that appropriate assurance activities have been undertaken to inform this opinion and our information security risk position.

The ICT environment at QLeave continues to evolve to achieve the goals outlined in our ICT and data strategies and roadmaps by:

- raising information security capabilities and awareness
- providing data and analytics to inform evidence-based decision-making
- enabling remote and mobile work
- ensuring business continuity, sustainability and consistent user experience.

INFORMATION PRIVACY

QLeave is committed to protecting the personal information it holds in accordance with its obligations under the *Information Privacy Act 2009* (IP Act) and Principles. The IP Act regulates how all Queensland Government agencies and contracted service providers collect, store, use, and disclose personal information.



RECORDS MANAGEMENT

QLeave continued its commitment to quality information and records management. This included using technology to support sound decision-making, accountability, and compliance, and reducing reliance on paper records through automation and digitisation.

Our Information Systems Coordinator performs formal assignment of records management monitoring and advice. QLeave's management are advised weekly about the volume of records recorded in the electronic records management system, and improvement options for managing records. In addition, super users established within QLeave continue to communicate with and support staff about the agency's records management function and activities.

QLeave is committed to meeting its responsibilities under relevant legislation, Queensland State Archives policies, standards and guidelines and best practice methods as outlined in applicable International Standards. This is achieved through several policies, including:

- Records Management Policy
- Records Governance Policy
- Digitisation and Disposal Policy
- Digital Recordings and Images Policy
- Information Asset Custodian Policy.

An electronic document and records management system called Micro Focus Content Manager, is used by QLeave to manage and secure administrative records. We also use several business management systems to capture, secure and manage QLeave's information.

Disposal of records is conducted by using the current retention and disposal schedule authorised by the State Archivist and QLeave's approved process. The disposal record is captured by completing disposal approvals, compliance declarations, maintaining a disposal register and issuing a destruction certificate when carried out by a third party.

In 2021–22 the following initiatives and activities were undertaken:

- continued education and engagement with staff regarding record-keeping obligations through the Content Manager Super Users Group
- commenced the Content Manager and Connex integration to automate the creation and reopening of folders
- conducted internal awareness training in records management for all staff to increase usage and acceptance of Content Manager for business documents and records
- created Access Control Groups with Content Manager to associate different levels of access privileges for increased security.

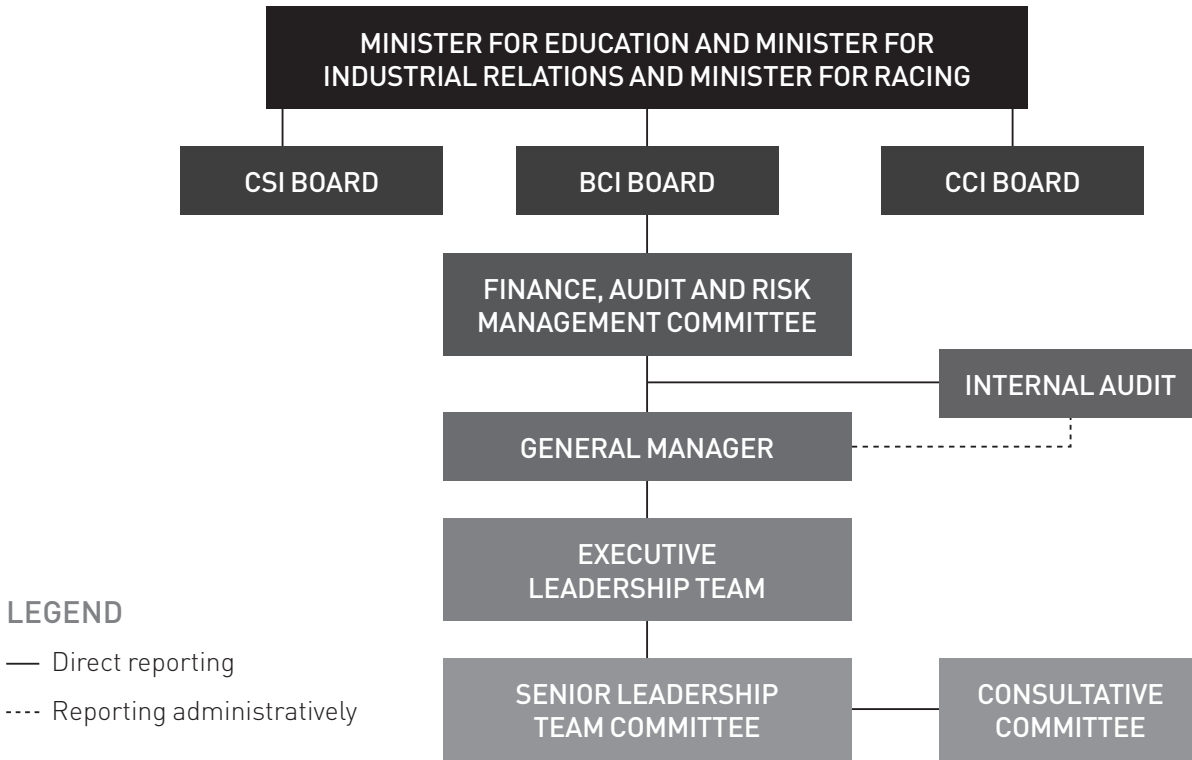
RECORDS MANAGEMENT FOR OTHER SCHEMES

QLeave administers the community services industry scheme using existing information and recordkeeping systems for electronic document and records management to achieve compliance with the *Public Records Act 2002*, and Records Governance Policy.



GOVERNANCE AND ACCOUNTABILITY

QLeave's governance arrangements as at 30 June 2022 are shown below.



THE BOARD

The Board is appointed by the Governor-in-Council. The Board reports to the Honourable Grace Grace MP, Minister for Education, Minister for Industrial Relations and Minister for Racing.

The Community Services Industry (Portable Long Service Leave) Scheme is administered by QLeave, on behalf of the Community Services Industry (Portable Long Service Leave) Authority (the 'Authority'). QLeave is reimbursed for the provision of its services to the Authority through an administration charges arrangement.

The role of the Board includes:

- determining the strategic direction and overseeing the annual review and development of the strategic plan
- ensuring, as far as possible, QLeave achieves and acts in accordance with its purpose and carries out its strategic priorities and objectives outlined in the strategic plan
- monitoring performance against strategic goals
- monitoring financial performance
- oversight of strategic risks management
- providing advice and recommendations to the Minister on issues affecting the provision of long service leave in the industry and the operation of the Act
- ensuring that QLeave performs its functions appropriately, effectively and efficiently.

The Board operates under the provisions of the Act, other governing legislation and within the scope of the Board Guidelines.



COMPOSITION OF THE BOARD

The Board is appointed for a term of three years and directors are eligible for re-appointment. The current Board's term commenced on 3 September 2020 and expires on 2 September 2023.

The Board consists of eight directors:

- the chairperson
- the deputy chairperson
- three directors representing employers in the community services industry
- three directors representing workers in the community services industry.

The person appointed as deputy chair must be appropriately qualified in at least one of the following areas: commerce, economics, finance and / or management.

The relationship between the Board and QLeave's executive management is one of direct, open communication and full disclosure of relevant information relating to QLeave's performance.

Board directors are selected for their depth of knowledge, expertise and experience in either finance and investment, law, corporate governance and/or the community services industry. The Board is proactive in identifying factors affecting the community services industry, with a view to achieving a balance between the interests of workers, employers, stakeholders and the long-term sustainability of the scheme.

Directors are encouraged to undertake professional development through the Australian Institute of Company Directors and other development avenues. Directors' professional development is focused on enhancing existing skills and ensuring the Board maintains the high standard required by best practice corporate governance frameworks.

The Board for the financial year 2021-22, comprised the following directors:

- **Chairperson:** Glenys Fisher
- **Deputy Chairperson:** Jennifer Cullen
- **Employer Representatives:** Belinda Drew, Carly Hanson, Aimee McVeigh (Aimee resigned 30 June 2022)
- **Worker Representatives:** Rebecca Girard, Justine Moran, Aaron Santelises.

FOCUS FOR THE BOARD 2021-22

The major challenges and activities for the Board for the 2021-22 financial year were to:

- ensure sufficient monitoring and mitigation of strategic and operational risks
- monitor QLeave's implementation of the scheme which commenced on 1 January 2021
- monitor stakeholder engagement activities undertaken by QLeave
- engage with the Queensland Investment Corporation (QIC) to develop an understanding of establishing an investment portfolio and consideration of an Investment Strategy
- monitor performance against the strategic plan
- ensure the Internal Audit Plan and associated frameworks appropriately monitor QLeave's internal controls so they remain effective and adequate in minimising risk
- ensure QLeave's management addresses any findings and recommendations of the internal and external audit functions in a timely manner
- monitor the actuarial position to ensure sufficient funds and adequacy of the levy rate
- endorse the annual budget prior to seeking Ministerial approval
- endorse the financial statements for Queensland Audit Office certification.



The Board attended a workshop to form a collective understanding of the Board's role in and responsibility for risk management and to ensure there was sufficient reporting for the Board to fulfil its statutory and governance obligations.

The Chair and the Chairs of the Building and Construction Industry (Portable Long Service Leave) Authority Board and the Contract Cleaning Industry (Portable Long Service Leave) Authority Board attended a workshop with an external consultant to discuss aligning the three Boards' position on risk management and to develop a risk appetite statement across the organisation.

The Board attended an investment workshop with representatives from QIC to develop an investment policy statement. An investment working group was formed to review the modelling outcomes and various investment allocation scenarios presented by QIC following the investment workshop.

REMUNERATION

The Board is classified as a Regulation, Administration and Advice – Level 3 category body under the *Remuneration Procedures for Part-Time Chairs and Members of Queensland Government Bodies*. Directors are remunerated per meeting attended.

BOARD PERFORMANCE ASSESSMENT

The Board directors undertake an annual Board performance evaluation to highlight the achievements throughout the year and identify opportunities for improvement. The evaluation is a structured self-assessment process that allows individual directors to review their performance. The evaluation outcomes are discussed in an in-camera session led by the Chair to identify strengths and development opportunities for board operations, review and measure QLeave's progress towards its goals, training requirements and open channels of communication.

BOARD MEETINGS

The Board met four times during 2021–22 and made one decision out of session.

BOARD SECRETARIAT

The Board Secretariat provides professional support services to the General Manager and Boards, including:

- arranging and scheduling Board meetings, setting agendas, circulating papers and reports, attending and minuting meetings
- ensuring that documents presented to the Boards are of a high standard to inform decision-making
- accurately recording Board considerations in correspondence and minutes and realise decisions and actions arising from Board and Committee meetings.

BOARD RECORDKEEPING

The minutes and documentation of each board meeting are recorded, and copies are provided to Queensland State Archives under the provision of the *Public Records Act 2002*.

DIRECTORS OF THE BOARD

The following are the profiles of the Directors of the Community Services Industry Board.

→ GLENYS FISHER, CHAIRPERSON

Glenys Fisher resigned from the Queensland Industrial Relations Commission in 2019 after more than 25 years in the role of Industrial Commissioner. During her tenure, she presided over many complex proceedings between employers, employees and unions. Glenys also undertook two pay equity inquiries at the direction of the State Government resulting in legislative amendments and also presided over three pay equity cases including one for community services workers.

Glenys has served on the boards of two education institutions, including a period as Chair of one, and a community services organisation.

Glenys holds academic qualifications in arts, law and industrial relations, is a Fellow of the Institute of Management and Leaders, and a graduate of the Company Directors course delivered by the Australian Institute of Company Directors.

→ JENNIFER CULLEN, DEPUTY CHAIRPERSON

Jennifer Cullen is Chief Executive Officer of Synapse Australia Limited and has extensive experience providing a comprehensive range of community-based services to support and benefit people with a disability.

Jennifer has been a member of the National Disability Insurance Scheme's Independent Advisory Council since 2013 and was a member of the National Disability Carers' Advisory Council from 2013 to 2020.

Jennifer is also an Adjunct Associate Professor of James Cook University and Griffith University. In 2020, Jennifer was appointed Doctor of the University, Griffith University.

Jennifer is a graduate of the Australian Institute of Company Directors.

→ AIMEE McVEIGH, EMPLOYER REPRESENTATIVE

Aimee McVeigh is Chief Executive Officer of Queensland Council of Social Service (QCOSS).

Aimee has significant experience as a community lawyer and human rights advocate. She has worked across private, government, and non-government sectors in Australia, the United States of America and the Philippines.

Aimee established Disability Law Queensland, founded and led the campaign for Queensland to introduce a Human Rights Act, and was a finalist for the 2019 Human Rights Medal from the Australian Human Rights Commission.

Aimee is a graduate of the Australian Institute of Company Directors.

Aimee resigned from the Board on 30 June 2022.

→ BELINDA DREW, EMPLOYER REPRESENTATIVE

Belinda Drew is Chief Executive Officer of Community Services Industry Alliance (CSIA).

In her current role, Belinda works in collaboration with community service organisations to support a sustainable and contemporary community services industry into the future.

Belinda has more than 20 years' experience in social purpose organisations. Her work spans service delivery, social policy, impact investment and organisational governance.

Belinda has developed a strong skillset in organisational management and strategic leadership and is committed to finding ways to contribute to fair and just communities across Queensland.

Belinda is also a director on several Boards, including the Chair of Social Enterprise Finance Australia.

Belinda is a graduate of the Australian Institute of Company Directors.



→ **CARLY HANSON, EMPLOYER REPRESENTATIVE**

Carly Hanson (LLB, BJus, GDipLegalPrac, GAICD) is the Sector Sustainability Coordinator for Community Legal Centres Queensland, the peak membership body for 33 independent, not-for-profit services providing free legal support across Queensland.

Carly supports the development of organisational capacity of member organisations, including quality improvement processes, training and innovative and collaborative projects to improve service delivery, governance and professional standards.

Carly has over 20 years' experience in the private and community legal sectors, and in the tertiary education sector, and is passionate about providing advocacy and holistic support to people experiencing vulnerability and disadvantage.

Carly is the Vice President of a Brisbane-based community organisation as well as chairing the Policy and Governance Sub-committee.

Carly is a graduate of the Australian Institute of Company Directors.

→ **JUSTINE MORAN, WORKER REPRESENTATIVE**

Justine Moran is the Development Coordinator and Social and Community Services Industry Lead at the Australian, Municipal, Administrative, Clerical and Services Union (The Services Union) Services and Northern Administrative Branch.

Justine has worked in the union movement for over 20 years and has extensive experience in developing campaigns to assist workers to realise their goals in the workplace.

Justine is a graduate of the Australian Institute of Company Directors.

→ **REBECCA GIRARD, WORKER REPRESENTATIVE**

Rebecca Girard is the Industrial Coordinator at the Australian, Municipal, Administrative, Clerical and Services Union (The Services Union) Services and Northern Administrative Branch.

Rebecca has over 15 years' experience working in the industrial relations sector and is skilled in the coordination of service delivery, managing stakeholder engagement and resolving complex industrial issues.

Rebecca is also a member of the CareSuper Board of Directors and has completed the Australian Institute of Superannuation Trustees (AIST) Trustee Director course. Rebecca has a solid understanding of governance and risk management.

Rebecca is a graduate of the Australian Institute of Company Directors.

→ **AARON SANTELISES, WORKER REPRESENTATIVE**

Aaron Santelises is a Board member for the Australian Retirement Trust and an Industrial Advocate and Legal Advisor for The Australian Workers' Union of Employees, Queensland. Aaron has a dual role in which he advocates for members from an array of industries such as community services and is responsible for the governance and compliance of the union.

Aaron has more than five years' experience in employment law and industrial relations through private law firms and the union movement. Aaron has also been a volunteer solicitor with Caxton Legal Centre since 2016 and has been a Committee Member of the Queensland Law Society's Industrial Law Committee since 2020.

Additionally, Aaron is an Infantry Lieutenant in the Army Reserves in which he has gained experience in risk management, leadership, working in a team and strategic planning.

Aaron is a graduate of the Australian Institute of Company Directors.



INTERNAL AUDIT

BDO undertakes QLeave's internal audit. The internal audit helps QLeave accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of systems of internal control.

BDO reviews QLeave's operations to assure the Board that QLeave's systems are effective, efficient and economical for the administration of portable long service leave schemes.

The internal audit program has adopted an integrated approach on the issues of governance, risk management and compliance. The focus of the program for 2021-22 included:

- fraud and corruption controls
- business impact analysis
- governance framework review
- delegations of authority
- controlled documents.

RISK MANAGEMENT COMMITTEE AND MANAGING RISKS

The Board and QLeave management strongly support an effective risk management culture that identifies and mitigates potential threats and opportunities impacting on meeting objectives to sustain the financial strength of QLeave. This is central to providing financial certainty to scheme participants, now and into the future.

QLeave manages risks by involving all business areas, which identify relevant risks and mitigation actions recorded in risk registers for implementation by the appropriate areas. These registers are reviewed by the Executive Leadership Team. The strategic risks are reviewed by the Finance, Audit and Risk Management Committee and the Boards and is a key input into the strategic planning cycle.

During 2021-22, QLeave continued to monitor fraud and corruption risks and implemented a number of controls to prevent fraud and corruption risks. QLeave's fraud and corruption risk management is supported by an issues management framework which includes an escalation and reporting mechanism to management. Monitoring of risks and issues were reviewed and then reported to the Board via the Finance, Audit and Risk Management Committee of the BCI Board.

During 2021-22, planning and resourcing efforts were undertaken to increase the focus on identifying risks and creating a stronger risk management-awareness culture. A consultant was engaged and developed a risk maturity roadmap to assist QLeave in planning risk management enhancements. QLeave will, through dedicated resourcing in 2022-23 concentrate on an enhanced enterprise risk management framework, increasing awareness and engagement, and streamlining risk review processes.

