

ANNUAL REPORT

Building & Construction 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 QLeave's non-financial and financial performance. This annual report provides a record of achievements against QLeave's Strategic Plan 2021–25.

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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QLeave is the trading name of the Building and Construction Industry (Portable Long Service Leave) Authority, established in 1992 to administer a paid long service leave scheme for eligible workers in the building and construction industry. The portable long service leave scheme is administered in accordance with the legislation.

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LETTER OF COMPLIANCE

8 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 Building and Construction 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



Brett Bassett

GENERAL MANAGER

Signed as authorised and delegated signatory for the Chair of the
Building and Construction Industry (Portable Long Service Leave) Authority



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ABOUT QLEAVE

QLeave commenced in 1992 to administer the portable long service leave scheme for workers and employers in Queensland's building and construction industry.

The QLeave Board comprises members representing workers and employers within the building and construction industry.

Under the *Building and Construction Industry (Portable Long Service Leave) Act 1991*, workers can accrue long service leave entitlements based on their length of service in the industry rather than continuous service with a single employer. The portable long service leave scheme does not alter the entitlements of long-term workers but provides access for workers who, in the past, have not been able to accrue long service leave because of the nature of their work.

The scheme is funded by an actuarially informed levy on all construction work in Queensland, costing \$150,000 or more to complete, and the investment of these funds. The levy rate has been 0.35% since 1 July 2020.

In addition to the portable long service leave levy, QLeave also collects the Building and Construction Work Health and Safety levy for Workplace Health and Safety Queensland and the Construction Skills Queensland levy to support industry training.

As of 30 June 2022, the scheme had 319,020 workers and 24,885 employers registered. Since 1992, long service leave payments totalling \$1.23 billion have been made to industry workers. In the 2021–22 financial year, long service leave claims of \$92.9 million were paid to 13,496 workers.

The COVID-19 pandemic and market volatility due to global economic factors, including the ongoing armed conflict in Europe impacted the Authority's investment funds. QLeave continues to monitor any market impacts on its investments to ensure they align with the Board-approved Investment Strategy.

To ensure our services are contemporary, a service delivery review project commenced in early 2022. This project aims to enhance the efficiency and effectiveness of our service delivery whilst focusing on the purpose and intent of the legislation. Work will continue in 2022–23 to ensure QLeave is fit for purpose, has enhanced governance and risk frameworks in place, provides excellent customer service, and delivers a regulatory approach consistent with the scheme's maturity after serving the industry for 30 years. Notably, a new scheme tailored risk-based approach to compliance will be communicated and applied across the industry.

During 2021–22 we reviewed our online services, and enhanced our digital front door, which made it easier for our customers to connect and interact with us. Improvements to the online employer portal were released in June 2022, making it easier for industry employers to fulfil their end-of-financial-year legislative obligations. Several enhancements were completed, and those planned for future release will continue to make it easier for workers to view their service records and claim leave online.

As travel and event restrictions began to ease in late 2021, we met in-person with industry participants across Queensland for the first time in almost two years. This, along with continued digital engagement through online events and webinars, further increased our capacity to deliver information widely and quickly respond to customer needs.

We would like to express our appreciation to our 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 building and construction 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 Melanie Woodward, former Deputy Chair, who resigned from the Building and Construction Industry Board in August 2021; and Ms Helen Sharpley, former General Manager, who commenced initiatives that continue.

As we look towards 2022–23 and implementing our new Strategic Plan, QLeave’s vision is focused on 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 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	→ In progress: Recommended the manual process for the building and construction industry with further system development work required to automate the process.
→ Four-year-rule process undertaken for the building and construction and contract cleaning industry schemes annually to remove ineligible workers from the scheme	→ Implemented: Recommended the annual four-year-rule cycle and completed the four-year-rule process for the scheme by May 2022.

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 across all three schemes, with the learnings to be applied for future compliance activities.



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

QLeave engages with workers, employers, and other stakeholders via multiple channels, and uses 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	321,326	319,020
Employers registered	23,022	24,885
Number of claims paid	10,554	13,496
Value of claims paid	\$69.8m	\$92.9m
Capped weekly rate of pay	\$1,980	\$1,980
Worker claims – % online	78.9%	81%
Employer reimbursement – % online	90.3%	90.6%
Worker service returns – % lodged online	92.6%	100%
Levies revenue	\$126.9m	\$156.4m
Works notified	43,189	36,217
% Works notified online	98%	98%

QLeave recognises the importance of using data to support enhanced service delivery and organisational performance. To assist with this and maximising efficiencies, we focussed on improving the delivery of our services provided through our contact centre. Some enhancements to the way we operate our call centre and support our customers and staff include:

- using Interactive Voice Response messaging to guide and connect callers to relevant skilled staff members to resolve their enquiries
- refreshing the client services induction training package
- introducing an internal knowledge base of training resources to assist with on-the-job learning and providing consistent messaging and instructions
- implementing task-based scheduling to manage resources and response times
- daily reporting on call centre metrics and claims workload to monitor and allocate resourcing
- providing reports on identified trends to gain insights.

Commencing in November 2021, there were 306,506 statements distributed to registered workers in the building and construction industry. QLeave prepared for peak workload periods by collecting data, analysing trends, and scheduling outbound communications to our stakeholders, and optimising task allocation. This enabled more resilient operations in meeting service delivery demands for assistance.

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 77,178 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, QLeave focussed on strengthening compliance activities to enhance and promote voluntary scheme compliance in the building and construction industry. As a result, a number of changes were made and implemented, with more in progress, to improve QLeave’s compliance function. These continuous improvements supported a culture of engagement and awareness-raising with industry partners, as well as enforcement action where required, to ensure compliance with the relevant legislation for non-compliant duty holders.

QLeave invested additional resources to improve the capability and capacity of the compliance function, focussing on enhancing investigation and auditing governance to ensure alignment with best practice. In addition, during 2021–22, individual responsibility for legislative decision-making has been elevated as the cornerstone to drive a culture of accountability and responsibility.

QLeave continues to enhance its risk-based approach in determining where best to allocate resources. This is based on using data insights and risk management to improve the efficiency and effectiveness of compliance outcomes, and increase industry engagement.

To ensure a level playing field, QLeave continued its levy auditing program, focussing on those levy payers that have been under-notifying or non-notifying. As a result of this auditing process, an additional \$33 million in the building and construction industry portable long service leave levy was collected.

QLeave also reviews amounts notified by levy payers and seeks to confirm the payable levy at the end of the building and construction project. As a result of this review process, QLeave received an additional \$3.7 million in 2021–22 of portable long service leave levy. The amount recovered represents the additional levy payable as a result of building and construction projects costing more than the original notification amount.

During 2021–22, QLeave commenced a new process of receiving and responding to employer complaints from workers regarding their employer failing to record their service with QLeave. The benefit of undertaking an investigation into an employer as a result of receiving a complaint of this nature is that all workers of that employer can be assessed for missing service credits, as opposed to the previous process which focussed on considering only the complainants missing service. As a result of this process change, 230 employer-related complaint assessments were completed resulting in 3,917 missing service credits being granted to workers.

ENGAGING WITH STAKEHOLDERS

During 2021–22, QLeave engaged with industry stakeholders across Queensland, providing education, support and promoting scheme awareness. We continued engagement activities, including presenting at industry training sessions, participating in webinars, visiting construction sites and supporting industry events.

We also shared information through industry association publications and networks to maximise our reach to scheme participants.

DIGITAL ENGAGEMENT

In 2021–22 we increased our focus on digital engagement using feedback from stakeholders to enhance our online portal. We also made regular updates to our website to make it easier for registered workers and employers to log in and find the information when needed.

We continued to update our online resources and YouTube channel, attracting more than 5,000 views of our instructional videos.

Our website remains the primary communication channel for engaging with the industry, with over 580,000 visitors viewing the website during 2021–22.

Mobile device traffic accounted for nearly 40% of all website visits. Recognising the growing shift to mobile device usage, particularly among workers, we ensured all updates to our website, and online portal would improve customer experience on mobile devices.

INTRODUCTORY EDUCATION

QLeave continued its arrangement with TAFE SkillsTech to promote the scheme to industry apprentices and trainees. Our Introduction to QLeave video ran in apprentice classes and was complimented by face-to-face presentations throughout the year.

This early engagement with apprentices establishes an important relationship with these workers as they begin their careers in the industry and become informed of their future long service leave entitlements and benefits. Our focus for 2022–23 will include securing early education opportunities in regional centres.

SITE VISITS AND EVENT SPONSORSHIP

As COVID-19 travel restrictions began to ease in late 2021, we attended industry events and visited building sites across more areas of Queensland compared to the previous year. We responded to claims, eligibility, and missing work history enquiries during these visits.

We continued to raise scheme awareness by supporting industry events and leveraging opportunities to provide attendees with information about our focus areas and approach to compliance within the industry.



FINANCIAL PERFORMANCE

The Authority has ended the financial year with a positive income position despite sustaining a net fair value loss on investments during the last half of 2021–22.

SUMMARY OF FINANCIAL PERFORMANCE AND POSITION

QLeave returned an addition to fund of \$3.5 million and a balance sheet equity position of \$214.3 million during the 2021–22 financial year.

Total income of \$95.7 million was 70.7% lower than 2020–21. The decrease was due to the net fair value loss on investments of \$114.5 million driven by a downward market shift during the last half of 2021–22.

The loss on investments was offset by portable long service leave levies of \$156.4 million which were 23.3% higher than 2020–21 driven by an increase in the value of leviable building activity across all sectors, particularly in the housing and other residential sectors.

The total expenditure of \$92.3 million was 38.8% lower than 2020–21. The decrease was mainly due to a 47.7% lower portable long service leave scheme benefits expense, than 2021–22.

The statement of financial position reflects QLeave’s sound financial status with a net asset position of \$214.3 million at the end of the financial year, 2021–22. This indicates that QLeave has an appropriate level of assets to cover all liabilities including future claims. The scheme is now 115.5% funded.

STATEMENT OF COMPREHENSIVE INCOME

Classes of transactions, account balances or disclosures	Change	Key drivers
Portable long service leave levies \$156.4m	↑ \$29.6m 23%	Increase was due to an increase in the value of leviable building activity, particularly in the housing and other residential sectors.
Income from investments \$48.7m	↓ \$42.6m 47%	Decrease was due to lower distribution income received during 2021–22.
Net fair value gain on investments (\$114.5m)	↓ \$219.3m 209%	Decrease reflected performance of investment markets in the second half of 2021–22.
Employee expenses (\$8.7m)	↑ \$2.5m 40%	Increase was due to the cost of increased resources required to provide additional capability and capacity.
Supplies and services (\$5.4m)	↑ \$1.2m 30%	Increase was due to higher costs incurred in the development of the CRM project.
Fund management fees (\$7.4m)	↑ \$1.0m 15%	Increase was in line with the growth of assets under management due to strong performance of markets in the first half of 2021–22.
Portable long service leave scheme benefits (\$69.3m)	↓ \$63.3m 48%	Decrease reflected the movement in the scheme provision since 2020–21.



STATEMENT OF FINANCIAL POSITION

Classes of transactions, account balances or disclosures	Change	Key drivers
Total current assets \$1,189.4m	↓ \$24.2m 2%	Decrease reflected the reduction in fair value for investments.
Current and non-current provision for scheme benefits (\$981.1m)	↓ \$23.6m 2%	Decrease was due to the \$69m increase in provision offset by \$93m claim payments for 2021–22.
Net assets \$214.3m	↑ \$3.5m 2%	Increase was due to a decrease in the provision for scheme benefits which was greater than the decrease in fair value for investments, since 2020-21.

EXPLANATIONS OF SIGNIFICANT BUDGET VERSUS ACTUAL VARIANCES

Net fair value (loss) gain on investments is \$166 million behind budget due to a lower than expected gross return of -5.5% (budget 3.8%) on investments; offset by income from investments ahead of budget by \$48.6 million.

Portable long service leave levies were ahead of budget by \$48.1 million due to the higher value of leviable building activity across the housing and other residential sectors, driven by government stimulus.

The portable long service leave scheme benefits expense is under budget by \$163.6 million due a reduction to the provision for scheme benefits per the recent actuarial review.

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.

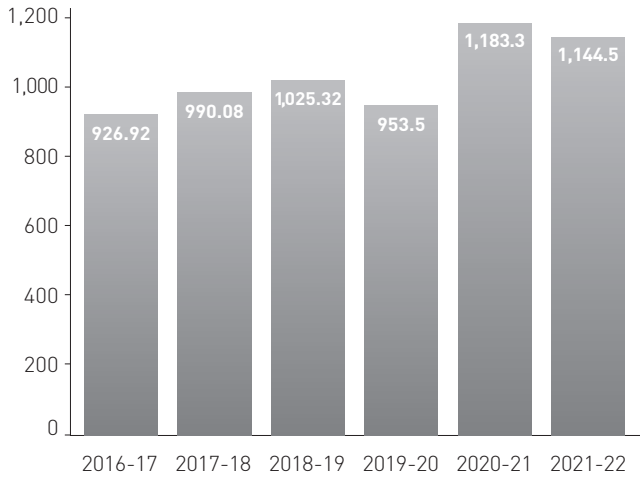
QLeave successfully completed the implementation of the ERP system upgrade project phase 1 during the 2021–22 financial year, which went 'live' on 1 December 2021. It is planned that the ERP System upgrade project phase 2, the final phase, will be completed during the 2022–23 financial year, with an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

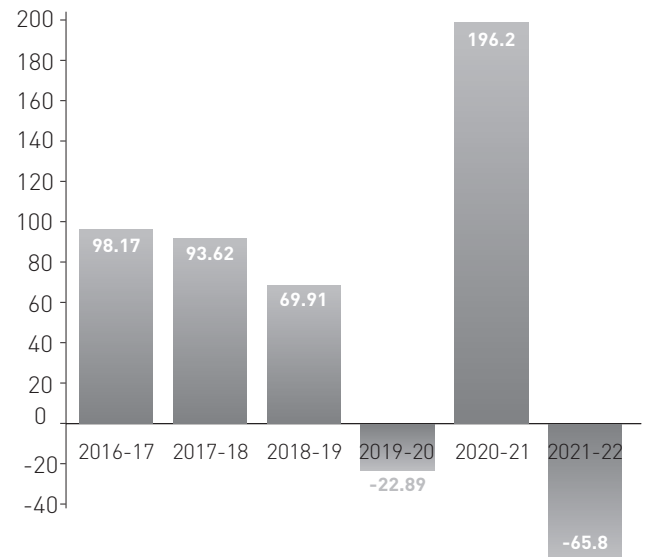


INVESTMENT MARKET PERFORMANCE

Funds invested in \$millions 2017-2022

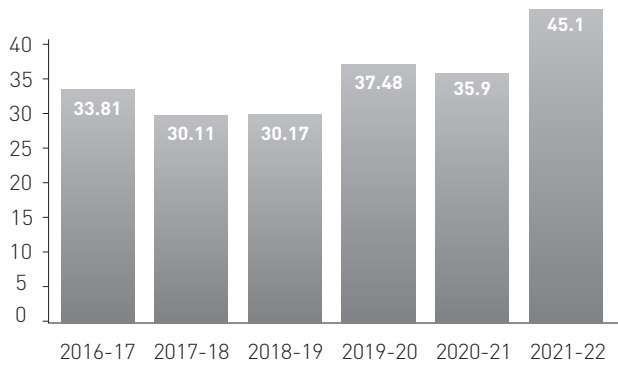


Investment Returns in \$millions 2017-2022



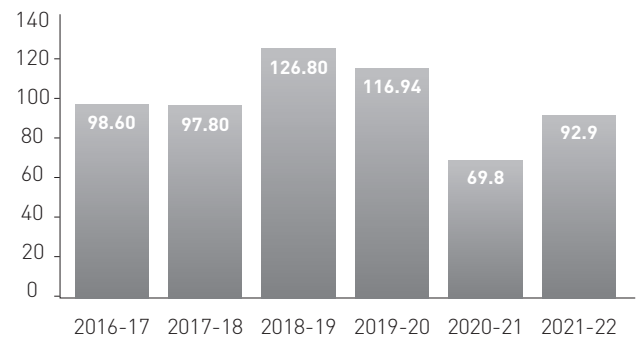
BUILDING ACTIVITY

Value of project levy in \$billions 2017-2022



LONG SERVICE LEAVE CLAIMS PAID

Value of claims paid in \$millions 2017-2022





ACTUARIAL REPORTING

A full actuarial assessment is performed each 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, Queensland Investment Corporation (QIC).

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

The purpose of the actuarial review finalised on 4 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 Finance, Audit and Risk Management Committee in April of each year for endorsement and referral to the Board for approval. Annually in August, the findings, recommendations and audited financial statements are presented to the Finance, Audit and Risk Management Committee for endorsement and referral 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. QLeave's 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, just as our data and information must be reliable to inform decisions. An enterprise approach to technology and information management solutions allows us to operate more cohesively and efficiently.

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

- transitioned the Connex Customer Relationship Management (CRM) project and the transition to business as usual with some post-go live fixes being addressed
- commenced the second phase implementation to transition payments from the Navision system to the Microsoft Business Central platform
- commenced investigation and testing of the Connex CRM system integration with the Micro Focus Content Manager system
- replaced the old worker and employer web portals with Connex CRM integrated web portals
- continued with the second phase of the Enterprise Resource Planning (ERP) system upgrade to transition BCI to the Business Central platform from Navision
- delivered employer web portal enhancements to provide a better customer experience
- 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 QLeave staff to raise awareness of cyber security risks
- developed business intelligence reporting dashboards, reporting metrics for QLeave 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.

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.

QLeave's 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.

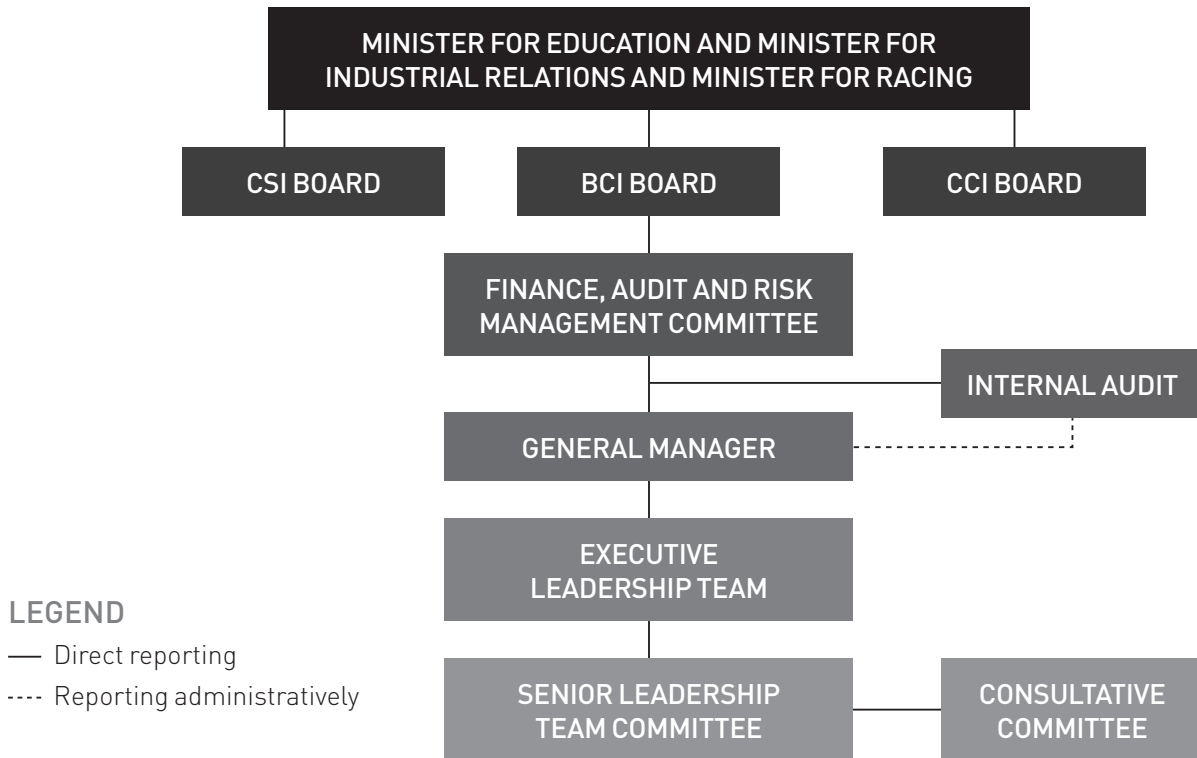
In 2021–22, the following initiatives and activities were undertaken:

- 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.



GOVERNANCE AND ACCOUNTABILITY

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



THE BOARD

QLeave is governed by a board of directors (the 'Board') 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 role of the Board includes:

- effecting responsibility for QLeave's commercial policy and management
- 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 5 September 2019 and expires on 4 September 2022.

The Board consists of eight directors:

- the chairperson
- the deputy chairperson, who must have knowledge of, and experience in, financial affairs
- three directors representing employers in the building and construction industry
- three directors representing workers who perform building and construction work.

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 building and construction industry. The Board is proactive in identifying factors affecting the building and construction 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 focussed 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:	Peta Irvine
Deputy Chairperson:	Teresa Hamilton (from 7 April 2022) Melanie Woodward (until 31 August 2021)
Employer Representatives:	Penny Cornah, Damian Long, Sue-Ann Fresneda
Worker Representatives:	Stephen Baker, Peter Ong, Arturo Menon.



FOCUS FOR THE BOARD 2021–22

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

- actively manage the investment portfolio to prevent the realisation of investment losses due to continuing market volatility
- undertake a full review of QLeave’s Investment Strategy in conjunction with Queensland Investment Corporation as QLeave’s fund managers, and an external investment advisor
- assess the actuarial position to ensure sufficient funds and adequacy of the levy rate
- 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 to minimise risk
- ensure QLeave’s management addresses any findings and recommendations of the internal and external audit functions in a timely manner
- endorse the annual budget prior to seeking Ministerial approval
- review and endorse the wage rate for long service leave claims prior to seeking Ministerial approval
- endorse the financial statements for Queensland Audit Office certification
- encourage development in workplace culture and workforce capability
- monitor scheme eligibility to ensure current criteria were adequate and appropriate.

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

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 receive annual remuneration.

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 collective 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.



FINANCE, AUDIT AND RISK MANAGEMENT COMMITTEE

The Board is supported by a Finance, Audit and Risk Management Committee (the Committee), which acts in an advisory capacity to the Board. The Committee assists the Board in fulfilling its corporate governance and oversight responsibilities. The Committee aims to focus greater attention on specified responsibilities.

The Committee's key role is to provide reasonable assurance to the Board that QLeave's core business objectives are being achieved in an efficient, effective and economical manner, with an appropriate framework of risk management and internal and financial controls.

The Committee's responsibilities include those under the *Financial Accountability Act 2009*, the *Statutory Bodies Financial Arrangements Act 1982* and the *Financial and Performance Management Standard 2019*. The Committee operates under guidelines which comply with:

- the Queensland Treasury Audit Committee Guidelines
- the Institute of Internal Auditors International Professional Standards.

The Finance, Audit and Risk Management Committee comprised Teresa Hamilton (Chair from 7 April 2022), Melanie Woodward (former Chair until 31 August 2021), Penny Cornah, Damian Long, Peter Ong and Arturo Menon. For the period between the Committee Chairs (August 2021 and April 2022), Peta Irvine, the Board Chair acted as the Committee Chair.

The Committee plays an important role concerning the integrity of QLeave's financial information and system of internal controls and encompasses the following areas:

- external audit and financial reporting
- internal audit functions
- risk management and internal controls
- compliance with performance management frameworks
- compliance with legislative and regulatory requirements
- review the Board's Investment Strategy
- monitor the performance of QLeave's investments in line with the Investment Strategy
- review and monitor the performance of QLeave's funds manager.

An external provider, BDO, undertakes QLeave's internal audit function. QLeave's external audit function is undertaken by an external provider, William Buck, with oversight by the Queensland Audit Office. Both external providers report to the Board through the Finance, Audit and Risk Management Committee.

The Committee complies with its reporting obligations through regular reports to the Board under Section 30(5) of the *Financial and Performance Management Standard 2019*.



FOCUS FOR THE FINANCE, AUDIT AND RISK MANAGEMENT COMMITTEE 2021–22

During 2021–22, the Finance, Audit and Risk Management Committee undertook:

- oversight of the external audit process and financial statements
- oversight of the internal audit program
- oversight of QLeave’s risk management framework
- oversight of the performance of the Authority’s investments
- review of the actuarial assumptions and endorsement of the actuarial assessment
- review of the annual budget
- review of the maximum wage rate for claims
- monitoring of work, health and safety, major projects, key breaches and complaints.

COMMITTEE MEETINGS

The Finance, Audit and Risk Management Committee met four times during 2021–22.

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 BCI Board.

→ **PETA IRVINE, MBA, BA (Hons), DipFinPlan, DipNSL, FAICD – CHAIR**

Peta Irvine has a wealth of experience in strategy development and alignment, governance and risk, marketing, APRA-regulated entities, corporate and financial performance, investment and insurance, board performance and culture.

Peta holds a number of non-executive Board positions including Teachers' Union Health, International House College and Resolution Pathways and also a number of committee positions within these organisations. Peta was a non-executive director of Intrust Superannuation Fund for 10 years and was Chair of a number of its committees.

Peta is currently the Chief Executive Officer of Local Government Managers Australia Qld Inc. Previous positions include General Manager Accommodation, Australian Hotels Association and management roles in the Passenger Transport Division of Queensland Transport.

Peta holds a Master of Business Administration (MBA), Bachelor of Arts (BA) (Hons), Diploma of Financial Planning (DipFinPlan), Diploma of Neuroscience of Leadership (DipNSL), is a Fellow of the Australian Institute of Company Directors (FAICD) and Fellow of the Institute of Management and Leadership. Peta is a member of the NeuroLeadership Institute, Local Government Managers Australia and Women on Boards. Peta was appointed to the Board in 2019.

→ **TERESA (Terri) HAMILTON, LLB, DipFinPlan, MAICD – DEPUTY CHAIR (from 7 April 2022)**

Terri Hamilton has over 35 years' experience in the financial services industry, with experience that is transferable to other regulated sectors. This includes deep governance, operational risk, compliance, financial and audit skills. Until her retirement from full-time employment in February 2022, Terri was a member of Sunsuper's executive team. During her 13 years' employment with Sunsuper, Terri held roles including Company Secretary, Executive General Manager Customer Engagement and Executive General Manager Risk, Legal and Compliance.

Terri is an experienced company director including former directorships of the national Board of the Association of Superannuation Funds of Australia, QSuper, Ergon Energy and Teachers' Union Health. Her qualifications include a Bachelor of Laws (LLB) and Diploma of Financial Planning. Terri is admitted as a solicitor in Queensland and New South Wales and is a Member of the Australian Institute of Company Directors (MAICD).

Terri was appointed to the Board in April 2022 and is Chair of the Finance Audit and Risk Management Committee.



→ **MELANIE WOODWARD, FCPA, FGIA, GAICD – FORMER DEPUTY CHAIR (until 31 August 2021)**

Melanie Woodward is an experienced director, chief financial officer, company secretary and risk management specialist with extensive professional experience and significant executive leadership accomplishments, with over 25 years' experience in the financial services industry sector.

Melanie's qualifications include being a Fellow of CPA Australia (FCPA), Fellow of Governance Institute of Australia (FGIA) and she is a Graduate of the Australian Institute of Company Directors Course (GAICD).

Melanie was appointed to the Board in 2019 and was the Chair of the Finance, Audit and Risk Management Committee. Melanie resigned from the Board in August 2021.

→ **PENNY CORNAH, DipHR, DipHosMgt, DipEventMgt, CertIVTrngAssmnt, MAICD – EMPLOYER REPRESENTATIVE**

Penny Cornah is the Executive Director of the Master Plumbers' Association of Queensland (MPAQ), which is the peak industry body representing plumbing and gas contractors throughout Queensland.

Penny was appointed as a Director of Master Plumbers' Australia Ltd in 2012 and was Company Secretary from 2016 to 2020.

Penny holds a number of roles that include Chairperson of the Service Trades Council, a statutory body that sits under the Queensland Building and Construction Commission, Director of the Services Trades College and non-executive Director of Construction Skills Queensland and was appointed to the Australian Building Codes Board as a Director in 2020. Penny is also appointed to the Queensland Government's Ministerial Construction Council.

Penny is the Vice President of the National Association of Women in Construction (Queensland Chapter) and a member of the Women on Tools Committee. Penny's association with a number of organisations to support women in the building and construction industry continues to bring a balanced view to the Board.

Penny holds a number of industry-related certificates and diplomas and is a Member of the Australian Institute of Company Directors.

Penny was first appointed to the Board in 2016 and is a member of the Finance, Audit and Risk Management Committee.

→ **SUE-ANN FRESNEDA, BBus, GAICD – EMPLOYER REPRESENTATIVE**

Sue-Ann Fresneda is the Deputy Chief Executive Officer of the Master Builders' Association Queensland (QMBA). Prior to this, she was the Director of Business Development and Membership for QMBA.

Sue-Ann is also a non-executive Director of Construction Skills Queensland and Construction Income Protection Limited.

Sue-Ann's previous roles have included General Manager Operations (Qld) and Advertising Sales Director for NewsCorp and non-executive Director for Building Employees' Redundancy Trust.

Sue-Ann brings a broad range of industry experience across commercial, corporate and not-for-profit sectors and her expertise in business development and innovation is a welcome addition to the Board.

Sue-Ann holds a Bachelor of Business (BBus) and is a Graduate of the Australian Institute of Company Directors.

Sue-Ann was appointed to the Board in 2019.



→ **DAMIAN LONG, BEng (Civil) (Hons), GAICD – EMPLOYER REPRESENTATIVE**

Damian Long is the Chief Executive Officer of the Civil Contractors Federation Queensland. His previous non-executive experience includes Branch President, Branch Vice President and Branch Treasurer of the Civil Contractors Federation – Queensland Branch.

Damian has over 30 years’ construction experience in earthworks, road works, structures, residential and industrial subdivision construction and project and business management and has a wealth of experience in senior management roles in private organisations and dealing with public sectors.

Damian is a non-executive Director of Construction Skills Queensland (CSQ), Chairperson of the Finance, Risk and Audit Committee (CSQ) and is an adjudicator under the *Building Industry Fairness (Security of Payment) Act 2017*.

Damian holds a Bachelor Engineering (BEng) (Civil) (Hon) and is a Graduate of the Australian Institute of Company Directors.

Damian was first appointed to the Board in 2016 and is a member of the Finance, Audit and Risk Management Committee.

→ **STEPHEN BAKER, DipSuper, Cert IVFrontlineMgt – WORKER REPRESENTATIVE**

Stephen Baker is the Branch Secretary of the Australian Workers’ Union (AWU) Queensland Branch and has previously held the positions of Queensland Assistant Secretary, Vice President Queensland Branch, Queensland Southern District Secretary, Queensland Vice President and is a member of the AWU National Executive.

Stephen holds a Diploma of Superannuation (DipSuper), Certificates in Frontline Management (Cert IVFrontlineMgt), Investment for the Superannuation Industry, Insurance for the Superannuation Industry and RG46 for the Superannuation Industry (Australian Securities and Investments Commission Regulatory Guide 146 Compliance Course in relation to the provision of financial advice).

Stephen has undertaken the roles of Director of Labor Companies, Director of AusSafe Super Board and represented workers on various Work Health and Safety Committees.

Stephen has a collaborative approach, a strong focus on work health and safety and the strength of people working together for better outcomes.

Stephen was appointed to the Board in 2019.

→ **PETER ONG, GAICD – WORKER REPRESENTATIVE**

Peter Ong is State Secretary of the Electrical Trades Union (ETU) and his role encompasses the overall management of the ETU’s financial, political and industrial interests.

Peter’s previous roles have included Assistant State Secretary and Organiser. Peter has worked for the ETU for 20 years to achieve the best outcomes in wages, conditions and health and safety for workers.

Peter is of the Chair of the Construction Industry Redundancy Trust and a non-executive Director of the Energy Super Fund. Peter is also appointed to the Queensland Government’s Ministerial Construction Council. Previously, Peter was a non-executive director of the Electrogroupp Apprenticeships and Training.

Peter is a graduate of the Australian Institute of Company Directors and has undertaken the Trustee Director Course with the Australian Institute of Superannuation Trustees.

Peter was appointed to the Board in 2019 and is a member of the Finance, Audit and Risk Management Committee.



→ **ARTURO (Bluey) MENON – WORKER REPRESENTATIVE**

Bluey Menon is the Coordinator and Industrial Liaison Officer for the Building Employees' Redundancy Trust (BERT).

Bluey has many years' experience working in the Construction and Manufacturing Industries either as an employee or as an Official of the Construction, Forestry, Maritime, Mining and Energy Union (CFMEU).

Bluey has a long history of advocating for workers' rights and has fought to ensure that workers' and their representatives' voices are heard. Bluey is a keen advocate for Australian manufacturing with an emphasis on Australian-made construction materials.

Bluey has vast experience in pursuing financial stability for workers through superannuation and redundancy.

Bluey holds Certificates in Workplace Health and Safety and Union Recruitment and Organising.

Bluey was appointed to the Board in 2019 and is a member of the Finance, Audit and Risk Management Committee.

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.

BDO consults with the external auditor to discuss their respective responsibilities as required under applicable legislation including audit scopes, plans and timetables.

During 2021-22, BDO completed the following internal audits and reviews:

- delegations
- controlled documents
- monitoring the reporting status of Internal Audit recommendations
- implemented an Internal Audit Plan for 2021-22
- developing an Internal Audit Plan for 2022-23.

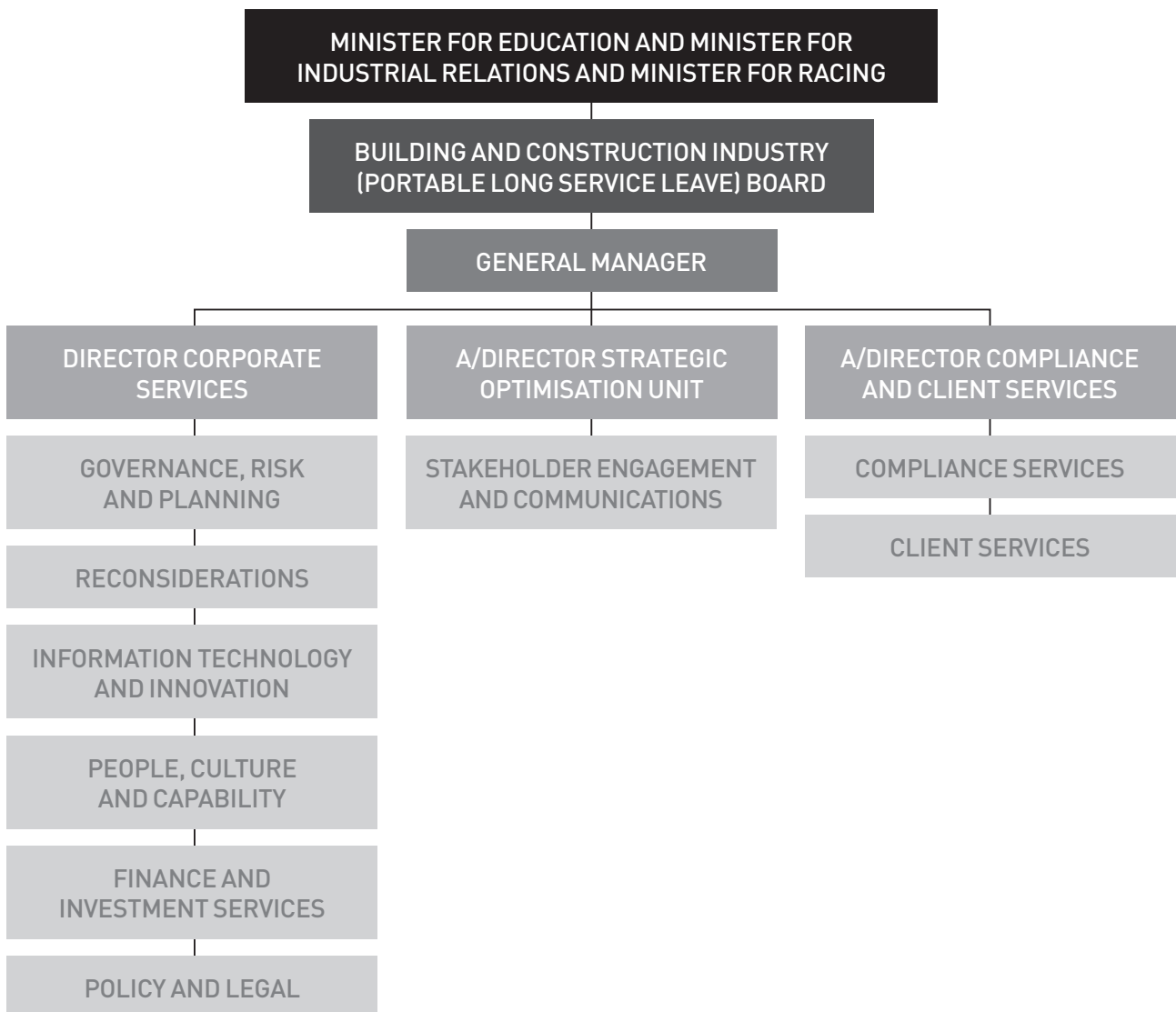
EXECUTIVE MANAGEMENT AND STRUCTURE

QLEAVE'S ORGANISATIONAL CHART

During 2021–22, QLeave's organisational structure was reviewed and reshaped into three streams to drive transformational change aimed at improving assurance and uplifting performance to deliver efficient, effective and sustainable service delivery.

A summary of responsibilities and achievements for each stream is contained under the relevant sections within this report, as well as the listing of responsibilities of our executive management leaders in the next section.

QLeave's organisational structure as at 30 June 2022 is shown below.



OUR EXECUTIVE MANAGEMENT LEADERS

In October 2021, there was a change in QLeave's leadership. In October 2021, Ms Helen Sharpley, the former acting General Manager ceased employment with QLeave and Mr Brett Bassett commenced as QLeave's General Manager. Mr Bassett holds a Bachelor of Education, an MBA, is a Fellow of the Governance Institute of Australia and is a Graduate of the Australian Institute of Company Directors as well as a certified fraud examiner.

As part of organisational renewal and structural review, three new Directors were appointed during 2021–22 to provide dedicated oversight of Corporate Services, Strategic Optimisation and Compliance and Client Services.


EXECUTIVE LEADERSHIP TEAM

An Executive Leadership Team (ELT), comprising the General Manager and the three Directors, lead QLeave's organisational change program, focusing on strategic planning, risk management, operational enhancement, financial performance, corporate governance functions and significant projects. The Executive Leadership Team also work to ensure quality implementation of all in-house committees' recommendations and internal and external audits.

As at 30 June 2022, the ELT reported through the General Manager to the Finance, Audit and Risk Management Committee and the Boards. As part of the governance arrangements, the ELT developed a Leadership Charter to communicate performance expectations in leading by example, supporting employees through planning and decision-making and collaborating in delivering QLeave's strategic priorities.

The General Manager is accountable to the Board and the Minister, and has overall responsibility for:

- fulfilling the statutory duties of the General Manager as QLeave's accountable officer as provided for in relevant legislation
- managing the operations of QLeave, building functionality, capacity and capability to support the delivery of high-quality and professional client service
- ensuring that funds are available to meet commitments while maximising earnings through strategic investment of surplus funds
- leading the implementation of enhanced analytical capacity to provide quality reporting to Boards regarding financial, productivity and efficiency performance as part of an integrated reporting framework
- developing strategic relationships and providing advice and information to the Board, and the Minister. The General Manager also engages with key industry associations, unions, businesses and other stakeholders on matters relevant to QLeave
- strategically leading the efficient delivery of associated services and functions, including collection and distribution of levies for the building and construction industry
- ensuring the highest ethical standards of corporate governance and risk management are maintained
- supporting the Boards in advising the Minister with respect to:
 - the administration of, and provisions of, the relevant Acts
 - the long service leave levy and payment for each scheme
 - other issues affecting the industries served by QLeave including through regular national and international environmental scans
- leading the development and enhancement of a team culture, QLeave's strategic direction, and continuous improvement.



The Director, Corporate Services, Glenn Lennon, is responsible for:

- leading the functions of governance, risk management and planning, finance and investment, human resource management, information technology and innovation, policy and legal and reconsiderations
- building team capability, nurturing a high performing team culture and inspiring individual and team commitment in the pursuit of results
- ensuring high level financial oversight, reporting and advice is provided to the General Manager and the Boards regarding QLeave's budget, revenue performance and ongoing capacity in meeting commitments including liaising with QLeave's provider of actuarial services
- ensuring effective implementation of corporate governance, quality management systems and risk management strategies are developed and embedded throughout the organisation and meet legislative requirements
- ensuring effective legal services are provided to the General Manager and the organisation, including enhancements of policy, process and frameworks to support employees in their roles
- ensuring readiness of the organisation for new policy and legislative changes as they arise
- maintaining key stakeholder relationships within QLeave and other government agencies, through negotiating objectives, initiatives, governance or financial arrangements in alignment with whole of government strategies and programs.

The acting Director, Compliance and Client Services, Robert O'Brien is responsible for:

- leading the Client and Compliance Services teams including the function of stakeholder engagement
- building team capacity and capability, nurturing a high performing team culture and inspiring individual and team commitment in the pursuit of results
- identifying and providing advice and support to the General Manager and Boards
- working collaboratively to shape corporate deliverables in support of QLeave's strategic direction
- providing expert analysis and strategic advice to the General Manager on stakeholder engagement, service innovation and compliance activities
- strengthening engagement with levy payers, employers and workers, ensuring that stakeholder ideas and insights are incorporated into strategy, planning and continuous improvement.

The acting Director, Strategic Optimisation Unit, Rebecca Sampson is responsible for:

- leading the Communication team
- driving the project management of QLeave's strategic projects and initiatives involving market research, Building and Construction Industry Customer Relationship Management (CRM) system transition, process review, workforce planning and a hindsight review
- monitoring and reporting on project management performance and implementation of project milestones
- ensuring effective relationship management and communication with partners and external stakeholders, in optimising business objectives
- establishing the structure and framework for pipeline management, resource management, and change controls
- designing appropriate processes, tools and techniques in managing change that informs successful project deliverables.



SENIOR LEADERSHIP TEAM (SLT) COMMITTEE

As at 30 June 2022, QLeave's key coordinating management body was the SLT Committee, which reported through the ELT to the General Manager. During 2021-22, the SLT Committee streamlined and absorbed the functions of the previous Committees:

- Information Technology and Innovation Steering Committee
- Projects Steering Committee
- Risk Management Committee.

The SLT Committee comprised the three Directors and Managers who collectively support the General Manager as QLeave's accountable officer. The SLT Committee focused on governance, operational delivery, organisational resource management, information and communication technology, key ICT projects and risk management.

RISK MANAGEMENT COMMITTEE AND MANAGING RISKS

The boards 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's Financial, Audit and Risk Management Committee.

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.

CONSULTATIVE COMMITTEE

QLeave's Consultative Committee is a consultative body established to facilitate meaningful consultation between management and unions on matters arising under the *State Government Entities Certified Agreement 2019*, or matters that otherwise impact or may impact the workforce of QLeave.

The Consultative Committee continued unchanged during 2021-22, meeting quarterly, reporting to the SLT, focussing on QLeave workforce matters, and supporting QLeave employees.

COMPLAINTS HANDLING

QLeave is committed to dealing with and resolving customer complaints in a fair and timely manner, in line with our Customer Complaints Management Policy and compatible with human rights.

Details of the customer complaints received and actioned by QLeave during the 2021-22 financial year are outlined within our publications scheme located on our website at www.qleave.qld.gov.au/about-us/corporate-publications/publication-scheme.

HUMAN RIGHTS

QLeave is committed to ensuring that human rights considerations form part of all aspects of decision-making and complaint management processes.

Complaints

During the 2021–22 financial year, no human rights complaints were received by QLeave and no complaints were later assessed as involving human rights.

Actions taken to further the objects of the Human Rights Act 2019

QLeave continued to promote the *Human Rights Act 2019* across the organisation by undertaking the following communication, awareness-raising and employee training activities during 2021–22, which included:

- promoted the *Human Rights Act 2019* through our communication channels such as our intranet, in the General Manager's blogs, and a series of webinars incorporating the 2021 Human Rights Day, 'Make equality your priority'
- policy, legal, complaints handling and compliance officers attended human rights training delivered by the Human Rights Commission and one officer also attended human rights law training delivered by Crown Law
- reconsideration officers completed online learning about human rights through the Human Rights Commission website.

Reviews of policies, procedures and practices

During 2021–22, QLeave undertook the following review activities which have been embedded as part of ongoing business activities:

- reviews and development of QLeave policies and procedures to ensure alignment and compatibility with human rights
- consideration of human rights when undertaking the cancellation of worker registrations in accordance with legislative provisions
- reviews of reconsideration (internal review) processes to ensure that human rights considerations form part of the decision-making process.



PEOPLE, CULTURE AND CAPABILITY

Our people and teams are at the centre of our organisation, by making a difference in managing portable long service leave for workers in three Queensland industries and collecting levy payments from employers.

WORKFORCE PROFILE

QLeave had 82.42 full-time equivalent (FTE) employees as per the Minimum Obligatory Human Resource Information full-time equivalent data for the fortnight ending 17 June 2022. This represented an increase of 17.42 FTE compared to 30 June 2021 which reflected the renewed focus on service delivery, reconsiderations and strengthening compliance and governance with the recruitment of client service and reconsideration officers and subject matter experts.

During 2021–22, QLeave recognised the following length of employee service milestones:

MILESTONE YEARS	NUMBER OF EMPLOYEES
5 years	7
10 years	3
15 years	2

No redundancy or early retirement or retrenchment packages were paid during the reporting period.

STRATEGIC WORKFORCE PLANNING

Our workforce planning is an ongoing and important consideration, as it is used to align the business needs and priorities of QLeave with those of the workforce to ensure QLeave can meet legislative, regulatory, and service obligations with appropriate capability, knowledge and skill sets. QLeave engaged an external consultancy firm to perform a service delivery review looking at our processes and frameworks, focussing on how we can make our systems and functions more efficient and effective. The work program called “Project Legacy” moved from the planning to the implementation stage in June 2022. The Director, Strategic Optimisation Unit, oversees Project Legacy to ensure rigorous frameworks and structures are established to support and drive the initiative. Additional dedicated resources as part of our strategic workforce planning, will be recruited in 2022–23 to support employees and deliver the transformation with ELT as the oversight board, ensuring the changes are fit-for-purpose across the whole organisation.

During the last quarter of 2021–22, QLeave developed the pillars for our inaugural Employee Value Proposition (EVP). QLeave’s EVP will define the experience we offer employees and sets out how QLeave will attract, recruit and retain the type of employees that fit with our values and culture; and describes the unique benefits and authentic career journey an employee will receive in exchange for their skills, capabilities and expertise the employee demonstrates every day.

QLeave’s EVP will identify plans to design and create an agile, future-focused organisation and the capabilities necessary to maintain high performance with the implementation of a talent management framework including an emerging leaders’ program and succession planning.



PUBLIC SECTOR ETHICS AND VALUES

During 2021–22, the Queensland Ombudsman facilitated ‘Public Interest Disclosures – Managing organisational risk’ training for our leaders and supervisors to enhance further understanding of the *Public Interest Disclosure Act 2010* and the obligations of agencies under the Act and the Public Interest Disclosure Standards.

All supervisors and managers attended ‘Performance Conversation’ workshops to build skills on the giving and receiving of performance feedback, ensuring consistent and constructive conversations occur in line with positive performance principles.

In supporting respectful relationships, QLeave continued to raise awareness of domestic and family violence (DFV). WorkHaven was engaged to review our policy, procedure, leadership guide and risk frameworks to assist in supporting our employees in identifying options and accessing available support mechanisms. DFV training was provided to all staff with additional training provided to those in leadership and supervisory roles.

DIVERSITY AND INCLUSION

We are committed to supporting our employees by building a diverse, inclusive and culturally capable workforce that reflects our values and the Queensland communities we serve. During 2021–22, we worked on developing our first Diversity and Inclusion Policy and framework, which is planned for release early in 2022–23. We aim to create an inclusive culture that promotes the performance and well-being of our employees where everyone feels valued, and their contributions respected irrespective of their identity, varied backgrounds, experiences and perspectives.

To further our commitment to psychological safety and wellbeing, QLeave provided mental health training for all employees and additional training for supervisors to equip them to respond to employee’s needs. To continue the focus on mental health and raise awareness, we conducted MATES in Construction sessions, providing innovative suicide prevention and mental health programs. Following on from this training, employees were invited to attend ASIST, a leading suicide intervention workshop, where participants learn to intervene and help prevent the immediate risk of suicide.

OUR COMMITMENT TO RECONCILIATION

During 2021–22, Reconciliation Australia endorsed QLeave’s Reflect Reconciliation Action Plan January 2022 to June 2023. The Reconciliation Action Plan (RAP) communicates our commitment to reconciliation. It describes how we will lead QLeave to learn and acknowledge the experiences of Australia’s First Nations peoples to guide us to a more reconciled future. The RAP supports our employees and leaders to:

- continue to build and embed cultural competence
- take culturally informed approaches to their day-to-day work
- ensure policy and service delivery reflect and are appropriate to the needs of Aboriginal and Torres Strait Islander peoples
- importantly foster a workplace culture that respects and values the skills, experiences and perspectives of Aboriginal and Torres Strait Islander employees and communities.

