OUR VISION
The Queensland Nurses’ Union—the union for nurses and midwives:
- unites members to work together to promote a sustainable union workplace culture, and to achieve security, fairness, equality and opportunity in the workplace and the community
- promotes the recognition and acceptance of the legitimacy of the core nursing and midwifery values of caring, professionalism, advocacy and holism as central to the identity and social contribution of nursing and midwifery
- advances our collective values in a health system that supports the efforts of nurses and midwives in providing high quality care, in work that is meaningful, and where their roles are advanced and rewarded as a recognised professional partner within a social model of health
- promotes the general health and wellbeing of nurses and midwives
- seeks a future for our members, families and communities that is environmentally, economically and socially sustainable.

OUR MISSION
Queensland Nurses’ Union—the union for nurses and midwives—promotes and defends the industrial, professional, social, political and democratic values and interests of members.

OUR VALUES
The Queensland Nurses’ Union commits to the following values:

<table>
<thead>
<tr>
<th>UNION VALUES</th>
<th>NURSING AND MIDWIFERY VALUES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collectivism</td>
<td>Caring</td>
</tr>
<tr>
<td>Equality</td>
<td>Professionalism</td>
</tr>
<tr>
<td>Fairness</td>
<td>Advocacy</td>
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<tr>
<td>Opportunity</td>
<td>Holism</td>
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</tbody>
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DIRECTION AND FOCUS
- To promote the QNU’s vision, mission and values in all aspects of its strategic operations.

ORGANISATIONAL
- To achieve union growth, influence and power through the provision of optimal infrastructure and support for members.

INDUSTRIAL
- To facilitate empowerment of members to achieve their industrial aspirations
- To provide effective industrial leadership
- To provide effective representation
- To improve, maintain and enforce the payment of wages and provision of working conditions
- To work towards achieving positive legislative reforms.

PROFESSIONAL
- To facilitate empowerment of members to achieve their professional objectives
- To advocate for the maintenance and advancement of nursing and midwifery standards
- To provide effective professional representation on professional matters
- To provide leadership in the advancement of innovative nursing and midwifery best practice
- To contribute to advancements in nursing and midwifery education, research, training and development
- To influence and contribute to health and aged care policy at all levels.

SOCIAL
- To facilitate positive and sustainable social change through directed activities, education and policy development.

POLITICAL
- To maximise the influence of the QNU in political processes.

DEMOCRATIC
- To promote the participation of members in internal and external democratic processes.

See page 2 for a full version of the Strategic Plan (including operational objectives)

Endorsed by Council 7 December 2012
DIRECTION AND FOCUS

STRATEGIC OBJECTIVES:
To promote the QNU’s vision, mission and values in all aspects of its strategic operations.

OPERATIONAL OBJECTIVES:
- Monitor and review the strategic objectives of this plan to ensure their ongoing relevance.
- Maintain accountability mechanisms that enable timetabling of priority organisational activities and resource these accordingly.
- Maintain the relevance of the organisation’s Vision, Mission, and Values to achieve strategic objectives.

ORGANISATIONAL

STRATEGIC OBJECTIVE:
To achieve union growth, influence and power through the provision of optimal infrastructure and support for members.

OPERATIONAL OBJECTIVES:
- Improve membership density through growth.
- Maintain financial systems and accountability mechanisms to ensure sound financial management to resource union growth.
- Grow union power through the establishment of local branches and the recruitment, development, education and support of workplace representatives, activists and contacts.
- Plan and appropriately resource multifaceted campaigns (professional, industrial, political etc) at the workplace level to increase membership growth.
- Ensure consistent policies and systems are established, maintained and reviewed to enhance succession planning, recruitment and selection, staff development and health and safety.
- Maintain consistent application of processes and polices for all staff.
- Ensure appropriate and equitable training policies and procedures are in place for all staff and that these are linked with personal plans that are consistent with the strategic plan.
- Enhance communication structures and consultation processes to ensure communications with members are accurate, prompt, meet member needs and facilitate member involvement in union activities.
- Maintain a consistent organisational position on communications with potential members of the QNU including matters such as recruitment materials and dealing with non-member inquiries.
- Ensure our internal communication processes are effective and efficient and that policies and procedures are in place to ensure optimal communication.
- Provide education to members to optimise collective union outcomes.

PROFESSIONAL

STRATEGIC OBJECTIVES:
- To facilitate the provision of professional advice and representation for members.
- To provide and enhance efficient and effective organisational systems and processes that contribute to growing the union.
- To establish and maintain congruent planning and review processes and accountability mechanisms that ensure achievement of strategic objectives.
- To ensure an appropriate and consistent approach to the management of complaints and compliments is established and maintained.
- To provide up to date technology that enhances staff efficiency and effectiveness.

INDUSTRIAL

STRATEGIC OBJECTIVES:
- To facilitate empowerment of members to achieve their industrial aspirations.
- To provide effective industrial leadership.
- To provide effective representation.
- To improve, maintain and enforce the payment of wages and provision of working conditions.
- To work towards achieving positive legislative reforms.

OPERATIONAL OBJECTIVES:
- Defend and advance the wages and working conditions of members employed in all sectors.
- Establish clear and consistent industrial objectives and strategies at the state and national levels using internal democratic processes (e.g. Industrial and Professional Policy Committee (IPPC), QNU conference and Industrial Advisory Committee (IAC) at the national level).
- Monitor progress and report against industrial campaign objectives.
- Develop strategies to promote industrial democracy and member participation in workplace decision making.
- Monitor and report to members relevant legislative changes.
- Lobby for appropriate legislative reforms.
- Advance the workplace health and safety interests of members through local campaigns and strategic lobbying to improve workplace amenity and design.
- Mentor, educate and provide support to members to develop activism and collective action.
- Identify and pursue representation opportunities on matters with broad, beneficial, industrial outcomes.
- Utilise knowledge and expertise to empower members to undertake effective workplace advocacy and representation.

POLITICAL

STRATEGIC OBJECTIVE:
To influence and contribute to health and aged care policies at all levels.

OPERATIONAL OBJECTIVES:
- Educate, inform and support members on their role as leaders of safe and quality care in the health and aged care sectors.
- Encourage the maintenance and growth of safe, innovative and responsive nursing and midwifery practices and safe workplaces in all sectors.
- Maintain and report on activities of professional reference groups (e.g. mental health and midwifery) and enhance and expand the role and functioning of these groups (e.g. as specialist spokespersons on health and nursing and midwifery issues).
- Promote to members and the community the models and values arising from the “Nurses. For you. For life.” campaign.
- Develop and maintain congruent planning and review processes and accountability mechanisms that ensure achievement of strategic objectives.
- Develop capacity (through education, policy development and the provision of resources) within the union to ensure members are better able to act as agents for positive social change.
- Develop a coherent policy framework that identifies the QNU’s social objectives.