



PERFORMANCE REPORT 2023-24

Quarter 1: July - September 2023



QUEENSLAND BUILDING AND
CONSTRUCTION COMMISSION

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How to use this report

This is a status report of the Queensland Building and Construction Commission's (QBCC's) achievements for:

- [2023-24 Service Delivery Statements](#) (SDS) service standards
- [Strategic Plan 2023-2027](#) performance measures

The status is based on the delivery of services that relate to the specific measure. The information presented in the report is collated based on input from relevant QBCC business units. Where there is a 5 per cent variance (either positive or negative) of the actual result against the target, a comment on the variance is provided.

Strategic Plan measures are a mixture of qualitative and quantitative measures.

The performance measures contained in the 2023-24 SDS and 2023-2027 Strategic Plan align with the Ministerial Statement of Expectations. The QBCC publishes these quarterly performance reports in support of the Minister's expectations.

Overview of 2023-24 measures

QBCC SDS service standards 2023-24		
SDS type	Performance measure	Accountable Officer
Effectiveness measures	• Perception of fairness in decision-making: percentage of survey respondents agree the final decision was fair	Exec Director (RPE)
	• Percentage of QBCC decisions set aside (within the financial year period) by the Queensland Civil and Administrative Tribunal (QCAT)	CLO
	• Percentage of licensees in category 4-7 who improved their financial position to meet minimum financial requirements to operate sustainably as a result of QBCC regulatory action	AC (RSS)
Efficiency measure	• Cost to assess and finalise a new licence application made under the Queensland Building and Construction Act 1991, the Building Act 1975, and the Plumbing and Drainage Act 2018	AC (RSS)
	• Cost of recovering \$1.00 of funds owed to creditors	AC (RSS)
Other measures	• Percentage of early dispute resolution cases finalised within 28 days	AC (RO)
	• Average number of days to process licence applications	AC (RSS)
	• Percentage of owner builder permits approved within 15 working days	AC (RSS)
	• Percentage of adjudication applications referred to an adjudicator within 4 business days	CIRO
	• Percentage of insurance claims for defective work assessed and response provided within 35 business days	AC (RO)
	• Average processing time for an early dispute resolution	AC (RO)
	• Average approval time for defects claims less than \$20,000	AC (RO)
• Percentage of internal review applicants contacted within 2 business days	CIRO	

QBCC Strategic Plan 2023-2027 performance measures ¹		
Performance measures	Accountable Officer	
Objective 1 – Support a strong, safe and sustainable industry through responsive regulatory activity to reduce risk and harm		
a. Qualitative statement: outcomes of audit programs eg QBCC Act s 50A (Part 4A (commercial contracts), Part 5 (HWI) or Schedule 1B (domestic contracts) audits, Building Act chapter 8 audit (pool safety)	a. AC (RO)	
b. Survey of industry advisory body to determine perception of effectiveness of engagement	b. Exec Director (RPE)	
c. Percentage of licensees in category 4-7 who improved their financial position to meet minimum financial requirements to operate sustainably as a result of QBCC regulatory action	c. AC (RSS)	
d. Percentage of plumbing licensees identified as non-compliant with their notifiable work (Form 4) obligations, found to be compliant following QBCC intervention and re-audit	d. AC (RO)	
Objective 2 – Improve the customer experience through the provision of information, advice and decisions that are practical, clearly communicated, transparent and timely		
a. Percentage of licence applications determined within timeframes – per category/type	a. AC (RSS)	

¹ Some QBCC SDS service standard measures also form part of the Strategic Plan. The performance actuals will be reported in the SDS table only.

QBCC Strategic Plan 2023-2027 performance measures ¹

Performance measures	Accountable Officer
b. Surveyed customers indicate that our tools and information provided have assisted them to comply with requirements	b. CCSO
c. Percentage of licence applications available through online channels	c. CDIO
d. Overall customer satisfaction	d. CCSO
e. Number of enquiries (and Key Performance Indicators for enquiry responses)	e. CCSO
f. Percentage of QBCC decisions set aside (within the financial year period) by the QCAT	f. CLO
g. Perception of fairness in decision-making: survey respondents agree the final decision was fair	g. Exec Director (RPE)
h. Percentage of internal review decisions made within the required period	h. CIRO
i. Reduction in disputes ending up in QCAT	i. AC (RO)
j. Percentage of complainants receive outcome advice within timeframes	j. AC (RO)
k. Backlog (greater than 70 business days) of non-completion claims to be approved	k. AC (RO)
l. QBCC contact centre: Percentage of calls answered within 5 minutes	l. AC (RSS)
m. Percentage of decisions to grant, renew or cancel a license are peer reviewed	m. AC (RSS)
Objective 3 - Educate and inform customers to support continuous quality improvement	
a. Qualitative statement: Progress made in developing training systems and materials (including the Learning Management System)	a. Exec Director (RPE)
b. Uptake of Learning Management System and formal learning, and satisfaction of educational resources	b. Exec Director (RPE)
c. Survey responses from training events and materials to gauge whether the training has improved understanding of the topic	c. AC (RO)
Objective 4 . Be a sustainable and digitally enabled organisation	
a. Percentage of data sets meeting data governance standards	a. CDIO
b. Qualitative statement: application of relevant Queensland Government Enterprise Architecture elements	b. CDIO
c. Working for Queensland - staff engagement score	c. CHRO
d. Working for Queensland - percentage of staff satisfaction based on staff engagement score (including follow up survey)	d. CHRO
e. Consolidated Budget - Year to date actuals figure matches the budget for the Consolidated Fund within tolerance	e. CFO
f. Cost to assess and finalise a new licence application made under the <i>Queensland Building and Construction Commission Act 1991</i> , the <i>Building Act 1975</i> , and the <i>Plumbing and Drainage Act 2018</i>	f. AC (RSS)
g. Average cost to assess and finalise a Queensland Home Warranty Scheme claim	g. CFO
h. QBCC contact centre: Average number of interactions per FTE per month	h. AC (RSS)
Objective 5 - Be an organisation that supports, values and empowers our people	
a. Staff satisfaction with learning and development opportunities	a. CHRO
b. Percentage of eLearnings completed within required timeframes	b. CHRO
c. Percentage of staff satisfied with one on one performance and development discussions within required timeframes	c. CHRO
d. Working for Queensland - percentage of staff being able to identify how their work contributes to the strategic plan	d. CCSO
e. Percentage of Aboriginal peoples and Torres Strait Islander peoples	e. CHRO
f. Percentage of people with disability	f. CHRO
g. Percentage of culturally and linguistically diverse peoples, who speak a language other than English at home	g. CHRO
h. Percentage of women in leadership (SO and above levels)	h. CHRO

Quarter 1 performance actuals - SDS

Status is reported using: ✓= target achieved or exceeded, O= under-performing by 5% or less, X = under-performing by more than 5%.

Table 1: Service Delivery Statement 2023-24 service standards

Measure	Unit	Target	Period Actual	Period Status	Comments
Effectiveness measures					
Perception of fairness in decision-making: percentage of survey respondents agree the final decision was fair	%	65%	65%	✓	Perception of fairness for the period equals the target. However, it is acknowledged that it is desirable to exceed the target. As such, individual survey metrics have been circulated to relevant divisions to identify areas for improvement.
Percentage of QBCC decisions set aside (within the financial year period) by the QCAT	%	7%	4.0%	✓	There were 48 QCAT outcomes during the reporting period. Of those outcomes, 2 decisions were set aside by QCAT (2/48 = 4%).
Percentage of licensees in category 4-7 who improved their financial position to meet minimum financial requirements to operate sustainably as a result of QBCC regulatory action	%	80%	88%	✓	This measure was met for Q1 2023-24 due to an increase in Regulatory Action taken.
Efficiency measures					
Cost to assess and finalise a new licence application made under the Queensland Building and Construction Act 1991, the Building Act 1975, and the Plumbing and Drainage Act 2018	\$	\$1,500	\$991.30	✓	This measure was met for Q1 2023-24 due to lower expenditure across the organisation.
Cost of recovering \$1.00 of funds owed to creditors	\$	\$0.55	\$0.28	✓	The target was met for Q1 due to lower expenditure and a 75% increase in Monies Owed Complaint forms received compared to last quarter.
Other measures					
Percentage of early dispute resolution cases finalised within 28 days	%	80%	81%	✓	No comment required, actual is within 5% variance.
Average number of days to process licence applications	#	30 days	22 days	✓	This measure looks at license applications under the QBCC Act 1991 only. The positive variance was due to the proficient management of resourcing.

Table 1: Service Delivery Statement 2023-24 service standards

Measure	Unit	Target	Period Actual	Period Status	Comments
Percentage of owner builder permits approved within 15 working days	%	90%	76%	X	In Q1 2023-24, there was a 1.5% increase in the number of applications received compared to Q1 2022-23. Time taken by applicants to provide additional data to support their application also impacted this measure. In addition, new staff had to be trained in the application process.
Percentage of adjudication applications referred to an adjudicator within 4 business days	%	100%	100%	✓	No comment required, actual meets target.
Percentage of insurance claims for defective work assessed and response provided within 35 business days	%	50%	19%	X	<p>There has been a significant increase in claims caused by large builder collapses, and increases in complaints about defective work and consequently, defective work claims, without a corresponding increase in resources, which is likely the primary cause of the variance.</p> <p>In addition, there has been a significant increase in defective work complaints over the past two years, which are also managed by the Assessment Officers within the Resolution and Regional Services teams.</p> <p>QBCC's service provider also did not meet their KPIs for providing tender prices and reports, due to labour and material shortages and general industry conditions. This has resulted in significant delays. A Contract Manager is currently being recruited to commence performance management meetings with the service provider to ensure service is being delivered to the satisfaction of the QBCC.</p>
Average processing time for an early dispute resolution	#	28 Working days	19 working days	✓	The positive variance is due to a larger proportion of cases not requiring complex investigations.
Average approval time for defects claims less than \$20,000	#	35 working days	69 working days	X	<p>There has been a significant increase in claims caused by large builder collapses, and increases in complaints about defective work and consequently, defective work claims, without a corresponding increase in resources, which is likely the primary cause of the variance.</p> <p>In addition, there has been a significant increase in defective work complaints over the past two years, which are also managed by the Assessment Officers within the Resolution and Regional Services teams.</p> <p>QBCC's service provider also did not meet their KPIs for providing tender prices and reports, due to labour and material shortages and general industry conditions. This has resulted in significant delays. A Contract Manager is currently being recruited to commence performance management meetings with the service provider to ensure service is being delivered to the satisfaction of the QBCC.</p>
Percentage of internal review applicants contacted within 2 business days	%	95%	99.6%	✓	No comment required, actual is within 5% variance.

Status is reported using: ✓= target achieved or exceeded, O= under-performing by 5% or less, X = under-performing by more than 5%.

Quarter 1 performance actuals – Strategic Plan

Status is reported using: ✓= target achieved or exceeded, ○= under-performing by 5% or less, X = under-performing by more than 5%.

Table 2: Strategic Plan 2023-2027 performance measures

Measure	Unit	Target	Period Actual	Period Status	Comments
Objective 1: Support a strong, safe and sustainable industry through responsive regulatory activity to reduce risk and harm					
Survey of industry advisory body to determine perception of effectiveness of engagement	#	1 Survey per financial Year	N/A	N/A	This is an annual measure which will be reported at a later date.
Percentage of plumbing licensees identified as non-compliant with their notifiable work (Form 4) obligations, found to be compliant following QBCC intervention and re-audit	%	70%	89%	✓	<p>Of the 9 re-audits that were conducted, 8 were found to be compliant and 1 was non-compliant which was subsequently referred for investigation. This positive variance is due to:</p> <ul style="list-style-type: none"> improving the communication materials supplied with audits to help licensees understand how to comply providing education to licensees during their audit about specific compliance concerns contacting licensees prior to the re-audit to check if there are any further questions or concerns.
<p>Measure name: Qualitative statement: outcomes of audit programs e.g., QBCC Act s 50A (Part 4A (commercial contracts), Part 5 (HWI) or Schedule 1B (domestic contracts) audits, Building Act chapter 8 audit (pool safety)</p> <p>Commentary: Specific audits on legislation have not commenced in the first quarter due to the October Compliance Campaign being undertaken and the implementation of the State-Wide Operating Model (SWOM). Legislative specific audits will commence after the finalisation of the October Compliance Campaign.</p>					
Objective 2 – Improve the customer experience through the provision of information, advice and decisions that are practical, clearly communicated, transparent and timely					
Percentage of licence applications determined within timeframes – per category/type	%	90%	83%	X	<p>This measure was not met due to an increase in applications over Q1 2023-24, and applicants having to provide additional material to their application.</p> <p>Note: Breakdown per category below</p> <ul style="list-style-type: none"> Accreditation: 86% Plumbing & Drainage Act: 98% Pool Safety Inspector: 100% QBCC Act: 79%
Surveyed customers indicate that our tools and information provided have assisted them to comply with requirements	%	38.1%	N/A	N/A	This measure is reported on annually in Q4 2023-24.

Table 2: Strategic Plan 2023-2027 performance measures

Measure	Unit	Target	Period Actual	Period Status	Comments
Percentage of licence applications available through online channels	%	100%	100%	✓	No comment required, actual meets target.
Overall customer satisfaction	%	35%	N/A	N/A	This measure is reported on annually in Q4 2023-24.
Number of enquiries (and KPIs for enquiry responses)	%	80% within specified timeframe	71%	X	This is a new measure for which trends and analysis will be developed over time. In Q1 2023-24, a number of complex enquiries required additional time to gather information and to respond to, thus affecting timeframes and the overall result.
Percentage of internal review decisions made within the required period	%	80%	86%	✓	This is a new measure for which the target may be reviewed at a later date. The positive variance for Q1 2023-24 is due to a reduction in applications received when compared to applications received for the May to June 2023 period.
Reduction in disputes ending up in QCAT	%	10% reduction	N/A	N/A	This is a new measure. Baseline data is currently being gathered to enable future reporting.
Percentage of complainants receive outcome advice within timeframes	%	75%	N/A	N/A	This is a new measure. The QBCC is investigating systems capabilities to report against this measure.
Backlog (greater than 70 business days) of non-completion claims to be approved	%	<50%	53%	X	There has been a significant increase in claims caused by large builder collapses, and increases in complaints about defective work and consequently, defective work claims, without a corresponding increase in resources, which is likely the primary cause of the variance. A large proportion of non-completion claims involved active builders which requires a termination of the contract prior to approving a claim. This process is complex and at times requires matters to be referred to legal teams. It may also require additional information from both parties which stretches the process. In addition, there has been a significant increase in defective work complaints over the past two years, which are also managed by the Assessment Officers within the Resolution and Regional Services teams. QBCC's service provider also did not meet their Key Performance Indicators for providing tender prices and reports, due to labour and material shortages and general industry conditions. This has resulted in significant delays. A Contract Manager is currently being recruited to commence performance management meetings with the service provider to ensure service is being delivered to the satisfaction of the QBCC.
QBCC contact centre: Percentage of calls answered within 5 minutes	%	45%	93%	✓	This measure was met for Q1 2023-24 as a result of proficient management of resourcing.

Table 2: Strategic Plan 2023-2027 performance measures

Measure	Unit	Target	Period Actual	Period Status	Comments
Percentage of decisions to grant, renew or cancel a license are peer reviewed	%	5%	7%	✓	All decisions to cancel a licence under section 48 of the QBCC Act 1991 are peer reviewed. These decisions represented 2% of the total cancellations for quarter 1 2023-24. The remaining 98% of all cancellations were as a result the licensee requesting to surrender their licence or failing to renew. 10% of all licence applications received during quarter 1 2023-24 were peer reviewed. A process is currently being developed to increase the applications which are peer reviewed.
Objective 3 – Educate and inform customers to support continuous quality improvement					
Survey responses from training events and materials to gauge whether the training has improved understanding of the topic	N/A	N/A	N/A	N/A	This measure is reported on annually.
Measure name: Qualitative statement: Progress made in developing training systems and materials (including the Learning Management System)					
Commentary: The Learning Management System has not been operationalised for external use at this time.					
Measure name: Uptake of Learning Management System and formal learning, and satisfaction of educational resources ²					
Commentary: Between 1 July and 30 September, there were 6 Retention Trust Training webinars for 124 registrations but only 92 attendees (74%). 72 of the attendees (78%) attempted and passed the assessment and were issued a completion certificate. During the 3 months, only 2 attendees completed the optional feedback and evaluation form. Both rated the session 9/10 on the Net Promoter Score (on a scale of 1-10, how likely would you be to recommend this training to other in the industry?)					
Objective 4 - Be a sustainable and digitally enabled organisation					
Working for Queensland - staff engagement score	%	50%	N/A	N/A	This measure is reported annually in Q2 2023-24.
Working for Queensland - percentage of staff satisfaction based on staff engagement score (including follow up survey)	%	56%	N/A	N/A	This measure is reported annually in Q2 2023-24.
Consolidated Budget - Year to date actuals figure matches the budget for the Consolidated Fund within tolerance	%	+ - 5%	-14.8%	X	Expenditure is below budget for both the General (13.4%) and Insurance Fund (26.3% excluding claims). Project expenditure has been delayed in both funds and continued recruitment is underway to fill roles. Additionally, the Core Enterprise agreement is yet to be approved and therefore salaries are lower than budgeted.
Average cost to assess and finalise a Queensland Home Warranty Scheme claim	\$	\$6,137	\$3,944	✓	The positive variance is due to lower expenditure across the organisation and higher claims numbers, especially non-completion claims.
QBCC contact centre: Average number of interactions per FTE per month	#	600	351	X	This measure was not met due to reduced call volumes in Q1 2023-24 and a full complement of Contact Centre resourcing.

² Temporarily to be reported as a qualitative measure.

Table 2: Strategic Plan 2023-2027 performance measures

Measure	Unit	Target	Period Actual	Period Status	Comments
Measure name: Percentage of data sets meeting data governance standards ³					
Commentary: Data governance standards are currently in development, and on track to be implemented, starting January 2024. It is projected that we will be able to report against the approved data governance standards by Q4 2023-24.					
Measure name: Qualitative statement: application of relevant Queensland Government Enterprise Architecture elements					
Commentary: QBCC aligns with the Queensland Government Enterprise Architecture (QGEA) framework elements of Information, Security, Technology and Applications. This is an ongoing focus and supported by internal policy and procedure artefacts.					
Objective 5 – Be an organisation that supports, values and empowers our people					
Staff satisfaction with learning and development opportunities	%	90%	89.7%	○	No comment required, actual is within 5% variance.
Percentage of eLearnings completed within required timeframes	%	85%	N/A	N/A	This is a new measure and the methodology for determining completion rates within required timeframes is still being worked out and will be reported when it becomes available. At the time of reporting, 90.9% of all eLearnings had been completed.
Percentage of staff satisfied with one on one performance and development discussions within required timeframes	%	45%	N/A	N/A	This measure is reported annually in Q2 2023-24.
Working for Queensland - percentage of staff being able to identify how their work contributes to the strategic plan	%	>83%	N/A	N/A	<p>This measure is reported annually through the Working for Queensland survey. The 2023 survey results are expected to be released in Q2. To further assist staff to identify how their work contributes to the strategic plan, the following actions have been accomplished:</p> <ul style="list-style-type: none"> • Divisional plans operationalising the strategic plan were developed, approved, and published on QBCC's intranet • Senior leaders of each division were provided with a summary document of their divisional plans which they are able to communicate and engage with their team members • A conversation template was provided to senior leaders that they may wish to use to guide conversations with their direct reports to plan and encourage sustained action to meet their goals. <p>In addition, individual staff performance development planning will begin and conclude in Q2 2023-24.</p>
Percentage of Aboriginal peoples and Torres Strait Islander peoples	%	4%	1.4%	X	QBCC launched the Innovate Reconciliation Action Plan (RAP) on 5 October 2023. The plan is to be implemented over two years and includes strategies to advance reconciliation within the industry and our workforce.
Percentage of people with disability	%	12%	4.5%	X	The reported outcome reflects employees who have self-identified as people with a disability.

³ Temporarily to be reported as a qualitative measure while developing data governance standards which are expected to be implemented by end of 2023.

Table 2: Strategic Plan 2023-2027 performance measures

Measure	Unit	Target	Period Actual	Period Status	Comments
Percentage of culturally and linguistically diverse peoples, who speak a language other than English at home	%	12%	9.4%	X	The reported outcome reflects employees who have self-identified as cultural and linguistically diverse people.
Percentage of women in leadership (SO and above levels)	%	50%	56.4%	X	QBCC supports women in leadership roles across the SO and SES cohort. QBCC also has a female Commissioner and CEO.

Status is reported using: ✓= target achieved or exceeded, ○= under-performing by 5% or less, X = under-performing by more than 5%

Glossary

AC (RO)	Assistant Commissioner Regulatory Operations
AC (RSS)	Assistant Commissioner Regulatory Standards and Support
CCSO	Chief Customer and Strategy Officer
CDIO	Chief Digital and Information Officer
CFO	Chief Financial Officer
CHRO	Chief Human Resources Officer
CIRO	Chief Integrity and Risk Officer
CLO	Chief Legal Officer
Executive Director (RPE)	Executive Director Regulatory Practice and Engagement
FTE	Full Time Equivalent
HWI	Home Warranty Insurance
KPI	Key Performance Indicator
QCAT	Queensland Civil and Administrative Tribunal
SO	Senior Officer