Corporate Plan
2015 | 2019
for peace of mind
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The Queensland Building and Construction Commission (QBCC) is pleased to present its 2015-2019 Corporate Plan. The plan sets the QBCC’s future direction, strategic objectives, goals and priorities as defined by the Queensland Building and Construction Board and the Commissioner.

The Corporate Plan conveys our purpose ‘for peace of mind’ and our vision to be ‘recognised by our customers as the best and most respected regulatory service provider in Australia’. The QBCC’s three strategic pillars, being customers, people and business excellence serve as a constant reminder of the priorities that will help the QBCC achieve its purpose and vision.

- **Customer** – We will focus on improving service quality, frontline services and providing simpler and easier access to our services and information. We will communicate to create awareness of the QBCC and its services. The QBCC will also focus on reducing red tape to provide a fairer and more equitable building and construction industry.

- **People** – We will empower people and unleash their potential. We will do this by focusing on providing quality leadership and a culture that guides, rewards and develops our workforce in a safe and secure working environment. We will implement strategies to make it simpler and easier for people to their jobs and equip them for success.

- **Business Excellence** – We strive to provide high quality services at an optimal cost to serve. We will focus on sustainable financial management, supply chain management, innovation and best practice processes and systems underpinned by a commitment to accountability and integrity.

Our strategic success measures allow the QBCC to track its progress against the achievement of its purpose and vision. The QBCC’s progress will be publicly reported with the report being made available on the QBCC website.
Our BUSINESS

WHO WE ARE

The QBCC is the state's building and construction industry regulator.

WHO WE SERVE

With 4.64 million people currently living throughout Queensland and more than 10 per cent of those residents working in the building and construction industry, the QBCC has an important task in serving our customers, contributing to the growth and sustainability of the Queensland economy.

Our customers include anyone who requires information or access to any of the services that the QBCC provides. They include those who contract with or work within the building and construction industry, and may be currently engaged in the building process, have been in the recent past or intend to be in the future. Our customers typically include home owners, builders, trade contractors and other industry participants and associations.

Construction is a key contributor to the Queensland economy. We are here to serve and regulate participants in the building and construction industry to improve standards, equity and confidence in the building process, for the benefit of the Queensland community and in the interests of strengthening State and regional economic activity.

HOW WE SERVE

The QBCC supports the growing Queensland community by providing information, advice and regulation to ensure the maintenance of proper building standards, remedies for defective building work and promoting confidence in the building and construction industry.

Led by the Commissioner and governed by a board, the QBCC consists of a skilled and expert team of staff that work hard to meet the needs of industry participants, associations and the community.
OUR SERVICES

The QBCC provides five main services to Queensland home owners and contractors.
These are:
- licensing services
- compliance and enforcement
- dispute prevention and resolution services
- home warranty insurance
- information and education

OUR DNA

VISION
We will be recognised as the best and most respected regulatory service provider in Australia.

PURPOSE
For peace of mind.

CORE VALUES
- Customer First
- Fairness and equity
- Accountability

SERVICE VALUE CHAIN

DELIVERY
We are wired for service, with:
- Distinctive service culture
- Outstanding leadership and passionate people
- Quality technology and processes
- Partnerships built on mutual respect
- Good custodians of public money

SUCCESS
- Top quartile employee commitment
- Top quartile customer satisfaction
- Top quartile consumer confidence
- Solutions, Red Tape Reduction and savings for government, the industry and the Commission

STRATEGY
- Deliver legislative reforms to provide a fairer and more equitable building and construction industry
- Provide simpler and easier access to our services and information
- Unleash potential
- Deliver services that add value to people’s lives
- Reduce regulatory burden and red tape
Our Strategic DIRECTION

OUR PURPOSE
For peace of mind

OUR VISION
We will be recognised by our customers as the best and most respected regulatory service provider in Australia

OUR VALUES
We embrace and live our values every day
At the QBCC, we have three core values that form the framework for all our decisions, interactions and activities:

CUSTOMER FIRST
We always put the customer first, going the extra mile in providing great customer service, striving to resolve customer issues at the first point of contact and always looking for ways to improve our processes.

We act with empathy and sensitivity and care for others’ health, safety and wellbeing.

FAIRNESS AND EQUITY
We act with fairness and equity, being objective and forming decisions fairly, based on the information available to us.

We believe that all customers have a right to be heard before a decision is made and treat everyone with honesty and impartiality.

ACCOUNTABILITY
We take accountability and accept ownership of our behaviour and its impact on the Commission.

We support that there is an individual and collective responsibility, are transparent in our interactions and communicate effectively to ensure our actions do not surprise our customers.
OUR STRATEGIC PILLARS

Our strategic pillars support the delivery of our vision and guide our actions every day:

- **Customer** - We know our customers and put them at the heart of everything we do
- **People** - We empower people and unleash their potential
- **Business excellence** - We strive to provide high quality services at an optimal cost to serve
Our CUSTOMER

We know our customers and put them at the heart of everything we do

OUR KEY FOCUS AREAS

• Improve service quality
• Provide our customers with simpler and easier access to our frontline services and information
• Communicate to create awareness of the QBCC and its services
• Deliver reforms to provide a fairer and more equitable building and construction industry
• Reduce red tape and regulatory burden through contract reform, review of licensing requirements and legislative amendment

OUR KEY OUTCOMES

The QBCC will offer improved service quality to all of our customers through the adoption of best practice models of customer-centric service delivery. Process improvements will be achieved for all services including licensing, complaints and insurance, using customer based design methodologies. All customer complaints will be tracked via a customer management framework to ensure an organisation-wide, consistent and transparent approach to dealing with customer feedback.

It will be simpler and easier for customers to access our frontline services and information. A wide range of digital SmartForms and QBCC mobile applications will be launched in addition to improvements and enhancements to our website. All regional service centres will be re-designed to improve our customer’s experience as well as face-to-face service delivery across the state.

We will communicate to create awareness of the QBCC and its services. This will involve the implementation of an annual marketing strategy to drive awareness of the QBCC brand. Our home owner education videos will be continually updated, refreshed and promoted to enhance customer understanding and awareness of their rights and responsibilities in the building process, home maintenance and dispute resolution. Social media will be used as an effective method of listening to and engaging with our customers.

The QBCC will communicate the delivery of reforms to provide a fairer and more equitable building and construction industry throughout Queensland. The implementation of the Building and Construction Industry Payments Act 2004 (BCIP Act) reforms will deliver improved payment outcomes across the industry. A voluntary Continuing Professional Development (CPD) system will be launched for all licensees to allow their skills to remain up-to-date and relevant. Reforms will be implemented to:

• the Domestic Building Contracts Act 2000,
• the certification framework
• hold professionals and building industry practitioners more accountable for their advice and plans.
We will **reduce red tape and regulatory burden through contract reform, review of licensing requirements and legislative amendment**. Changes to contracts will be implemented. A review of licence scopes and qualifications will be completed to enhance industry confidence in the licensing system. A page turn review of the Queensland Building and Construction Commission Act 1991 (QBCC Act) will also be undertaken.

### CUSTOMER STRATEGIC SUCCESS MEASURES

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<tr>
<th></th>
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<tbody>
<tr>
<td><strong>IMPROVE SERVICE QUALITY</strong></td>
<td></td>
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</tr>
<tr>
<td>Customer service satisfaction</td>
<td>85%</td>
<td>85%</td>
<td>87%</td>
<td>87%</td>
</tr>
<tr>
<td>Achieve 100 per cent of 24hr and 48hr service level agreements (SLAs) of responding to the customer and actioning their complaint</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Accreditation from Customer Service Industry Association of Australia (CSI</td>
<td>A)</td>
<td>6.50</td>
<td>7.00</td>
<td>7.25</td>
</tr>
<tr>
<td><strong>PROVIDE SIMPLER AND EASIER ACCESS TO OUR SERVICES AND INFORMATION</strong></td>
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<td></td>
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<tr>
<td>App engagement - time spent</td>
<td>&gt;2mins</td>
<td>&gt;2mins</td>
<td>&gt;2mins</td>
<td>&gt;2mins</td>
</tr>
<tr>
<td>Annual growth in web traffic volumes (website sessions)</td>
<td>1.3M</td>
<td>1.45M</td>
<td>1.6M</td>
<td>1.7M</td>
</tr>
<tr>
<td>Online payment transactions for renewals and insurance</td>
<td>35%</td>
<td>40%</td>
<td>45%</td>
<td>50%</td>
</tr>
<tr>
<td><strong>COMMUNICATE TO CREATE AWARENESS OF THE QBCC AND ITS SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Customer recognition: Licensee brand awareness</td>
<td>50%</td>
<td>55%</td>
<td>60%</td>
<td>65%</td>
</tr>
<tr>
<td>Customer recognition: Home owner brand awareness</td>
<td>15%</td>
<td>20%</td>
<td>25%</td>
<td>30%</td>
</tr>
<tr>
<td>Social sentiment metric</td>
<td>40%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td><strong>DELIVER REFORMS TO PROVIDE A FAIRER AND MORE EQUITABLE BUILDING AND CONSTRUCTION INDUSTRY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year on year reduction in adjudication applications under the BCIP Act 2004, within procedural timeframes</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Parties to adjudication decisions expressing confidence in the BCIPA</td>
<td>75%</td>
<td>75%</td>
<td>75%</td>
<td>75%</td>
</tr>
<tr>
<td>Percentage of all licensees who have met their voluntary CPD requirements</td>
<td>20%</td>
<td>30%</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Year on year reduction in the number of customer complaints against licensees</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Decreasing levels of unlicensed operators</td>
<td>3%</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td><strong>REDUCED RED TAPE AND REGULATORY BURDEN THROUGH CONTRACT REFORM, REVIEW OF LICENSING REQUIREMENTS AND LEGISLATIVE AMENDMENT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Licensee service satisfaction</td>
<td>85%</td>
<td>90%</td>
<td>95%</td>
<td>97%</td>
</tr>
</tbody>
</table>
To empower people and unleash their potential

**OUR KEY FOCUS AREAS**

- Provide quality leadership and culture that guides, rewards and develops the QBCC’s workforce
- Make it simpler and easier for people to do their jobs
- Empower people and equip them for success

**OUR KEY OUTCOMES**

The QBCC will be known for providing quality leadership and culture that guides, rewards and develops QBCC’s workforce. The QBCC’s organisational structure and leadership will be improved to accommodate the delivery of expanded services and improved service delivery across all business areas. Professional development and succession planning will be implemented alongside QBCC-wide customer-centric service model, training and reward systems.

We will focus on making it simpler and easier for people to do their jobs with all procedures and processes reviewed, challenged and streamlined. We will deliver efficient and effective enabling technologies, a knowledge management platform and a single, service delivery platform to enable our workforce to better deliver services to our customers.

The QBCC will empower people and equip them for success. This will be done by revising all delegations to ensure our workforce have the authority to do their jobs efficiently. A review will also be undertaken of the allocation and nature of work carried out by regional offices.

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<tr>
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</thead>
<tbody>
<tr>
<td>PEOPLE</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased employee engagement</td>
<td>82%</td>
<td>84%</td>
<td>85%</td>
<td>85%</td>
</tr>
<tr>
<td>Increased employee discretionary effort</td>
<td>82%</td>
<td>84%</td>
<td>85%</td>
<td>85%</td>
</tr>
<tr>
<td>Low staff absenteeism rates (days/person)</td>
<td>7.5</td>
<td>7</td>
<td>6.5</td>
<td>6</td>
</tr>
<tr>
<td>Separation rate</td>
<td>9%</td>
<td>8%</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>Reduction in operational cost to serve</td>
<td>2%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
</tr>
</tbody>
</table>
Business EXCELLENCE

We strive to provide high quality services at an optimal cost to serve

OUR KEY FOCUS AREAS

• Sustainable financial management
• Supply chain management
• Innovation and best practice processes and systems

OUR KEY OUTCOMES

The QBCC will engage in sustainable financial management and manage the Queensland Home Warranty Scheme in accordance with actuarially sustainable principles. Reforms to the Queensland Home Warranty Scheme and a business efficiency program to reduce operating expenses will be implemented. We will review our investment strategies and explore additional revenue opportunities. All QBCC data systems will be transitioned to more cost effective data centres and QBCC’s information systems will be delivered by cost effective platforms. The result of focussing on these areas will be a shift in the overall control environment rating from moderate to strong.

There will be a key focus on supply chain management, with all mail house, records storage, fleet and supplier contracts to be systematically reviewed.

The QBCC will focus on innovation and best practice processes and systems to deliver high quality services to our customers. We will channel shift QBCC’s services with activities focusing on growing the QBCC’s digital channel, for example through the delivery of a range of online SmartForms and transactions. To support this shift, the QBCC’s information systems will be reliable and available 24 hours a day, 7 days a week. The QBCC will lead, collaborate and participate in inter-agency and inter-State conferences to leverage off latest innovation and best practice processes and systems used by other customer-centric organisations and regulatory agencies.
## STRATEGIC SUCCESS MEASURES

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>BUSINESS EXCELLENCE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Combined loss ratio of Queensland Home Warranty Scheme</td>
<td>&lt;98%</td>
<td>&lt;98%</td>
<td>&lt;98%</td>
<td>&lt;98%</td>
</tr>
<tr>
<td>Reduction in costs</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Increase in equity</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Increase in revenue</td>
<td>3%</td>
<td>2%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Reduction in other operating costs</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Positive result at Queensland Public Sector Awards</td>
<td>Finalist</td>
<td>-</td>
<td>Finalist</td>
<td>-</td>
</tr>
<tr>
<td>Positive result at Australian Teleservices Awards</td>
<td>-</td>
<td>Finalist</td>
<td>-</td>
<td>Finalist</td>
</tr>
<tr>
<td>Innovated processes or systems identified for review and redesign for best practice</td>
<td>5</td>
<td>5</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Annual shift to digital channel</td>
<td>10%</td>
<td>20%</td>
<td>30%</td>
<td>5%</td>
</tr>
<tr>
<td>Customers are able to transact 24x7x365</td>
<td>95%</td>
<td>98%</td>
<td>99%</td>
<td>99%</td>
</tr>
<tr>
<td>Growth in SmartForm submissions</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
</tr>
</tbody>
</table>
# Appendix One

## Risk Profile

Our strategic risks as they relate to our strategic pillars Customer, People and Business Excellence are expressed in the table below. Our strategic risks are converted into opportunities for success through the key mitigation strategies that are consistent with our risk appetite statement.

<table>
<thead>
<tr>
<th>Strategic Pillar</th>
<th>Key Focus Area</th>
<th>Strategic Risk</th>
<th>Key Mitigation Strategies</th>
</tr>
</thead>
</table>
| Customer         | Improve service quality | • Customer feedback, complaints and satisfaction scores are showing negative results about our service delivery  
                   • Service quality is not meeting customer expectations, needs and preferences | • Process redesign via the QBCC “design with customer” methodology to deliver best practice outcomes of service delivery  
                   • Consistent, ongoing engagement with customer reference groups in order to improve service quality which is customer-centric |
|                  | Provide our customers with simpler and easier access to our services and information | • Service channels are not effectively structured to deliver our services and disseminate information to our customers | • Existing and new customer offerings are reviewed and tested through all service channels, to ensure customer preferences and expectations are met  
                   • Implementation of the:  
                     - Marketing Plan 2015-2016  
                     - Digital Strategy 2015-2019 |
|                  | Communicate to create awareness of the QBCC and its services | • Customer brand awareness and social sentiment scores are low, indicating a lack of awareness of QBCC services, legislative reforms and product offerings | • Implementation of the:  
                   - Marketing Plan 2015-2016  
                   - Social Media Strategy 2015-2016 |
|                  | Deliver reforms to provide a fairer and more equitable building and construction industry | • Customers express lack of confidence that reforms are providing better security of payment or improved accountability for defective building work | • Policy review on the issue of the security of payment  
                   • Policy reform of accountability for defective building work  
                   • Implementation of the Voluntary CPD system |
<table>
<thead>
<tr>
<th>STRATEGIC PILLAR</th>
<th>KEY FOCUS AREA</th>
<th>STRATEGIC RISK</th>
<th>KEY MITIGATION STRATEGIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>CUSTOMER cont.</td>
<td>• Reduced red tape and regulatory burden through contract reform, review of licensing requirements and legislative amendment</td>
<td>• Customer satisfaction scores for the builder and trade contractor segments reflect lack of confidence in legislative reforms</td>
<td>• Complete page turn review of QBCC Act 1991 in order to reduce the regulatory burden</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Licence Class Review of licence scopes and qualifications</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Implementation of contract reforms</td>
</tr>
<tr>
<td>PEOPLE</td>
<td>• Provide quality leadership and culture that guides, rewards and develops QBCC’s workforce</td>
<td>• Leadership capability not sufficient to support the expansion of services, integration of new business and restructuring to enable the achievement of the strategic pillars</td>
<td>• Benchmark and model our business against best-practice, customer-centric organisations and standards</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Implement leadership activities, develop and monitor personal development and succession plans for all staff</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Publish internal customer service charters and survey performance results to identify alignment with our values</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Establishment of the Change Management Council and the Program Management Office</td>
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<td></td>
<td></td>
<td></td>
<td>• Implementation of the Workforce Strategic Plan 2015-2016</td>
</tr>
<tr>
<td></td>
<td>• Make it simpler and easier for people to do their jobs</td>
<td>• Make It Happen 2015 Strategy fails to deliver business outcomes</td>
<td>• Improved project governance and change management through implementation of:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Program Management Office</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Organisational Change Manager</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• Robust knowledge management and information systems</td>
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<td></td>
<td></td>
<td></td>
<td>• Customer engagement</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Implementation of the Workforce Strategic Plan 2015-2016</td>
</tr>
</tbody>
</table>

CUSTOMER cont.

We know our customers and put them at the heart of everything we do

- Reduced red tape and regulatory burden through contract reform, review of licensing requirements and legislative amendment
- Customer satisfaction scores for the builder and trade contractor segments reflect lack of confidence in legislative reforms

PEOPLE

To empower people and unleash their potential

- Provide quality leadership and culture that guides, rewards and develops QBCC’s workforce
- Leadership capability not sufficient to support the expansion of services, integration of new business and restructuring to enable the achievement of the strategic pillars
- Failure to deliver the workplace culture that reflects the values and behaviours required to achieve the strategic pillars

- Benchmark and model our business against best-practice, customer-centric organisations and standards
- Implement leadership activities, develop and monitor personal development and succession plans for all staff
- Publish internal customer service charters and survey performance results to identify alignment with our values
- Establishment of the Change Management Council and the Program Management Office
- Implementation of the Workforce Strategic Plan 2015-2016
<table>
<thead>
<tr>
<th>STRATEGIC PILLAR</th>
<th>KEY FOCUS AREA</th>
<th>STRATEGIC RISK</th>
<th>KEY MITIGATION STRATEGIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>PEOPLE cont.</td>
<td>Empower people and equip them for success</td>
<td>Customer dissatisfaction with the QBCC's decision-making processes and the quality of advice provided</td>
<td>Identify processes for improvement where decisions under legislation can be delegated by the Commissioner</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Review the structure of business units, with emphasis on regional service centres, to enable our people to provide improved service delivery to our customers</td>
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<td></td>
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<td></td>
<td>Oversight by the Operational Review Committee and the Internal Review Unit</td>
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<td></td>
<td></td>
<td>Implementation of the:</td>
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<td></td>
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<td>- Workforce Strategic Plan 2015-2016</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>- Quality Assurance Audit Plan 2015-2016</td>
</tr>
<tr>
<td>BUSINESS</td>
<td>Sustainable financial management</td>
<td>Fail to deliver long-term financially viable services while balancing strong investment in innovations in service delivery through a variety of service channels</td>
<td>Implementation of the:</td>
</tr>
<tr>
<td>EXCELLENCE</td>
<td></td>
<td></td>
<td>- Investment Policy 2015-2016</td>
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<tr>
<td></td>
<td></td>
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<td>- Reinsurance Management Strategy</td>
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<td></td>
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<td></td>
<td>- Asset Management &amp; Facilities (Infrastructure) Plan 2015-2019</td>
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<td>- Corporate Procurement Plan 2015-2019</td>
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<td>- Internal Audit Plan 2015-2016</td>
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<td></td>
<td></td>
<td>- Risk Radar 2015-2016</td>
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<td></td>
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<td></td>
<td>- Digital Strategy 2015-2019</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Additional revenue opportunities to be explored</td>
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<tr>
<td></td>
<td>Supply chain management</td>
<td>Inability to leverage off relationships with key suppliers to ensure cost effective and reliable services</td>
<td>Review contracts with existing suppliers and investigate options for alternative supply arrangements</td>
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<td>Explore opportunities to enter into fee-for-service arrangements with other agencies and offer one-stop-shop proposals</td>
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</tbody>
</table>
### STRATEGIC PILLAR: BUSINESS EXCELLENCE cont.

We strive to provide high quality services at an optimal cost to serve.

<table>
<thead>
<tr>
<th>KEY FOCUS AREA</th>
<th>STRATEGIC RISK</th>
<th>KEY MITIGATION STRATEGIES</th>
</tr>
</thead>
</table>
| • Innovation and best practice processes and systems | • Systems and processes are out-dated, costly to support, costly to deliver and do not meet customer preferences | • Implementation of the:  
  - Digital Strategy 2015-2019  
  - Correct ICT Governance  
  - Effective communication strategies  
  - Portfolio coordination approach  
  • Engage with workforce to collaborate on projects with the objective of improved service delivery and innovation |

### NOTES:

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