QBCC Strategic Plan 2016-2020

QBCC’s strategy sets out the future direction, goals and priorities to deliver core business lines, supporting activities and developing strategic responses to key industry issues.

OUR VALUES AND BEHAVIOURS
At QBCC we have three core values that form the framework for all our decisions, interactions and activities:

- Customer First
- Fairness and Equity
- Accountability

OUR PURPOSE
For peace of mind.

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

WHAT ARE QBCC’S GOALS AND ASPIRATIONS?
QBCC’s three strategic pillars set the direction for the strategy. These pillars align with the Queensland Government’s community objectives.

WHERE WILL QBCC OPERATE?
QBCC will focus on achieving its strategy in two delivery areas:

HOW WILL QBCC SUCCEED?
QBCC will succeed in its two delivery areas by focussing on the following:

HOW WILL QBCC CONFIGURE?
To succeed, QBCC needs the following critical capabilities:

WHAT ARE THE QBCC’S PRIORITY INITIATIVES?
QBCC’s priority initiatives within the two delivery areas are:

CUSTOMER SERVICE
Consistently delivering above and beyond on our customer service obligations, including strengthening our current service offerings.

OPERATIONAL EXCELLENCE
Continue to deliver improvements in our operational performance while achieving higher levels of service quality.

OUR PEOPLE
Building a strong platform of high performing people and developing and rewarding a workforce which is customer-focussed and embodies QBCC’s values.

CORE AND SUPPORTING BUSINESS LINES
We will continue to deliver our core business services:
- licensing
- dispute resolution
- insurance
- compliance and enforcement
And our supporting business activities:
- education and awareness campaigns
- payment dispute resolution.

CORE AND SUPPORTING BUSINESS LINES
We will succeed in delivering these services through:
- delivering clear, well communicated, consistent advice and actions
- advancing evidence-based improvement activities
- delivering high-quality services for industry
- being an open, consultative partner to industry
- delivering programs and projects designed to support sustained effective and efficient service delivery and innovation.

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CORE AND SUPPORTING BUSINESS LINES
Deliver current projects and initiatives including:
- a new customer relationship management system
- decommissioning outdated and unsupported systems, eg. the Plumbing Application System
- a 3 year information technology infrastructure strategy
- community awareness campaigns, eg. use a licensed contractor.

STRATEGIC RESPONSES TO INDUSTRY ISSUES
QBCC is focussed on developing strategies to address the following industry-wide issues:
- non-conforming products
- security of payment
- contractor insolvency
- enhancing the certification system
- improving the licensing framework.

STRATEGIC RESPONSES TO INDUSTRY ISSUES
We will succeed in addressing industry issues through:
- partnership and engagement with industry
- working closely with Department of Housing and Public Works, the Minister and other Government departments and agencies
- evidence based research.

OPERATIONAL EXCELLENCE
Continue to deliver improvements in our operational performance while achieving higher levels of service quality.

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OUR KEY STRATEGIC RISKS

We actively manage strategic risk to achieve our objectives to deliver core business lines, supporting activities and developing strategic responses to key industry issues through:

SERVICE DELIVERY
- focussing on services to ensure customers have confidence in the QBCC’s processes and decision-making
- ensuring our systems and other requirements are innovated and implemented to be available 24/7 and meet customer requirements and preferences

COMMUNICATION
- ensuring customers, stakeholders and the Government are kept informed through community awareness campaigns, reference group meetings, briefings and proactive media communications

INSURANCE
- Queensland Home Warranty Scheme premiums are structured appropriately and adequately to meet actuarially sustainable principles

PUBLIC INTEREST
- giving effect to the Government’s strategic direction by implementing regulatory reforms
- delivering compliance and enforcement programs that increase confidence in the community that the QBCC is focussed on regulating effectively

GOVERNANCE AND SECURITY
- embedding robust governance and controls to secure our services and data and to protect our customers and our assets

PEOPLE AND RESOURCING
- achieving business efficiency and effective change through support and investment in new systems and developing of our human capital

MEASURING OUR PERFORMANCE

We will measure our progress and our success in delivering core and supporting business lines and responding strategically to industry-wide issues, based on the following performance indicators:

CUSTOMER SERVICE
Improved customer satisfaction with respect to delivery of our services
- Full implementation of a new customer relationship management system across QBCC
- Improved decision-making and processing times for applications, permits and case management
  - Reviewing and improving our policies and procedures
  - Identifying and implementing opportunities for improvement as outcomes of audit and internal review

OPERATIONAL EXCELLENCE
Increasing regulatory effectiveness and customer confidence
- Implement government reforms to effectively reduce contractor insolvency, improve security of payment, the certification system and the licensing framework
- Create awareness, educate the industry and provide advice on the non-conforming products, home warranty insurance scheme reforms and QBCC’s core business lines

Continued business efficiency gains and reduction in cost to serve
- Decommissioning of unsupported and outdated systems and applications
- Implementation of an Information Services infrastructure roadmap

OUR PEOPLE
Increased customer-focussed and capable workforce
- Continuous training and development of staff to ensure a highly-engaged, results-oriented workforce.

QBCC will support the Queensland Government’s objectives for the community
QBCC is integral to promoting confidence and reducing regulatory burden in the building and construction industry, an industry which is a key contributor to the Queensland economy. Accordingly, QBCC contributes to the Queensland Government’s objectives for the community in the areas of delivering quality frontline services and creating jobs and a diverse economy. The Government’s objectives for the community including the principles of integrity, accountability and consultation underpin the work of the QBCC.