



# 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.



### 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.

## WHERE WILL QBCC OPERATE?

QBCC will focus on achieving its strategy in two delivery areas:

### 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.

### 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.

## HOW WILL QBCC SUCCEED?

QBCC will succeed in its two delivery areas by focussing on the following:

### 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.

### 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.

## HOW WILL QBCC CONFIGURE?

To succeed, QBCC needs the following critical capabilities:



Capable staff within a results-oriented work culture



Systems and platforms to support core services



Industry facilitator and partner



Relevant, consistent content through all channels



Effective relationships with Government and stakeholders

## WHAT ARE THE QBCC'S PRIORITY INITIATIVES?

QBCC's priority initiatives within the two delivery areas are:

### 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

- implementing reforms announced by the Government.

# 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-focused 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.