QUEENSLAND BUILDING AND CONSTRUCTION COMMISSION

COMPLIANCE AND ENFORCEMENT STRATEGY 2026–2030

JULY 2026

CONTENTS

COMMISSIONER'S FOREWORD

Queensland's building and construction industry is entering a defining period. Our communities are growing, expectations are rising, and the sector faces pressures that demand a fair and reasonable regulator capable of acting early, acting decisively and acting with clarity.

The QBCC is transitioning to become a more proactive, risk-based, intelligence-led, data-driven and future-ready regulator. That means using modern technology, stronger analytics and contemporary regulatory practice to identify risks earlier, support willing compliance and deliver consistent, transparent and timely decisions. It also means being unapologetically firm when behaviour is deliberate, reckless or harmful—using the full suite of regulatory tools available in a way that is proportionate to the risk, to protect Queenslanders and uphold confidence in the building system.

Our vision is to help the industry thrive. Our role is not only to enforce the rules but to enable capability by being clearer about expectations, easier to engage with, and more active in sharing what our intelligence is telling us. Over 2026–2030 we will make available resources and share findings from audits and analysis of our data, so licensees and home owners can see emerging risks and properly prepare before issues escalate. We will also remain transparent about our performance by publishing Regulatory Reports and organisational performance metrics, giving all our stakeholders clear visibility of trends and outcomes.

From 2026, we will strengthen accountability for the quality of building work. Our modern approach to defects accountability makes it clear that all licensees, including subcontractors, are responsible for the quality of the work they perform, while principal contractors retain responsibility for proper supervision and oversight. This is about earlier, fairer rectification, fewer repeat defects and a stronger, safer industry for the long term.

The decade ahead is an exciting one with the Olympic and Paralympic Games, 1,000,000 new homes to build by 2044, including 53,000 as social housing, and a generational infrastructure pipeline for Queensland. Our population is growing and we have an ageing workforce and skills shortage. The conditions require a modern regulator who has a sharper focus, streamlined and simplified processes and modern systems, who delivers the brilliant basics with a strong customer focus.

Angelo Lambrinos
CEO and Commissioner
Queensland Building and Construction Commission

1. Vision, Purpose and Regulatory Mandate

Vision—A thriving building and construction industry

Purpose—Working together to strengthen the building and construction industry through fair and transparent regulatory decisions, services and actions

Mandate—The QBCC's public responsibilities span licensing, compliance and enforcement, dispute resolution, consumer protection and education under Queensland's building regulatory framework. This Compliance and Enforcement Strategy's mandate is to deliver these functions in a way that is risk-based, prevention-oriented and outcomes-focused, with clear information and support provided to assist compliance.

2. The Regulatory Environment: Queensland's Challenges and Opportunities

Growth and complexity—Queensland's construction landscape is expanding across metropolitan and regional areas, with rising volumes in housing, public infrastructure and commercial development. The system is more complex—more multi-storey construction, more specialised systems and more diverse products and interfaces—increasing the need for clear standards, heightened supervision and best practice quality assurance.

Economic and supply pressures—Fluctuations in material costs, tight labour markets and shifting economic conditions can elevate risks of poor supervision, lower documentation quality and financial fragility. Prevention and early intervention are critical to protect consumers and keep projects on track.

Technology and skills—Prefabrication, modular methods, digital design and smart products are reshaping both opportunity and risk. As methods evolve, regulation and assurance requirements evolve with them: competency, documentation, testing and commissioning must keep pace to avoid high-consequence failures.

Consumer expectations—Consumers are better informed and expect transparent, timely pathways to resolution and clear explanations of decisions. By publishing performance metrics and sharing insights through public reporting, the QBCC will continue to build trust in how we regulate and in the outcomes we deliver.

The regulator's role—In this environment, the QBCC must be visible, predictable and proportionate: supportive where participants are willing to comply, and unapologetically firm where behaviour is deliberate, repeated or harmful. Our role is to license, educate, monitor, resolve and—when necessary—enforce to protect the community and maintain system integrity.

3. How the QBCC Regulates: Proactive, Intelligence-led, Risk-based, Data-driven

The QBCC regulates to reduce harm, strengthen capability and build public confidence. Our approach is proactive, intelligence-led and outcomes-focused, ensuring that regulatory action is proportionate to risk, supports voluntary compliance and protects the community. Our work is guided by regulator performance principles that emphasise proportionality, proactive stakeholder engagement, support for compliance and transparency.

Our regulatory approach is organised around three complementary modes of action that allow us to support capability, verify standards and respond proportionately to harm: Enable, Assure and Enforce.

ENABLE → ASSURE → ENFORCE →

ENABLE—EDUCATE, SUPPORT AND GUIDE

Enable is how we support the industry to thrive. We make obligations clearer and easier to meet by providing practical guidance, technical information, insights drawn from our data, and early engagement during building work. Where we can, we want to support 'self-compliance' rather than enforcing compliance through regulatory action. This mode reduces disputes, lifts capability and prevents issues before they escalate.

ASSURE—MONITOR, VERIFY, ADVISE AND DIRECT

Assure is how we verify that standards are being met and risks are controlled. Through targeted inspections, risk-based audits, thematic assessments and follow-up checks, we identify issues early and direct rectification when required. This mode provides confidence that work meets required standards and protects consumers and the community from potential harm.

ENFORCE—SANCTION, DETER AND PROTECT

Enforce is how we act when behaviour is deliberate, repeated or high-risk. We apply proportionate enforcement tools—ranging from penalties and licence actions, up to public warnings, enforceable undertakings and prosecutions for the more serious offending—to deter unacceptable conduct, protect Queenslanders and uphold confidence in the building system.

From 2026–2030, technology and innovation will be embedded across all aspects of regulation—including digital inspections, enhanced case triage, mobile tools and analytics—to identify risks earlier, improve engagement with licensees, support better customer experience and ensure decisions are timely, consistent and transparent. Despite our reliance on technology, there will continue to be human accountability for decisions and actions.

4. Portfolio of Harms and How We Prioritise

The QBCC directs effort to areas where regulatory action can make the greatest difference to safety, consumer protection and capability. Our model is designed to be preventive and supportive, helping licensees address issues early and avoid harm. We will always use our intelligence, insights and data to prioritise our compliance and enforcement activities in a risk-based approach directed to where the harm is greatest.

Priority focus areas will be informed through ongoing customer and stakeholder engagement and analysis of QBCC-owned data and will be published annually, as outlined in Appendix A.

5. Regulatory Tools and Actions: Our Balanced Approach

The QBCC uses a balanced mix of tools to support compliance, strengthen capability and reduce harm. Education and early engagement are our primary pathways. Assurance provides targeted verification where needed, and enforcement is used only when behaviour is deliberate, repeated or presents unacceptable risk.

Education and guidance—Practical guidance, technical notes, data-led insights and early engagement that make expectations clearer and help prevent issues before they occur.

Advisory engagement—Early conversations to clarify standards, responsibilities and options, helping parties resolve issues quickly and constructively.

Inspections and audits—Targeted, risk-based verification of standards, including thematic audits to understand trends and inform guidance.

Directions to rectify—Used when work does not meet required standards; expectations are set clearly and followed up proportionately.

Licensing actions—Conditions, suspensions or cancellations where risk is high or behaviour is serious, consistent with the licensing mandate.

Penalties, undertakings and prosecutions—Used to deter and address serious non-compliance; applied fairly and with clear reasons.

Public warnings—Issued to alert consumers where there is immediate risk associated with an operator or practice, protecting Queenslanders and supporting informed decisions.

QBCC capability uplift—Designed to ensure consistency and responsiveness of services and transparency of outcomes

Examples of how we will apply our regulatory toolkit:

EXAMPLE 1: PREVENTING DEFECTIVE WORK THROUGH EARLY ENABLEMENT

QBCC intelligence identifies an increase in waterproofing failures in low-rise residential construction associated with poor installation practices, including incorrect product application, inadequate curing times and insufficient supervision. These issues are commonly linked to time pressures and inconsistent trade practices rather than deliberate non-compliance.

The QBCC responds by publishing targeted guidance and data-led insights that highlight common failure points and clarify installation and quality assurance expectations. Where non-compliant work is identified through complaints or audits, advisory guidance and directions to rectify are used to address issues early and prevent escalation.

Outcome: Improved waterproofing practices, fewer latent defects and reduced long-term consumer harm.

EXAMPLE 2: RISK-BASED ASSURANCE TO ADDRESS SYSTEMIC ISSUES

Intelligence from complaints, notifiable work and inspection history identifies a pattern of drainage non-compliance across a group of contractors operating in a regional area.

The QBCC undertakes a targeted, thematic audit program focusing on drainage installation and certification practices. Inspectors verify work quality, documentation and supervision arrangements, and provide clear findings to licensees.

Where issues are minor or isolated, corrective advice is provided with follow-up checks. Where systemic deficiencies are identified, formal directions to rectify are issued and compliance is monitored.

Outcome: Standards are verified, risks to public health are reduced, and consistent regulatory expectations are reinforced across the region.

EXAMPLE 3: ESCALATING RESPONSE TO REPEATED NON-COMPLIANCE

A licensee has received multiple directions to rectify over a two-year period for similar defective work, despite prior education and assurance activity. Data indicates a repeat pattern and increasing consumer harm.

The QBCC escalates its regulatory response after assurance activity confirms ongoing non-compliance and inadequate supervision. A licence condition is imposed requiring the licensee to complete specified, formal training to address identified capability gaps before further work is undertaken.

Where non-compliance continues following completion of the required training, the QBCC takes further enforcement action, including licence suspension where necessary.

Outcome: Capability is improved, repeat harm is addressed and regulatory action remains proportionate, targeted and defensible.

EXAMPLE 4: FIRM ENFORCEMENT TO PROTECT CONSUMERS AND MARKET INTEGRITY

The QBCC identifies unlicensed contracting activity linked to a building operator advertising residential construction services while not holding the required licence. Intelligence suggests multiple consumers are exposed to financial and quality risks.

The QBCC investigates and issues a public warning to alert consumers. Formal enforcement action follows, including penalties and prosecution in line with legislative requirements.

Insights from the matter are shared publicly to reinforce licensing obligations and deter similar behaviour across the market.

Outcome: Consumers are protected, market integrity is upheld, and strong deterrence is achieved where behaviour is deliberate and harmful.

6. Using Data and Insights to Improve Outcomes

Modern regulation relies on high-quality data, timely intelligence and clear insights. Over 2026–2030, the QBCC will increase its focus on turning our data into practical, outward-facing guidance that helps industry prevent issues from occurring and improve performance.

Intelligence that supports prevention—We analyse complaints, audits, licensing history, notifiable work, inspections, payment and financial indicators, product trends, ongoing compliance activities and partner insights to identify patterns early and shape proportionate responses.

Turning insights into guidance—We will publish high-level findings from thematic audits, summaries of common defect patterns and plain-language explanations, alongside examples of 'what good looks like'.

Supporting capability—We will translate insights into tools that clarify standards, highlight supervision and documentation practices, and point to recurring issues by project type or trade.

Transparent performance—Through organisational performance metrics and public reporting, the QBCC will demonstrate progress against public measures and service standards, supporting accountability and public confidence.

7. Collaboration Across the Regulatory System

A resilient building system depends on coordinated action across regulators, industry bodies, technical experts and training providers. The QBCC collaborates to share intelligence, align expectations and reduce duplication, so that standards are consistently understood and upheld across Queensland's regulatory framework. Collaboration supports earlier risk identification and more efficient, proportionate responses.

We work with local governments, Queensland agencies and national counterparts to share information about emerging risks, products and practices. We partner with industry associations to co-design guidance, disseminate data-led insights and focus on recurring issues. We also engage with training providers so that audit learnings and trend data inform competency development across trades.

8. Supporting and Protecting Consumers

Consumers deserve clear information, accessible pathways and fair, timely decisions. Over 2026–2030 we will continue to improve digital guidance, plain-language resources and navigation, so consumers understand their rights, responsibilities and options within Queensland's building regulatory system. We will also explore opportunities for engagement with agencies such as banks, councils and town planners, to ensure consumers have as much information as possible prior to entering into a building contract.

9. Rights and Responsibilities

A fair and effective system relies on clear rights and responsibilities for everyone who interacts with it—consumers, licensees, subcontractors, suppliers, manufacturers and the regulator. Understanding these roles supports better outcomes, earlier resolution of issues and confidence in regulatory decisions.

RIGHTS

Licensees have the right to:

- clear and accessible information about regulatory requirements and standards
- fair, consistent and timely regulatory decisions based on evidence and risk
- procedural fairness, including the opportunity to be heard, reasons for decisions and appeal rights
- professional and respectful engagement with the QBCC.

Consumers have the right to:

- building work that is safe, compliant and carried out by appropriately licensed persons
- clear information about their rights and available regulatory pathways
- accessible avenues to raise concerns and seek assistance.

The QBCC has the right to:

- access information, documents and sites necessary to perform its statutory functions
- apply proportionate regulatory and enforcement tools to manage risk and protect the community
- act decisively where behaviour or harm warrants intervention.

RESPONSIBILITIES

Licensees are responsible for:

- delivering building work competently and in accordance with legislative and technical requirements
- maintaining appropriate supervision and quality oversight
- keeping accurate and complete records and documentation
- engaging constructively with consumers and the QBCC
- rectifying defective or non-compliant work as required.

Consumers are responsible for:

- engaging appropriately licensed practitioners for regulated building work
- providing accurate and relevant information when raising concerns or complaints
- cooperating with reasonable processes for inspection, rectification and dispute resolution.

The QBCC is responsible for:

- regulating with integrity, transparency and proportionality
- supporting compliance through guidance, education and early engagement
- verifying standards and acting where non-compliance presents risk or harm
- being accountable for regulatory decisions and outcomes.

10. Early Resolution and Dispute Reduction

Early resolution is one of the most effective ways to reduce harm and prevent escalation. Many issues arise from misunderstanding or communication gaps rather than deliberate misconduct. Our priority is to help parties resolve matters early through clear explanations of standards, guidance on options and constructive engagement.

Mediation and conciliation will be central early-resolution pathways over 2026–2030. These approaches deliver faster, lower-cost and lower-stress outcomes, clarify expectations and technical requirements, encourage collaborative problem-solving, and reduce the need for formal enforcement pathways. Where early resolution is not appropriate—such as situations with high-risk safety concerns or repeated serious misconduct—we will move to assurance or enforcement. Insights from early-resolution pathways will be fed back into education, technical guidance and targeted industry engagement.

11. Enabling Delivery

This Compliance and Enforcement Strategy is supported by complementary strategies and frameworks that ensure the QBCC has the capability, systems and culture to deliver consistent, responsive and customer-focused regulatory outcomes.

A Digital Strategy supports accessible information and modern service delivery by strengthening digital channels, data and analytics, inspection tools and workflows. These capabilities enable earlier risk identification, clearer communication and more transparent regulatory outcomes.

A People and Culture Strategy underpins effective regulation by uplifting capability, consistency and regulatory judgement. It supports a contemporary regulatory culture aligned to the Enable–Assure–Enforce model and a strong focus on professionalism, accountability and customer outcomes.

In addition to these strategies, the QBCC will publish operational guidelines, such as the Minimum Financial Requirements (MFR) Guideline, that provides more targeted information regarding the QBCC's regulatory approach for specific activities.

Together, these strategies and frameworks ensure the QBCC is equipped to deliver fair and proportionate regulatory services over 2026–2030.

12. Conclusion

This strategy sets out how the QBCC will regulate over 2026–2030 using a balanced, prevention-focused, intelligence-led and technology-enabled approach.

It also aims to:

- support licensees through guidance, insights and education
- identify risks early through data and intelligence
- verify compliance through targeted assurance
- resolve issues early wherever possible, including mediation and conciliation
- ensure enforcement is proportionate and fair where behaviour or harm requires it
- be transparent through organisational performance metrics and public reporting
- continuously improve to keep pace with a changing industry.

Together, these commitments will improve outcomes for consumers, licensees and the broader community, ensuring confidence, safety and performance in Queensland's building and construction sector.

APPENDIX A – QBCC PRIORITY PORTFOLIO OF HARM

Structural and Life-Safety Risks

Structural and life-safety risks arise where building work or products fail to meet required standards, creating the potential for serious failure of critical building elements and life-safety systems. These failures are typically low-frequency but high-consequence, and can result in significant injury, loss of life and lasting impacts on community confidence. The QBCC will prioritise these risks through intelligence-led identification, targeted assurance activity and decisive regulatory action where necessary to protect the community.

Unlicensed Work and Market Integrity

Unlicensed building work undermines the integrity of Queensland's building and construction system and exposes consumers to unregulated risk. This conduct can result in defective work, loss of statutory protections and unfair competition for compliant licensees. The QBCC will prioritise this harm through risk-based investigation, public warnings and proportionate enforcement to deter unlawful behaviour and protect consumers.

Financial and Solvency Risks

Financial and solvency risks arise where licensees experience financial distress that threatens their ability to complete work and meet contractual and statutory obligations. These risks can lead to incomplete projects, compounded consumer loss and cascading impacts across the supply chain. The QBCC will prioritise early identification and assessment of financial risk through data analysis, intelligence gathering and proactive compliance audits, using supportive interventions where possible and licensing actions where risk to consumers is unacceptable.

Defective and Incomplete Work

Defective and incomplete building work remains a significant source of consumer harm and dispute across the sector. These issues can result in financial loss, delays, reduced amenity and diminished confidence in the building system. The QBCC will prioritise prevention of this harm through education, early engagement, targeted assurance and clear rectification expectations, escalating regulatory action where non-compliance is repeated or systemic.

Accountability for Quality of Building Work

Weak accountability for the quality of building work can allow defects to recur and responsibility to be unclear across the supply chain. This undermines confidence, delays rectification and increases the cost and complexity of resolving building issues. The QBCC will prioritise accountability through intelligence-led regulation that clarifies responsibility, supports early rectification by the responsible party and uses proportionate enforcement to lift standards across the industry.

Water Ingress and Moisture Failures

Water ingress and moisture failures present ongoing risks to building performance, habitability and durability across residential and commercial construction. These failures can cause significant long-term consumer harm, including health impacts, high remediation costs and protracted disputes. The QBCC will prioritise prevention of this harm through intelligence-led analysis, targeted education and assurance activities, and proportionate enforcement where systemic issues or repeated non-compliance are identified.

Plumbing and Drainage Compliance

Non-compliance with plumbing and drainage requirements presents risks to public health, environmental protection and building functionality. These failures can result in contamination, structural damage and long-term impacts that extend beyond individual properties. The QBCC will prioritise prevention of this harm through targeted audits, education for lower-risk issues and firm regulatory action where high-risk or repeated non-compliance is identified.

Fire Safety Systems and Passive Fire Protection

Fire safety risks arise where fire protection systems are not properly designed, installed or certified to required standards. Failures in fire-rated construction, fire stopping and suppression systems can increase the impact of fire events and place occupants at serious risk. These issues are often hidden and linked to gaps in supervision, documentation and capability. The QBCC will prioritise these risks by using data to identify higher-risk areas, undertaking targeted audits, and applying proportionate regulatory action to ensure compliance and protect the community.

Need more information?
Visit **qbcc.qld.gov.au** / call **139 333** / write to **PO Box 5099, Brisbane Qld 4001** /

P0160_07/26