

OBJECTIVE 4: BE EFFICIENT AND FINANCIALLY SUSTAINABLE

To remain financially stable, the QBCC endeavours to operate productively while achieving our goals. We need to embrace and use appropriate technology and the ingenuity of our people to overcome obstacles and challenges in the pursuit and achievement of our goals. We also recognise our fiduciary duty as a public sector organisation to properly manage and be accountable for the use of data, information and public funds, in delivering on the work set out by the government.

This objective captures that goal. Our strategies include:

- financial management – we manage our finances responsibly
- operational excellence – we are efficient with our governance controls
- information and technology enabled – we use information and technology to improve everything we do.

TABLE 27: OBJECTIVE 4 PERFORMANCE MEASURES

| OBJECTIVE | TARGET | ACTUAL | COMMENTS |
|--|--|--------|---|
| Financial management – Achieve budget +/- 5% | See Financial Performance section in the Annual Report on page 44. | | |
| Divisions to identify annual budget efficiency savings of 5% | See Financial Performance section in the Annual Report on page 44. | | |
| IT services – post release satisfaction | 80% | 93.3% | Improvements in release and governance processes are improving the overall quality of delivery outcomes as reflected in the performance of the measure. |
| IT services - Help desk satisfaction | 85% | 97.8% | Improvements in service desk response processes are improving overall first level response time frames and resolution. |

INSIGHTS-DRIVEN REGULATOR

In 2021-2022, the QBCC undertook a review of the systems and tools delivered in the original proof of concepts for insights and analytics data architecture and early warning dashboards. Given advancements in technology since original development, the QBCC will now focus on contemporising its data and analytics environment. This will build on the existing work and incorporate learnings from internal and external sources.

The revised focus for this work will uplift data-led decision-making across the QBCC and generate dashboards and insights for a robust decision-making organisation with data and analytics at its core.

FUTURE BLUEPRINT

In 2021-2022, the QBCC developed a program of work to enable a future-focused, innovative, and resilient organisation that builds trust and confidence in the building and construction industry. This program sets out strategic investments to modernise and consolidate our current technology and streamline processes to adapt to the changing needs of QBCC customers and the building and construction industry. Identified enhancements in technology and re-engineering of business processes underpin future strategic reform to provide effective and efficient regulatory and customer services, and deliver legislative, and core regulatory functions.

RISK AND ISSUE MANAGEMENT

The QBCC is moving towards its vision of becoming a data-driven, risk-based regulator and is in the process of more effectively utilising data and analytics to inform regulatory activities.

Over the past 12 months, the QBCC continued to refine its approach to risk management across the organisation, adopting practices aligned with Australian standards (ISO 3100:2018 Risk management – Guidelines) and Queensland government guidelines (Treasury's Guide to Risk Management).

The QBCC has implemented a number of changes in response to the recommendations of the Risk Maturity Internal Audit Report (the risk maturity recommendations) including developing a revised Risk Appetite Statement, risk categories and risk assessment tools, and updating strategic risks. These products have been incorporated into a revised Risk Management Framework and Risk Policy for the organisation which will support the QBCC to continue to deliver against the risk maturity recommendations, further develop risk capability, and embed a risk-based decision-making culture across the organisation.

During 2021-2022 the QBCC reviewed and updated a suite of policies to support the identification, prevention, and management of fraud and corruption. This is intended to further strengthen the QBCC's fraud and corruption prevention framework and ensure it aligns with best practice and the requirements of integrity bodies such as the Crime and Corruption Commission (CCC), the Queensland Ombudsman and the Queensland Audit Office (QAO).

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The online reporting tool, *iDeclare*, launched by the Integrity and Complaints Branch on 1 July 2020, continued to provide significant successes and take-up with employees making the necessary declarations of Conflict of Interest, Secondary Employment, Gifts and Benefits and Public Interest Disclosures.

During 2021-2022, the Integrity and Complaints Branch continued to implement its three-year integrity operational strategy to further develop the capability of QBCC staff and the QBCC as a whole. This involved presenting a robust Integrity Roadshow to all regional service points and business units within the QBCC, supported by awareness campaigns across a variety of integrity focus areas. The topics presented during 2021-2022 included the appropriate use and disclosure of confidential information, conflicts of interest, and customer engagement management to enhance client service provision.

The Integrity and Complaints Branch further strengthened its preventative approach during 2021-2022 by undertaking contemporary portfolio wide, all-staff communication and promotional activities to address emerging trends. These initiatives are commensurate with conduct and integrity matters referred to the QBCC by the CCC to deal with as necessary, and to address any identified systemic failures and enhancements as required.

INTERNAL AND EXTERNAL AUDITS

Over the 2021-2022 reporting period, the QBCC's internal auditors, O'Connor Marsden & Associates, undertook internal audits in the areas of Services Management, Key Financial Reporting and Cash Receipt/ Payment Controls Design, and Regional Operations.

The QAO is the QBCC's external auditor under the terms of the *Financial Accountability Act 2009*.

PRUDENT INVESTMENT MANAGEMENT

The Finance and Audit Committee is responsible for monitoring the performance of its fund managers, Queensland Investment Corporation and Queensland Treasury Corporation. The Committee monitors performance through advice from the QBCC's fund managers, the QBCC's Leadership Team and economic information from other relevant sources.

The QBCC's Investment Policy was reviewed and approved in November 2021 and had minor updates in June 2022. As a minimum, the policy is reviewed annually. Our investment powers are governed by the *Statutory Bodies Financial Arrangements Act 1982*.

RIGHT TO INFORMATION AND INFORMATION PRIVACY

The QBCC is committed to compliance with the objects of the *Right to Information Act 2009* (RTI Act) and the *Information Privacy Act 2009* (IP Act). In 2021-2022, we finalised 207 applications under the RTI and IP Acts with 167,636 pages and 209 audio recordings assessed. Of the documents assessed, 131,868 pages were released in full and 8,467 were partially released. There were 170 audio recordings released in full and 11 partially released to QBCC applicants. There were no IP Amendment applications received in 2021-2022.

The QBCC Administrative Access Policy (AA) supports the proactive disclosure of information. This allows us to give access to certain types of information as a matter of course that is not considered contrary to the public interest, without the need for a formal application. We finalised 149 AA requests in 2021-2022, releasing 5,565 pages and two audio recordings to QBCC customers.

Chapter 5 of the IP Act enables an individual to make a complaint about an agency's breach of the privacy principles within 12 months of the alleged breach. A privacy complaint form is available on our website. Seven privacy complaints were received by the QBCC in the reporting period.

OPEN DATA

The QBCC is required to publish certain annual report content through the Queensland Government's Open Data portal at <https://data.qld.gov.au>. The information published relates to:

- consultancies
- overseas travel
- Queensland Language Service Policy.

An overseas travel expenditure for the 2021-2022 reporting period was not required due to overseas travel not being undertaken by any officers of the QBCC.

RECORDS MANAGEMENT

The QBCC captured approximately 3.2 million records, a 23 per cent increase in records capture compared to the previous reporting cycle. Seventy per cent of these records were generated through automation.

During 2021-2022, the QBCC saw its reviewed retention and disposal schedule progress to the Queensland State Archives for review and consultation with a view to have it finalised and implemented into the recognised record keeping system, Content Manager, for automatic sentencing inside the next reporting cycle.

The QBCC also rolled out a mandatory online records management training module which touched on points relating to the misuse of confidential information based on advice from the CCC, when to capture, email records, information security classification, and relationships with other acts regarding disposal.