QUEENSLAND BUILDING AND CONSTRUCTION COMMISSION

ANNUAL REPORT

2025–26

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The QBCC Annual Report is available for download at www.qbcc.qld.gov.au/about-us/our-corporate-publications/annual-report. Printed copies can be requested by visiting a QBCC office or by contacting the QBCC via phone or email.

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Open data

In accordance with Queensland Government requirements, the QBCC publishes specific annual report content through the Open Data Portal at www.data.qld.gov.au.

The published information covers the following areas:

- Use of consultancy services.
- Expenditure on overseas travel.
- Spending on language services.
- Complaints related to the Charter of Victims' Rights.

Acknowledgement of Country

The QBCC acknowledges the Aboriginal and Torres Strait Islander Traditional Custodians of Country throughout Australia and recognises the continuing connection to lands, water, and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures and to Elders past and present.

The QBCC is dedicated to advancing reconciliation and building a diverse workplace by adopting inclusive practices, encouraging learning, supporting tolerance and understanding, and respecting the diversity and traditions of Aboriginal and Torres Strait Islander communities. Our approach as an organisation will demonstrate commitment and enhance adoption within the wider community.

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LETTER OF COMPLIANCE

QUEENSLAND BUILDING AND CONSTRUCTION COMMISSION

14 September 2026

The Honourable Sam O'Connor MP

Minister for Housing and Public Works

Minister for Youth

1 William Street

Brisbane Qld 4000

Dear Minister,

I am pleased to submit for presentation to the Parliament the Annual Report 2025–2026 and financial statements for Queensland Building and Construction Commission.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements is provided at page 98 of this annual report.

Yours sincerely

Greg Chemello

Chair

Queensland Building and Construction Board

CHAIR'S MESSAGE

It is my pleasure to present the Queensland Building and Construction Commission (QBCC) Annual Report for 2025–26. Over the past year, the construction sector continued to face significant and evolving challenges, including cost pressures, workforce constraints and increasing demand for housing. These conditions have reinforced the importance of meeting the government's clear expectations to improve productivity through stronger partnerships. The recommendations of the Queensland Productivity Commission have also helped shape our approach to lifting performance and strengthening our role as an effective regulator.

We have begun modernising our organisational culture, systems and service delivery, maintaining a clear focus on accountability and transparency to deliver better outcomes for customers and industry. During the year, we further strengthened our governance with the appointment of five new members to the Queensland Building and Construction Board, who bring diverse expertise to guide our transformation. As Queensland's independent building and construction regulator, the QBCC supports an industry that is critical to the state's economy and essential to the wellbeing of communities. We remain committed to supporting the industry meet increasing demand, while strengthening confidence, understanding and protections for home owners and the wider community.

The 2025–26 financial year marked a significant step in our transformation into a modern, customer-focused and service-oriented regulator. We progressed a comprehensive program of change to improve how we deliver value, including targeted business improvements, digital innovations and engagement with industry and stakeholders. This annual report highlights our performance, achievements and impact across our key areas of focus. Our refreshed QBCC Strategic Plan 2025–29 sets a clear direction for the organisation's ongoing transformation. It reflects our commitment to operating with fairness, accountability, integrity and respect, enabling us to deliver quality regulatory decisions, while lifting service standards, improving operational efficiency and strengthening trust.

Central to our transformation is a shift towards being a more proactive and accessible regulator, one that makes it easier for home owners and licensees to engage with us, conduct business efficiently and resolve issues quickly and effectively. Our transformation journey is also reflected in practical changes to how we work. We have entrenched greater proximity between the QBCC Chief Executive Officer and Commissioner (Commissioner) and frontline services, strengthened accountability for service delivery outcomes, enhanced stakeholder involvement in shaping the future and simplified processes to reduce complexity for customers. These actions are helping us to move beyond a traditional compliance model to one that balances firm regulation with education, engagement and support.

Looking ahead, we will continue to modernise our systems and actively support broader building policy reforms, including the Queensland Government's Building Regulation Renovation, to simplify the regulatory environment, boost productivity and safeguard investment across the sector. I thank my fellow QBC Board members, the Commissioner, the Senior Leadership Team and staff for their professionalism, dedication and commitment to delivering on our transformation agenda. I am proud of what we have achieved throughout the year and am confident in our continued progress towards becoming a more modern, transparent, responsive and consistent regulator for Queensland.

Greg Chemello

Chair
Queensland Building and Construction Board

CHIEF EXECUTIVE OFFICER AND COMMISSIONER'S FOREWORD

The QBCC Annual Report 2025–26 reflects our collective progress during my first year as Chief Executive Officer and Commissioner (Commissioner). It marks an important shift in how we operate and deliver outcomes for government, industry, consumers and the community. Throughout the year, we took decisive steps to better align our operations with stakeholder expectations. Guided by customer feedback, we have been strengthening transparency, consistency and responsiveness, while modernising our services to better meet customer needs.

A significant milestone this year was the implementation of our Target Operating Model (TOM), which brings executive decision making closer to frontline services and strengthens integration across the organisation. The TOM is enabling us to leverage core capabilities more effectively, strengthen stakeholder relationships and embed continuous improvement as a core business capability. Through targeted compliance activities and improved intelligence, we are taking a proactive approach to protecting consumers, addressing unlicensed contracting and supporting a fair and competitive industry.

Our digital transformation continued to make strong progress during the year. Key achievements included expanding digital self-service capabilities to support faster and more accurate licence applications through a new and easy-to-access QBCC portal. The launch of the Owner-builder permit function within the portal enables customers to submit applications online and track progress in real time. We also introduced enhanced mobile technology for field officers, digital licences and digitised forms. Together, these improvements are making it easier for customers to engage with the QBCC, while improving operational efficiency and service delivery. Since rollout, over 13,000 licences have been loaded onto the digital licence platform and 40 per cent of licence applications are now submitted electronically. Through streamlined processes and a strengthened risk-based approach, we have reduced compliance investigation queues by 49 per cent and increased first-call resolution rates for complaints from six per cent to 20 per cent.

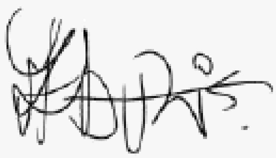
Supporting a productive and innovative building and construction sector requires a focus on getting the fundamentals right; what I have been consistently calling out as our 'brilliant basics'. Improvements have been delivered within our planned resourcing of no more than 765 full-time equivalent positions, reflecting a disciplined approach to maximising value and impact. Our refreshed organisational values of Fairness, Accountability, Integrity and Respect (F.A.I.R.) continue to guide our decisions and actions as we strive to achieve 'fair' outcomes.

This year, we proactively reached out to home owners through the Commissioner's Consumer Roundtable forums, a first for the QBCC. These forums provided an opportunity to hear firsthand about home owners' experiences with the QBCC, their concerns about consumer protections and their suggestions for improvement. We also launched the Home Owner Hub (HoH), a new online tool that guides home owners through five simple steps necessary to get their projects right from the start. Following its launch, the HoH attracted approximately 190 views per day. By the end of the year, daily views increased to around 4,300, demonstrating that home owners are actively undertaking due diligence and seeking information at the commencement of their projects. Growing engagement with the HoH is an encouraging sign that home owners are becoming better informed and educated about the building process.

An important part of our transformation is how we measure success and hold ourselves accountable. This year, we introduced the QBCC Strategy and Performance Framework to strengthen the link between our strategic intent and the public value we deliver. Aligned with Queensland Productivity Commission recommendations and our commitment to transparency, we will publish key performance metrics on the QBCC website, providing a clear view of how we are tracking and improving in areas that matter most to our customers and stakeholders.

I remain committed to engaging with customers, industry professionals and community representatives across Queensland. These conversations are critical to building trust, understanding emerging challenges and ensuring our transformation remains focused on delivering practical outcomes. It is important to me that the QBCC continues to be recognised as a responsive and trusted regulator that listens, acts and remains focused on protecting Queensland home owners and the broader community. We have already commenced key priorities for the coming year, with a stronger focus on engaging consumers earlier and equipping them with the information they need to make informed decisions from the outset. We will continue to strengthen our services, improve regulatory outcomes and contribute to a productive and resilient building and construction industry across Queensland.

I am proud to work alongside our people, whose resilience, dedication and shared commitment continue to drive our progress.



Angelo Lambrinos

CEO and Commissioner
Queensland Building and Construction Commission

INTRODUCTION

ABOUT THE QBCC

The Queensland Building and Construction Commission (QBCC) is the statutory regulator for Queensland's building and construction industry. Established under the *Queensland Building and Construction Commission Act 1991* (QBCC Act), the QBCC oversees the industry to promote high standards of professionalism, safety and consumer protection.

Governed by the Queensland Building and Construction (QBC) Board, the QBCC operates as an independent statutory authority responsible for regulating the industry, ensuring compliance with legislative requirements, and protecting the Queensland community from defective building work. The QBCC Chief Executive Officer and Commissioner (Commissioner) leads the organisation's day-to-day operations and is responsible for implementing the QBC Board's strategic direction, while maintaining strong governance, accountability and performance across the QBCC. The Commissioner also provides organisational leadership and engages key stakeholders to support effective regulatory outcomes.

The QBC Board works closely with the responsible Minister and department to ensure coordinated governance and alignment with government policy. During the 2025–26 financial year, the responsible Minister was the Honourable Sam O'Connor, Minister for Housing and Public Works and Minister for Youth. Throughout the year, the Minister set clear expectations for the QBCC to transform into a modern customer-focused regulator that works collaboratively with consumers and industry to improve productivity, as outlined in the Statement of Expectations (Appendix D). In partnership with the Department of Housing and Public Works (DHPW), the QBCC commenced a significant transformation program to strengthen its role as a contemporary and outcome-focused regulator.

The QBCC's transformation journey focused on the following priorities:

- Customer service excellence
- A culture of responsiveness and transparency
- A shift away from compliance-driven processes towards more meaningful outcomes
- Greater use of digital technologies
- Active support for broader building policy reforms

A key milestone in its transformation was the implementation of the QBCC Target Operating Model (TOM). The TOM is designed to bring executive decision making closer to frontline service delivery, enabling faster responses to emerging issues and more effective resolution of customer concerns. It also positions the organisation to better leverage its core capabilities, improve operational efficiency and maximise regulatory impact. Through enhanced digital capability and streamlined decision making, the TOM is improving service accessibility and responsiveness for consumers and industry stakeholders.

Consistent with these priorities, and informed by recommendations from the Queensland Productivity Commission, the QBCC continued to implement productivity and performance improvements across its core regulatory services throughout the 2025–26 financial year:

- **Licensing:** Issuing and maintaining licences for building and trade contractors, plumbers and drainers, certifiers and pool safety inspectors, and Owner-builder permits.
- **Education and engagement:** Providing tailored education, information and advice to licensees, home owners and industry.
- **Compliance and enforcement:** Conducting proactive regulatory activities to monitor, enforce and promote compliance with legislative obligations.
- **Dispute resolution:** Offering services to help resolve complaints that arise during building and construction projects.
- **Home warranty insurance management:** Administering the Queensland Home Warranty Scheme (QHWS) for eligible residential construction work.
- **Adjudication:** Facilitating the resolution of disputes over progress payments and financial obligations in building and construction projects.
- **Frontline service:** Connecting customers and providing clear guidance to help them understand their rights, responsibilities and regulatory obligations.

In addition to its core functions, the QBCC continued to support the Queensland Government's broader reform agenda, including the Building Regulation Renovation (Building Reg Reno) initiative. As part of Tranche 3 of Building Reg Reno, the QBCC delivered improvements, including:

- transitioning to a more customer-centric and accessible regulatory model
- digitising and modernising processes, including reduced reliance on paper-based systems
- expanding the use of digital platforms to streamline licensing and regulatory interactions.

The Building Reg Reno initiative demonstrates the Queensland Government's commitment to strengthening and streamlining the building and construction industry. In partnership with the DHPW, the QBCC is delivering practical staged reforms to reduce regulatory complexity, improve clarity and optimise outcomes for tradespeople, home owners and the broader community. As further phases are implemented, the QBCC will continue to support a modern, efficient and responsive industry by delivering coordinated regulatory and policy outcomes that provide more Queenslanders with places to call home, drive economic growth and support a thriving $69 billion building and construction industry across the state.

More information on Building Reg Reno is available on the QBCC website.[1]

THE QBCC STRATEGIC PLAN 2025–29

Recognising that a thriving building and construction industry benefits all Queenslanders, the QBCC refreshed its vision and purpose in 2025–26. The refreshed vision reinforces the important role the QBCC plays in delivering a modern, transparent, clear and consistent regulatory framework that provides protections and peace of mind for home owners building in Queensland, while giving industry the certainty and confidence to do business in Queensland.

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.

OBJECTIVES

The QBCC Strategic Plan 2025–29 (Strategic Plan) sets a clear direction for the organisation to modernise, improve customer service, and make it easier for customers and industry to do business with the regulator. The Strategic Plan outlines three key objectives:

- **Objective 1:** Protect consumers and promote confidence.
- **Objective 2:** Strengthen regulatory capabilities and services.
- **Objective 3:** Deliver organisational excellence.

The Strategic Plan also details the strategies the QBCC will implement to achieve its objectives, respond to emerging challenges and support the long-term sustainability of Queensland's building and construction industry. It identifies key risks and opportunities for the organisation, supported by performance indicators to track and report on progress. Key result areas (KRAs) have been identified to provide greater clarity on organisational priorities and strengthen the link between strategic objectives and operational delivery. The KRAs supporting a more consistent and transparent approach to monitoring progress include:

- Consumer protection
- Customer satisfaction
- Regulatory impact
- Organisational culture

Through delivering its objectives, the QBCC contributes to the Queensland Government's objectives for the community:

- A better lifestyle through a stronger economy.
- A plan for Queensland's future.

The Strategic Plan is available on the QBCC website.[2] The Queensland Government's objectives for the community are available on the Queensland Government website.[3]

CORPORATE VALUES

The QBCC's values underpin the culture and working environment in which the organisation operates, guiding its regulatory approach, its interactions with stakeholders and the way employees work together. Summarised by the acronym F.A.I.R., the QBCC's values are:

- **F**airness
- **A**ccountability
- **I**ntegrity
- **R**espect

1 www.qbcc.qld.gov.au/licences/licensing-reforms/deconstructing-building-reg-reno
2 www.qbcc.qld.gov.au/about-us/our-corporate-publications/strategic-plan
3 www.qld.gov.au/about/how-government-works/our-priorities/governments-objectives-for-the-community

LOOKING AHEAD

As the operating environment of the building and construction industry continues to evolve, the QBCC is progressing its transformation into a modern, accountable and outcome-focused regulator. The organisation will continue to work with consumers and industry to improve productivity and help meet the construction needs of the state. Guided by its strategic priorities, the QBCC will continue to enhance the customer experience by ensuring tradespeople and home owners have timely access to accurate, relevant and accessible information and services.

Key strategies that will support the delivery of the QBCC's objectives and vision for a thriving building and construction industry include:

- **Stakeholder Management Strategy:** Strengthens engagement with customers and stakeholders, making interactions with the QBCC more accessible, responsive and transparent.
- **Digital Strategy:** Provides a clear direction for leveraging digital investment to deliver trusted regulation, improved customer outcomes and organisational excellence, including through the effective use of data and responsible adoption of well-governed artificial intelligence (AI).
- **Compliance and Enforcement Strategy:** Strengthens risk-based regulatory practices, targets areas of highest harm and non-compliance and enables proportionate enforcement action to protect consumers, uphold industry standards and maintain confidence in Queensland's building and construction industry.
- **People and Culture Strategy:** Focuses on building organisational capability, empowering leaders at all levels, supporting employee wellbeing and creating a culture of performance, accountability and continuous improvement.

These strategies will support the organisation's continued transformation. While progress has been made, the organisation continues to face a range of interconnected challenges, including:

- increasing housing demand and complexity across the building and construction industry
- meeting evolving community expectations regarding fairness, transparency and consistency in decision making
- balancing fiscal sustainability with the need to invest in long-term organisational capability
- protecting digital systems, data and critical information assets from emerging cyber threats
- maintaining a physically and psychologically safe and healthy working environment.

To address these challenges, the QBCC is prioritising the following focus areas:

- **Regulatory and reform leadership:** Playing a leadership role in enabling construction productivity by providing clear insights and guidance to policymakers and industry.
- **Clarity of consumer engagement:** Being the trusted voice in dispute resolution through transparent processes, proactive engagement, early intervention and vigilance over areas of potential consumer harm.
- **Reform posture and intelligence:** Leveraging enhanced digital capabilities and adopting a risk- and intelligence-led approach.
- **Workforce capacity and culture:** Strengthening workforce capability, leadership at all levels and culture and wellbeing.

Looking ahead, the QBCC will continue to adapt its operations and service delivery to keep pace with reform priorities, while driving efficiency, productivity and improved customer and industry outcomes. Through proactive regulatory activities, the QBCC remains committed to supporting a building and construction industry that is future ready, responsive to change and trusted by the Queensland community.

OPERATIONAL PERFORMANCE

Throughout 2025–26, the QBCC continued to strengthen its operational performance through a range of targeted improvements that enhanced efficiency, customer service and regulatory effectiveness. Key projects delivered during the reporting period streamlined business processes, strengthened service delivery and generated productivity gains equivalent to approximately eight full-time equivalent (FTE) positions. These projects included:

- **Building Reg Reno (Tranche 3):** Delivered system and process improvements that streamlined regulatory workflows, improved operational efficiency and reduced processing timeframes.
- **Licensing Process Improvements:** Refined the licence application process through the introduction of rapid triage, strengthened service standards and stakeholder communication, and enhanced risk-based decision making and quality assurance practices. These changes improved the timeliness, consistency and quality of licensing outcomes.
- **Optimising Automation and Staff Initiatives for Solutions for Resolution Services:** Improved online dispute resolution submission processes, resulting in 90 per cent of applications meeting quality standards at submission. The improved quality and completeness of applications have reduced rework, increased assessment efficiency and accelerated dispute resolution outcomes for customers.
- **Defective Work Guidelines:** Introduced to provide greater clarity and consistency in the management of defective work matters. The guidelines strengthen licensee accountability, support informed decision making and contribute to improved customer outcomes and greater confidence in Queensland's building and construction industry.
- **Quick Win Initiatives Kaizen (QWIK):** Established a staff-led continuous improvement program that empowers employees to identify and implement practical low-complexity improvements that reduce administrative effort, eliminate process friction and deliver tangible business benefits in a short timeframe. Outcomes delivered through the QWIK program included:
    - » Enhanced the QBCC website, providing clearer guidance for customers dealing with unlicensed contractors.
    - » Improved licence approval communications, clearly outlining the responsibilities for new licence holders and providing links to supporting information and resources.
    - » Streamlined forms, templates, correspondence and email communications to improve clarity, consistency and customer experience.
    - » Improved licensing procedures for plumbing and drainage licensees and pool safety inspectors, supporting greater efficiency and consistency in decision making.

These process improvements have unlocked capacity across the organisation and enabled resources to be redirected to higher-value regulatory and customer-focused activities, while contributing to positive customer, operational and regulatory performance outcomes. Customer satisfaction with the QBCC's decision-making processes, along with reduced decisions set aside by the Queensland Civil and Administrative Tribunal (QCAT), indicate greater consistency, quality and robustness in regulatory decision making. Table 1 provides an overview of satisfaction with the QBCC's decision-making process and the consistency of the QBCC's decisions with QCAT.

TABLE 1: PERCENTAGE OF CUSTOMERS SATISFIED WITH THE DECISION-MAKING PROCESS AND DECISIONS SET ASIDE BY QCAT OVER THE PAST TWO YEARS

CUSTOMER SATISFACTION AND DECISION QUALITY	2024–25	2025–26
Customers reporting satisfaction with the decision-making process	-	55%[4]
QBCC decisions set aside by QCAT	9.4%	8.5%

LICENSING

Licensing continued to play a vital role in supporting a strong, sustainable and capable building and construction industry in Queensland. Through the effective administration of the QBCC licensing framework, the QBCC helped safeguard consumers, strengthen public confidence in the industry and ensure that only appropriately qualified individuals and financially viable businesses were authorised to undertake regulated building work.

During the reporting period, the QBCC maintained a strong licensing and regulatory presence across metropolitan and regional Queensland. A statewide presence enabled the organisation to respond to local industry challenges, support diverse customer needs, and deliver accessible regulatory and customer services throughout the state. The scale of the QBCC's regulatory footprint is reflected in the large and diverse licensed building and construction workforce it oversees across Queensland. The QBCC continued to regulate and oversee a significant number of active licensees under the QBCC Act, the *Building Act 1975* (Building Act) and the *Plumbing and Drainage Act 2018* (PD Act), as outlined in Table 2 (page 8).

The QBCC's strong presence across Queensland played a key role in supporting a resilient and thriving building and construction industry during the reporting period, delivering positive outcomes for contractors, consumers and communities. By providing accessible regulatory, licensing and dispute resolution services across metropolitan and regional Queensland, the QBCC reduced barriers for contractors and consumers.

4 Reported from September 2026

These services ensured timely support, promoted consistent regulatory outcomes and strengthened confidence in the quality and integrity of building work.

A statewide approach enabled the QBCC to respond effectively to region-specific challenges, support industry capability and maintain a level playing field for licensed contractors. These efforts were particularly important in Queensland's key growth regions, including Brisbane, Gold Coast and Sunshine Coast, where significant construction activity, population growth and ongoing development continued to drive demand for housing and infrastructure. Maintaining a strong regulatory presence in these high-growth areas enabled the QBCC to proactively respond to emerging risks, support industry capability, facilitate timely regulatory services and uphold consumer confidence in a rapidly growing construction market.

In contrast, regional centres such as Mackay and Rockhampton with lower numbers of active licensees faced unique regulatory challenges, including workforce shortages, contractor capacity constraints and greater exposure to local economic fluctuations. Through continued local engagement and regulatory oversight, the QBCC helped ensure contractors and consumers across regional Queensland benefitted from equitable access to regulatory services, consistent application of legislative requirements and timely intervention when issues arose.

The QBCC also contributed to a resilient and capable construction workforce, processing 2,603 mutual recognition applications under the *Mutual Recognition Act 1992* and *Trans-Tasman Mutual Recognition Act 1997*.

The timely assessment of these applications supported the availability of skilled contractors from across Australia and New Zealand to enter the Queensland market, supporting workforce capacity, industry productivity and the delivery of housing and infrastructure projects across the state.

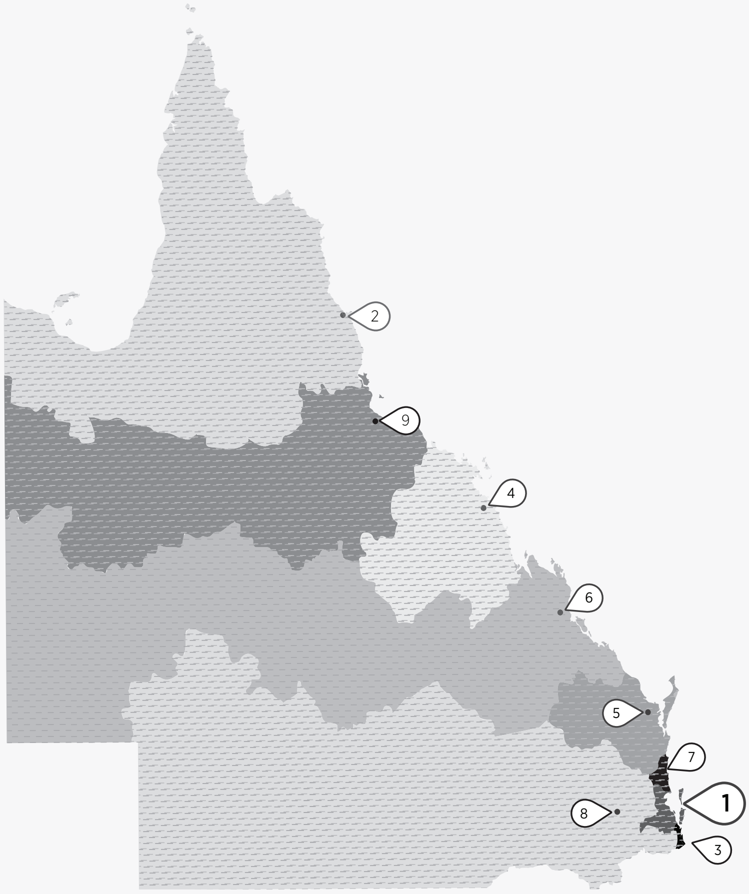


TABLE 2: ACTIVE LICENSEES UNDER THE QBCC ACT, BUILDING ACT AND PD ACT RECORDED STATEWIDE OVER THE PAST TWO FINANCIAL YEARS

	SERVICE CENTRE LOCATION	ACTIVE LICENSEES							
		QBCC ACT		PD ACT		BUILDING ACT			
						CERTIFIER		POOL SAFETY INSPECTOR	
		2024–25	2025–26	2024–25	2025–26	2024–25	2025–26	2024–25	2025–26
1	BRISBANE	53,879	57,905	8,990	9,286	289	309	209	215
2	CAIRNS	5,470	5,605	926	950	20	20	35	38
3	GOLD COAST	12,622	13,052	1,893	1,989	68	64	49	55
4	MACKAY	2,809	2,931	543	570	10	9	20	20
5	MARYBOROUGH	4,665	4,918	864	936	20	19	29	34
6	ROCKHAMPTON	3,038	3,187	704	753	13	13	25	28
7	SUNSHINE COAST	11,309	11,710	1,664	1,756	43	54	63	76
8	TOOWOOMBA	6,415	6,673	1,194	1,245	23	22	29	30
9	TOWNSVILLE	3,976	4,126	760	780	16	13	32	29
	TOTAL	**104,183**	**110,107**	**17,538**	**18,265**	**502**	**523**	**491**	**525**

LICENCE APPLICATION TIMEFRAMES

A responsive and efficient licensing system is critical to ensuring qualified contractors can enter the market and contribute to meeting Queensland's ongoing construction demand. During the reporting period, the QBCC introduced licensing integrity checks and a dedicated customer contact point as part of the licensing assessment process to strengthen regulatory oversight, improve service accessibility and support a more consistent customer experience. In addition, digital enhancements, risk-based assessment processes and improved workflow management helped manage the increasing volume and complexity of licence applications. Table 3 provides an overview of licence application processing timeframes over time.

TABLE 3: AVERAGE NUMBER OF BUSINESS DAYS TO PROCESS LICENCE APPLICATIONS OVER THE PAST FIVE YEARS

	2021–22	2022–23	2023–24	2024–25	2025–26
Licence application processing timeframe (business days)	20	19	20	24	25

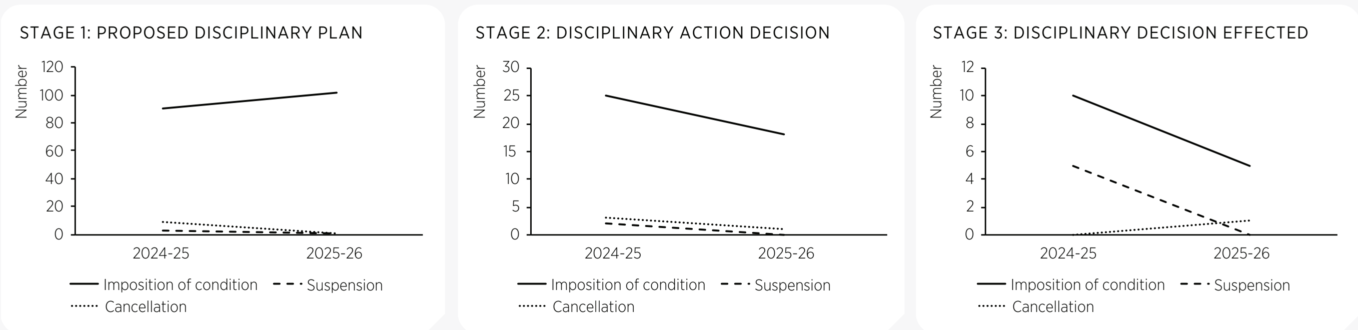
While licence application processing times increased slightly in 2025–26, the QBCC successfully managed a 17 per cent increase in application volumes while undertaking additional assessment activities to strengthen licensing integrity. Enhanced verification checks and proactive engagement with applicants helped ensure only suitably qualified individuals and businesses entered Queensland's building and construction industry. Despite these additional demands, average processing times increased by just one business day when compared to the previous year, demonstrating the QBCC's ability to balance timely service delivery with rigorous regulatory oversight. By maintaining efficient licensing services while strengthening the integrity of the licensing framework, the QBCC supported workforce growth, industry confidence and continued access to skilled construction workforce across Queensland.

FINANCIAL COMPLIANCE AND MONITORING

An integral part of the QBCC's licensing framework is ensuring that licensees have the financial capacity to meet their obligations and operate responsibly within Queensland's building and construction industry. Through its administration of the Minimum Financial Requirements (MFR), the QBCC continued to strengthen financial oversight by proactive monitoring compliance, undertaking early intervention activities and taking regulatory action where required. Figure 1 (below), provides an overview of disciplinary decisions issued to licensees who did not meet their annual financial reporting obligations.

The majority of disciplinary matters were resolved during the proposed disciplinary action stage, where the licensees were notified of the QBCC's concerns and given the opportunity to respond and rectify any issues before formal disciplinary action was required. The increase in proposed disciplinary actions was primarily driven by a rise in matters involving the imposition of licence conditions requiring licensees to meet specific requirements within defined timeframes. At the same time, fewer matters progressed to formal disciplinary decisions, reflecting the QBCC's risk-based regulatory approach that focuses on early intervention, education and corrective action where appropriate. Improved compliance with annual financial reporting obligations also contributed to the earlier resolution of potential non-compliance issues before formal disciplinary action became necessary. By supporting licensees to address issues at an early stage, the QBCC helped strengthen industry standards, promote a culture of accountability and compliance, and maintain a fair and competitive environment for Queensland's licensed contractors.

FIGURE 1: NUMBER OF FINANCIAL COMPLIANCE RELATED DISCIPLINARY ACTIONS ISSUED OVER THE PAST TWO YEARS



INVESTIGATIONS INTO OUTSTANDING PAYMENT COMPLAINTS

The QBCC's monies owed complaints service plays an important role in protecting subcontractors and suppliers by supporting the payment of undisputed debts from licensed contractors. Complaints submitted through this service alert the QBCC to potential payment offences and may indicate that a licensee has not met their MFR. While the QBCC does not have the regulatory power to resolve contractual disputes or enforce payment of outstanding debts, its investigative and compliance activities encourage payment outcomes and support the resolution of complaints. The service also provides valuable intelligence on potential financial distress and their non-compliance among licensees, enabling the QBCC to identify emerging risks and take early regulatory action where appropriate. Table 4 (below), provides an overview of undisputed payment recovery outcomes over time.

The QBCC's monies owed complaints service continued to deliver positive outcomes for Queensland's building and construction industry, by assisting businesses to recover outstanding undisputed payments and maintain cash flow across the construction supply chain. Access to timely payment is critical to the financial viability of contractors and subcontractors, enabling businesses to meet their financial commitments, pay suppliers, invest in growth and continue delivering construction projects. By supporting the recovery of outstanding undisputed debts and identifying licensees experiencing pressures, the QBCC enabled early intervention and strengthen industry resilience.

These outcomes contributed to a more stable and sustainable building and construction industry by reducing the risk of insolvency, minimising disruptions to project delivery and promoting greater financial accountability. In doing so, the QBCC helped support a fairer operating environment, strengthen confidence in commercial transactions and contribute to the ongoing stability, productivity and sustainability of Queensland's building and construction industry.

LOOKING AHEAD

Over the next 12 months, the QBCC will continue to strengthen Queensland's building and construction industry through a licensing framework that promotes industry capability, consumer confidence and regulatory integrity. Building on recent improvements to licensing services, financial oversight and the management of undisputed debts, the organisation will focus on enhancing the efficiency, effectiveness and responsiveness of its licensing functions. Through risk-based monitoring and proactive regulatory oversight, the QBCC will support qualified, financially sustainable and compliant licensees to participate in the industry. The QBCC licensing framework will also enable the early identification and management of emerging financial and compliance risks, reducing the likelihood of adverse impacts on consumers, subcontractors, suppliers or the broader industry.

Key priorities for the year ahead include:

- driving greater efficiency in licence application processing through digital transformation and processes improvements
- increasing proactive engagement with licensees experiencing financial stress
- strengthening financial intelligence and risk-based monitoring programs
- enhancing trust account compliance and audit activities
- expanding education and awareness of financial and regulatory obligations
- streamlining financial reporting and assessment processes.

Collectively, these priorities will strengthen consumer protections, improve payment security and promote financially responsible business practices across the industry. By balancing efficient service delivery with proactive compliance and regulatory oversight, the QBCC will continue to support a resilient, productive and trusted building and construction industry that is well positioned to meet Queensland's future needs.

TABLE 4: VALUE OF UNDISPUTED DEBTS PAID OVER THE PAST FIVE YEARS

DEBTS PAID	2021–22	2022–23	2023–24	2024–25	2025–26	TOTAL
Value of undisputed debts paid	$3,869,078	$4,733,008	$6,363,494	$5,391,476	$5,525,467	$28,435,191

DISPUTE RESOLUTION

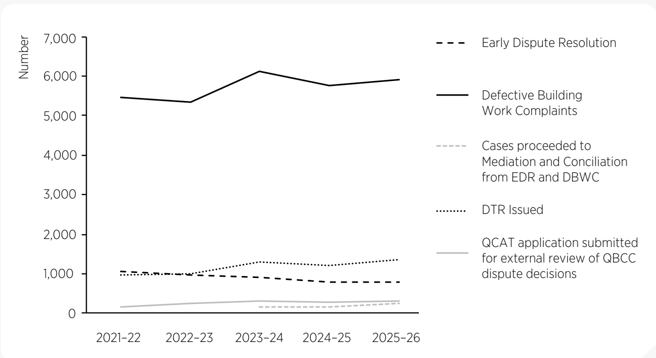
The QBCC provides a range of dispute resolution services that facilitate the resolution of disputes and encourage rectification of defective work. Through early intervention, practical outcomes and timely decision making, dispute services help parties resolve issues before they escalate to formal legal proceedings. Early intervention also reduces the emotional and financial impacts associated with prolonged disputes while supporting mutually agreeable outcomes.

The QBCC delivers three primary dispute resolution services:

- **Early Dispute Resolution (EDR)**: An informal and accessible pathway for resolving building disputes during the course of a contract, prior to completion.
- **Defective Building Work Complaints (DBWC):** A formal complaints resolution process available following the completion of construction work, often involving multiple complaint items.
- **Mediation and Conciliation:** An impartial service that identifies suitable DBWC for facilitated discussions between parties, supporting the timely resolution of disputes. Unresolved complaints continue through the standard DBWC process. To improve operational efficiency, EDR was transitioned into Mediation and Conciliation during the year.

The effective delivery of dispute resolution services plays an important role in protecting consumers, ensuring industry accountability and maintaining confidence in Queensland's building and construction industry. Figure 2 outlines the volume of dispute resolution services and outcomes over time.

FIGURE 2: DISPUTES RESOLUTION SERVICE DELIVERY AND OUTCOMES OVER THE PAST FIVE YEARS



EDR continued to play an important role in facilitating the early resolution of residential building disputes before they are escalated to formal pathways. Early intervention reduced the time, cost and disruption associated with unresolved disputes for home owners and contractors, supporting stronger industry confidence and more positive outcomes for all parties involved.

In contrast, the sustained volume of DBWC matters indicates ongoing demand for formal dispute resolution services and highlights persistent quality and compliance challenges within the residential construction sector. The increasing number of directions to rectify (DTRs) issued is consistent with growth in building and construction activity, and the corresponding and proportional increase in demand for the QBCC's regulatory services. As complaints volume increases, more matters require formal regulatory intervention to achieve rectification outcomes. These outcomes reinforce the QBCC's role in maintaining building standards, protecting consumers and promoting accountability across the industry.

The introduction of the QBCC Mediation and Conciliation services in October 2023 highlights the growing role of facilitated dispute resolution in supporting positive outcomes across the residential construction sector. Increasing uptake of these services demonstrates a strong demand for alternative dispute resolution approaches that support home owners and contractors resolve disputes early and achieve collaborative outcomes. By supporting mutually acceptable outcomes without further escalation, mediation and conciliation has helped reduce dispute volumes, shorten resolution timeframes and lower dispute-related costs for customers. These outcomes have contributed to improved industry productivity, stronger working relationships and increased confidence in the residential building sector. Table 5 provides an overview of agreement outcomes delivered through the QBCC Mediation and Conciliation service since its introduction in October 2023.

TABLE 5: SUMMARY OF OUTCOMES ACHIEVED THROUGH THE QBCC MEDIATION AND CONCILIATION SERVICE

MEDIATION AND CONCILIATION OUTCOME	2023–24	2024–25	2025–26
AGREEMENTS REACHED			
Percentage of mediation and conciliation dispute cases with agreements reached (full resolution, partial resolution and procedural or in-principle resolution)	68%[5]	78%	74%
TYPE OF AGREEMENT OUTCOMES ACHIEVED THROUGH THE MEDIATION AND CONCILIATION SERVICE			
Full resolution	56%[5]	55%	73%
Partial resolution	20%[5]	21%	11%
Procedural or in-principle resolution	24%[5]	24%	16%

5 Reported from October 2023

Resolution outcomes remained consistently strong over the past three years, with majority of matters referred to conciliation resulting in collaborative agreements between home owners and contractors. An increase in the proportion of cases reaching full agreement reflects improved effectiveness of conciliation services in achieving complete dispute resolution and supporting timely practical outcomes for all parties. Correspondingly, decline in the proportion of matters resulting in partial, procedural or in-principle agreements indicates that more disputes are being resolved successfully without the need for further escalation. Higher rates of completed resolutions reduce dispute-related costs, minimise project disruption and provide greater certainty for both home owners and contractors. The ongoing success of mediation and conciliation services also helped lessen the financial, time and personal impacts often associated with building disputes, while promoting collaborative and practical resolution of issues.

Together, the QBCC's dispute resolution services demonstrate the organisation's ability to deliver outcomes that support consumer protection, strengthen confidence in the residential construction sector and encourage constructive engagement between home owners and contractors. Effective dispute resolution contributes to a more stable and productive industry by reducing the need for formal enforcement action and lengthy dispute pathways. While the results are encouraging, customer feedback presented in Table 6 highlights opportunities to further improve the effectiveness and value of these services.

TABLE 6: CUSTOMER FEEDBACK ON DISPUTE RESOLUTION SERVICES DURING THE REPORTING PERIOD

CUSTOMER FEEDBACK	2025–26
Reporting dispute resolution services as professional, responsive, accurate and accessible	47%[6]

LOOKING AHEAD

Over the next 12 months, the QBCC will continue to strengthen its dispute resolution services to deliver timely, fair and effective outcomes for consumers and industry. A key focus will be increasing opportunities for early intervention and expanding the use of mediation and conciliation to resolve disputes more efficiently and support collaborative outcomes between parties.

Priority initiatives will focus on:

- improving building inspection timeliness
- enhancing customer communication and transparency of outcomes
- progressing targeted process and digital improvements across dispute resolution pathways.

The Regulatory Accountability project will further streamline intake and triage processes, strengthen alignment between inspection and resolution functions, and deliver a more efficient, transparent and customer-focused service experience.

Additional digital enhancements will support faster delivery of inspection reports and improved information sharing, reducing delays and enabling timelier resolution of disputes. These improvements will support earlier identification and rectification of defective work, increase the consistency and quality of dispute resolution outcomes and reduce delays in achieving fair and timely resolutions. By strengthening early resolution pathways, improving service delivery and modernising dispute resolution processes, the QBCC will increase confidence in its services, support better outcomes for consumers and contractors, and contribute to a more resilient, productive and trusted building and construction industry.

INTERNAL REVIEW

The QBCC offers an independent review service that promotes fairness, transparency and accountability in regulatory decision making. Established under the QBCC Act, the service enables individuals and businesses affected by certain regulatory decisions made by the QBCC to seek an independent review of those decisions. Following an internal review, a new decision is made that either upholds or changes the original decision. Review outcomes are categorised as follows:

- **Upheld:** The original decision and reasoning remain unchanged.
- **Varied:** The outcome remains the same. However, the reasoning is partially revised.
- **Overturned:** A different decision is substituted for the original decision.
- **Deemed:** Where a review decision is not made within the legislated timeframe, the original decision becomes the review decision by operation of law.

The growth in demand for the QBCC's internal review service during the reporting period highlights the value customers place on having an independent avenue to seek reconsideration of regulatory decisions. Table 7 provides an overview of internal review finalisation timeframes and the organisation's performance in managing increased demand.

TABLE 7: INTERNAL REVIEW FINALISATION TIMEFRAMES OVER THE PAST THREE YEARS

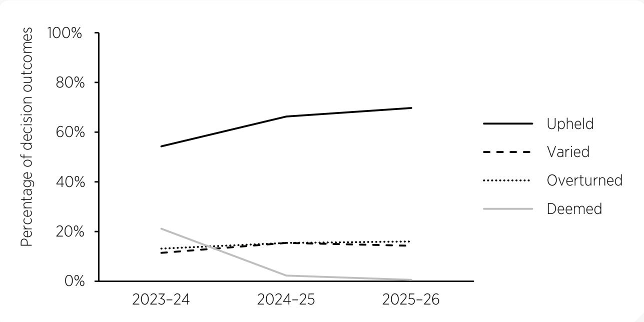
INTERNAL REVIEW	2023–24	2024–25	2025–26
Average number of business days to finalise review	23	27	19

The QBCC maintained a strong focus on improving the timeliness of its internal review service, ensuring individuals and businesses could obtain review outcomes without unnecessary delays. Despite an increase in review requests, finalisation timeframes remained consistent with the previous year, reflecting ongoing improvements to review processes and service delivery.

6 Reported from September 2025

Timely review outcomes help reduce uncertainty, enable informed decision making, minimise delays associated with disputed regulatory decisions and contribute to greater confidence across the industry. While timeliness remains an important measure of service performance, review decision outcomes provide a valuable insight into the quality, consistency and accountability of the QBCC's decision-making processes. Effective internal review services support confidence in the regulatory framework by providing an accessible avenue for decisions to be independently reassessed and appropriately scrutinised. Figure 3 summarises the outcomes of internal review decisions over time.

FIGURE 3: DECISION OUTCOMES FROM THE COMPLETED INTERNAL REVIEWS OVER THE PAST THREE YEARS



The increase in upheld decisions and reduction in deemed decisions indicate continued improvements in the quality, consistency and timeliness of the QBCC decision-making processes. The relatively low and stable rates of varied and overturned decisions suggest that original decisions are generally robust and able to withstand independent scrutiny through the appeals process. These outcomes help strengthen confidence in the QBCC's regulatory framework among consumers, licensees and industry stakeholders. Consistent decision making provides clearer and more predictable regulatory expectations for industry professionals, supporting proactive compliance, reducing regulatory uncertainty and encouraging higher standards of building practice across the residential construction sector. Effective review processes contribute to a fairer, more accountable and better-performing industry that benefits contractors, consumers and the broader Queensland community.

LOOKING AHEAD

Over the next 12 months, the QBCC will continue to strengthen its internal review service to support fair and transparent regulatory decision making. A key focus will be on delivering high-quality and timely review outcomes, while strengthening consistency and building stakeholder confidence in the review process.

Key priorities include:

- maintaining timely review outcomes through ongoing process improvements and adherence to legislated timeframes
- strengthening the quality and consistency of regulatory decision making by using insights from review outcomes to inform continuous improvement
- improving customer experience through clearer communication, guidance and access to information about review rights, processes and outcomes
- supporting organisational learning by identifying trends and sharing insights from review decisions to improve regulatory practice and make more consistent decisions across the organisation.

Through these initiatives, the QBCC will continue to strengthen the integrity and effectiveness of its regulatory framework, ensuring decisions are evidence based, consistent and responsive. By promoting transparency, accountability and fairness, the QBCC will contribute to increased confidence in the QBCC's regulatory decisions and trust in Queensland's building and construction regulatory framework.

COMPLIANCE AND ENFORCEMENT

The QBCC plays a critical role in protecting consumers, supporting confidence and maintaining the integrity of the Queensland's building and construction industry. Through a balanced regulatory approach that combines education, engagement, compliance monitoring and enforcement, the QBCC works to ensure that building and construction activities are undertaken in accordance with industry standards.

During 2025–26, the QBCC continued to strengthen its intelligence-led and risk-based approach to regulation, focusing resources towards areas of greatest regulatory risk and potential consumer harm.

Key areas included the following:

- Unlicensed contracting
- Building safety
- Plumbing compliance
- Pool safety compliance
- Building certifier conduct
- Non-conforming building products

The QBCC maintained a strong focus on the early identification of emerging risks, supporting industry compliance and taking timely regulatory action where necessary. Through a combination of education, targeted compliance activities and proportionate enforcement responses, the QBCC contributed to a safer, fairer and more resilient building and construction industry.

INSPECTIONS AND AUDITS

Inspections and audits support the QBCC's preventative risk-based approach to regulation by monitoring industry practices, promoting voluntary compliance and ensuring licensees meet their legislative obligations. Targeted statewide inspection and audit programs provide opportunities to educate and engage with industry, raise awareness of regulatory requirements and identify areas requiring further compliance action. Table 8 provides an overview of inspections and audit outcomes over time.

TABLE 8: INSPECTION AND AUDIT OUTCOMES OVER THE PAST FIVE YEARS

INSPECTION AND AUDIT OUTCOMES	2021–22	2022–23	2023–24	2024–25	2025–26
SITE INSPECTIONS					
Unlicensed contractors identified	-	2	70	69	23
Licensee contracting with unlicensed person identified	-	0	8	31	5
Defect detection of non-compliant sites rectified without regulatory action	-	-	-	534	779
SAFER BUILDINGS AUDITS					
Compliance	-	97.2%[7]	92.2%	94.2%	91.5%
Non-compliance	-	2.8%[7]	7.8%	5.8%	8.5%
NOTIFIABLE WORK AUDITS					
Compliance	64%	69%	78%	73%	67%
Non-compliance	36%	31%	22%	27%	33%
Compliance on reaudit	78%	72%	89%	80%	81%
POOL SAFETY ADMINISTRATION AUDITS					
Compliance with Form 36	-	-	-	-	29%
Non-compliance with Form 36	-	-	-	-	71%
Pool safety inspector compliance	-	-	-	30%	30%
Pool safety inspector non-compliance	-	-	-	70%	70%
BUILDING CERTIFIER AUDITS					
Unsatisfactory conduct	1	2	2	2	0
Not unsatisfactory conduct	7	75	17	65	14

Inspection and audit results indicate that the residential construction sector is responding positively to the QBCC's broader compliance and enforcement activities. Fewer instances of unlicensed contracting were identified, while a greater proportion of non-compliant work was rectified without the need for formal regulatory action. These trends suggest that the QBCC's regulatory oversight, industry engagement and education activities are improving awareness of obligations and encouraging licensees and contractors to address issues early.

Compliance outcomes across a range of audit programs remained strong, particularly in areas that have been subject to ongoing monitoring and targeted regulatory attention. Strong re-audit results further demonstrate the effectiveness of QBCC interventions in influencing behaviour and supporting industry professionals to return to compliance when issues are identified. Improved compliance outcomes help maintain building standards, support consumer protection and create a fair operating environment for businesses that meet their regulatory obligations. While strong results were achieved across many areas, the findings also reinforce the importance of maintaining a risk-based approach to regulation. Areas where compliance outcomes have declined or remain persistently low continue to require targeted regulatory focus to address emerging risks and improve industry performance. Through ongoing monitoring, education and enforcement activities, the QBCC continued to support public safety, uphold professional standards and maintain a level playing field for compliant licensees and contractors.

The inspection and audit services delivered by the QBCC demonstrate the positive impact of the organisation's intelligence-led regulatory approach. By proactively identifying risks, encouraging voluntary compliance and targeting regulatory action where it is most needed, the QBCC helps build industry capability, strengthen consumer confidence and improve the quality and safety of building work across Queensland.

7 Reported from January 2023

INVESTIGATIONS

The QBCC undertakes investigations where potential breaches of legislative requirements have been identified and further regulatory assessment is required. These activities play an important role in maintaining the integrity, safety and professionalism of Queensland's building and construction industry by supporting effective regulatory oversight and compliance.

In 2025–26, the top five offences, representing the most common areas of non-compliance, accounted for 89.5 per cent of all investigations resulting in a warning, infringement or prosecution. These offences included the following:

- Unlicensed work and/or unlicensed contracting (35.0 per cent)
- Breaches of domestic building contract requirements (30.8 per cent)
- Insurance-related non-compliance (13.7 per cent)
- Site signs (5.1 per cent)
- Improper use of a licence (4.9 per cent)

Through targeted enforcement, education and early intervention activities, the QBCC works to reduce repeat offending, improve compliance with regulatory requirements and support the timely resolution of non-compliance. The concentration of offences across the common areas of identified non-compliance provides valuable regulatory insight, enabling the QBCC to target regulatory compliance and enforcement efforts on areas of greatest risk and potential consumer harm. Table 9 (to the right), outlines the investigation outcomes, including key areas of non-compliance and other regulatory matters.

Investigation outcomes continue to provide valuable insights into areas of ongoing non-compliance across the residential construction sector, helping inform the QBCC's intelligence-led approach to compliance and enforcement. Key areas of regulatory focus, including unlicensed work or contracting, domestic building contract breaches and insurance-related offences, highlight the important role of regulatory oversight in protecting consumers and maintaining industry standards. Trends in investigation findings help the QBCC identify emerging risks, direct resources to areas of greatest concern and tailor education and compliance activities to address recurring issues.

Investigation activities also indicate that most non-compliance can be effectively addressed through proportionate regulatory responses, including education, warnings and other early interventions. In areas such as non-conforming building products and building certifier conduct, serious enforcement outcomes remained relatively uncommon, indicating that regulatory engagement and corrective action are generally successful in achieving compliance and mitigating risks before they escalate. These outcomes help strengthen industry accountability, support improved compliance behaviours and reduce the need for more significant enforcement action. Contract compliance activities also continued to play an important role in improving understanding of contractual obligations and promoting compliant practices across the residential building sector.

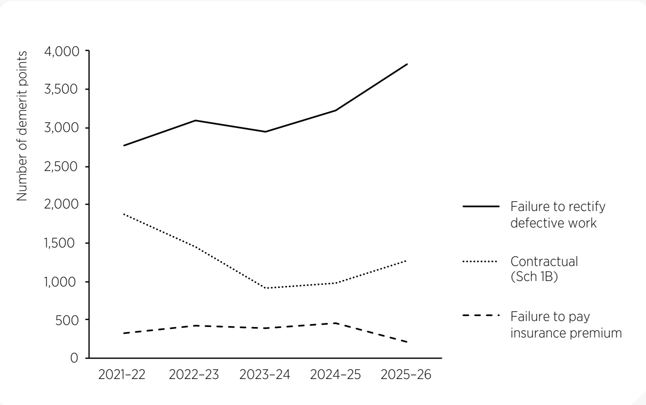
TABLE 9: INVESTIGATION OUTCOMES OVER THE PAST FIVE YEARS

INVESTIGATION OUTCOMES	2021–22	2022–23	2023–24	2024–25	2025–26
IDENTIFIED NON-COMPLIANCE ACROSS THE MOST COMMON OFFENCE CATEGORIES					
Unlicensed work and/or unlicensed contracting	-	356	450	401	661
Breaches of domestic building contract requirements	-	407	286	433	581
Insurance-related non-compliance	-	177	205	276	258
Site signs	-	-	143	301	96
Improper use of a licence	-	60	58	75	92
Advertising	-	145	-	-	-
Other					
BUILDING CERTIFIER CONDUCT					
Unsatisfactory conduct	18	12	10	16	40
Not unsatisfactory conduct	18	86	17	18	17
Referral to commence disciplinary proceedings	0	1	0	1	0
QCAT professional misconduct determinations	0	0	0	2	0
NON-CONFORMING BUILDING PRODUCTS					
No breach	0	0	0	3	5
Warnings	-	16	2	2	1
Prosecutions	0	0	0	0	0
DOMESTIC (SCH1B) CONTRACT COMPLIANCE					
Warnings	-	312	182	346	477
Infringements	-	201	118	98	116
COMMERCIAL (PART 4A) CONTRACT COMPLIANCE					
Warnings	-	10	3	2	7
Infringements	-	3	1	4	1

Regulatory activity remained focused on domestic building contracts, recognising the significant impact that contractual non-compliance can have on home owners. By identifying breaches and responding appropriately, the QBCC helped improve contract practices, reduce the likelihood of disputes and encourage greater accountability among licensees.

By identifying non-compliance, addressing emerging risks and promoting accountability, investigations delivered by the QBCC help protect consumers, support fair competition and reinforce confidence in Queensland's building and construction industry. The insights generated through investigations also enable the QBCC to target regulatory effort where it can have the greatest impact, supporting improved compliance outcomes and higher standards of practice across the industry. Where investigations identified regulatory breaches, the QBCC took appropriate enforcement action, including the issuing of demerit points, to reinforce accountability and support compliance across the industry. Figure 4 provides an overview of demerit points issued across the three most common breach categories over time.

FIGURE 4: NUMBER OF DEMERIT POINTS ISSUED OVER THE PAST FIVE YEARS



Demerit point outcomes provide valuable insights into the areas where compliance challenges continue to persist across Queensland's building and construction industry. Defective work and contractual breaches remained the most common reasons for demerit points being issued, highlighting workmanship and contractual compliance as key areas requiring ongoing regulatory attention. In contrast, improved outcomes in insurance-related compliance suggest that targeted regulatory activities, education and industry engagement are increasing awareness of obligations and supporting positive compliance behaviours.

As part of the QBCC's broader compliance and enforcement framework, the demerit points system continued to play an important role in promoting accountability and encouraging licensees to meet their legislative obligations. The system provides a clear regulatory consequence for non-compliance, while creating a strong incentive for licensees to improve their practices and maintain professional standards. Analysis of demerit trends helps identify persistent and emerging areas of risk, enabling the QBCC to target regulatory resources where they can achieve the greatest compliance and consumer protection outcomes. By reinforcing industry expectations and addressing non-compliant behaviour, the demerit points system contributes to improved building quality, stronger consumer protection, and a fairer and more level playing field for compliant licensees and contractors across Queensland.

Beyond identifying areas of non-compliance, the timeliness and effectiveness of compliance and enforcement activities provide important insight into the QBCC's regulatory performance and the positive impact of its regulatory approach. Table 10 outlines the key indicators used to assess the timeliness and effectiveness of the QBCC's compliance and enforcement activities.

TABLE 10: KEY INDICATORS OF REGULATORY PERFORMANCE AND IMPACT OVER THE PAST THREE YEARS

REGULATORY PERFORMANCE METRICS	2023–24	2024–25	2025–26
Average number of days unlicensed contractor complaints awaiting investigation	113	123	102
Average number of days to close out all types of notification of offence (NOOF) investigation cases with regulatory action	104	54	52
Total number of NOOF cases in queue	559	558	411
Average number of weeks between case allocation and onsite inspection	16	10	12
Repeat offences occurring within 12 months of the closure of a NOOF case with regulatory action	7.3%	12.9%	12.3%
Percentage of DTRs escalated to FTRs	49.5%	47.1%	43.3%

Continued improvements in the timeliness of compliance and enforcement activities demonstrate the organisation's increasing ability to respond to regulatory risks and address non-compliance more efficiently. Faster investigation timeframes and reduced investigation backlogs enable potential issues to be identified and resolved earlier, reducing the likelihood that non-compliant behaviour will continue unchecked. Timely regulatory intervention also provides greater certainty for consumers and licensees, by reducing the disruption, delays and costs that can arise from unresolved compliance issues. Improvements in operational efficiency strengthen the effectiveness of the QBCC's compliance and enforcement framework, by ensuring regulatory resources can be directed to areas of greatest risk and impact.

Measures of regulatory effectiveness indicate that while most compliance and enforcement activities are achieving their intended outcomes, some areas of recurring non-compliance remain. The persistence of repeat offending and the ongoing, though declining, escalation of DTR highlight the need for continued monitoring, education and targeted enforcement. These findings reinforce the value of a balanced regulatory approach that combines early intervention, compliance support and enforcement action where necessary. By identifying and addressing non-compliance in a timely and effective manner, the QBCC continues to support a safer, more accountable and higher-performing industry.

LOOKING AHEAD

Over the next 12 months, the QBCC will continue to strengthen its regulatory effectiveness through an intelligence-led and risk-based approach to compliance and enforcement. Regulatory activities will focus on identifying and responding to emerging and systemic risks, promoting compliance with legislative requirements and supporting a culture of accountability, professionalism and best practice. A key priority will be the development and implementation of the QBCC's new Compliance and Enforcement Strategy. The strategy will establish a contemporary framework for targeting regulatory effort, prioritising areas of greatest risk and potential harm, and ensuring regulatory responses are proportionate, consistent and transparent. It will also strengthen the QBCC's ability to use intelligence, data analytics and regulatory insights to inform decision making, improve compliance outcomes and enhance consumer protection.

The QBCC will continue to build regulatory capability and operational efficiency by:

- improving complaint triage
- streamlining investigation processes
- applying risk-based prioritisation to regulatory activities.

Building on the success of the case queue reduction initiatives and improvements in case finalisation performance, increased use of intelligence-led inspections, site visits and targeted proactive audit programs will support the early identification of non-compliance and enable resources to be directed to high-risk areas, including unlicensed contracting, defective work and emerging compliance risks.

The QBCC will also continue to work collaboratively with industry stakeholders to promote voluntary compliance, build awareness of regulatory obligations and support improved industry capability. A proactive and collaborative approach will help reduce the need for regulatory intervention, while encouraging higher standards of conduct and performance across the industry. In addition, the QBCC will support the Queensland Government's building regulatory reform agenda by contributing to a modern, responsive and effective regulatory framework that boosts productivity, reduces regulatory burden and supports better building outcomes across Queensland. Through continuous improvement, stakeholder collaboration and evidence-based regulation, the QBCC will help strengthen confidence in Queensland's building and construction industry and deliver better outcomes for consumers, contractors and the broader community.

QUEENSLAND HOME WARRANTY SCHEME (QHWS)

The QHWS continued to provide financial protection for eligible Queensland home owners affected by defective or incomplete residential building work during 2025–26. As indicated in Table 11, the relatively consistent approval rates for claims in recent years reflect the ongoing role of the QHWS in delivering financial assistance where legislative eligibility requirements are met. Declined claim outcomes, particularly those arising from missed statutory time limits, reinforce the importance of ensuring home owners understand QHWS coverage and conditions so they can access support when they need it most. By supporting greater awareness of requirements and eligibility criteria, the QHWS continues to help minimise the financial impacts of building defects on consumers while reinforcing confidence in Queensland's residential construction sector.

TABLE 11: PERCENTAGE OF APPROVED QHWS CLAIMS OVER THE PAST THREE YEARS

QHWS DEFECTIVE WORK AND NON-COMPLETION CLAIMS	2023–24	2024-25	2025–26
Approved claims	41.4%	42.7%	44.7%

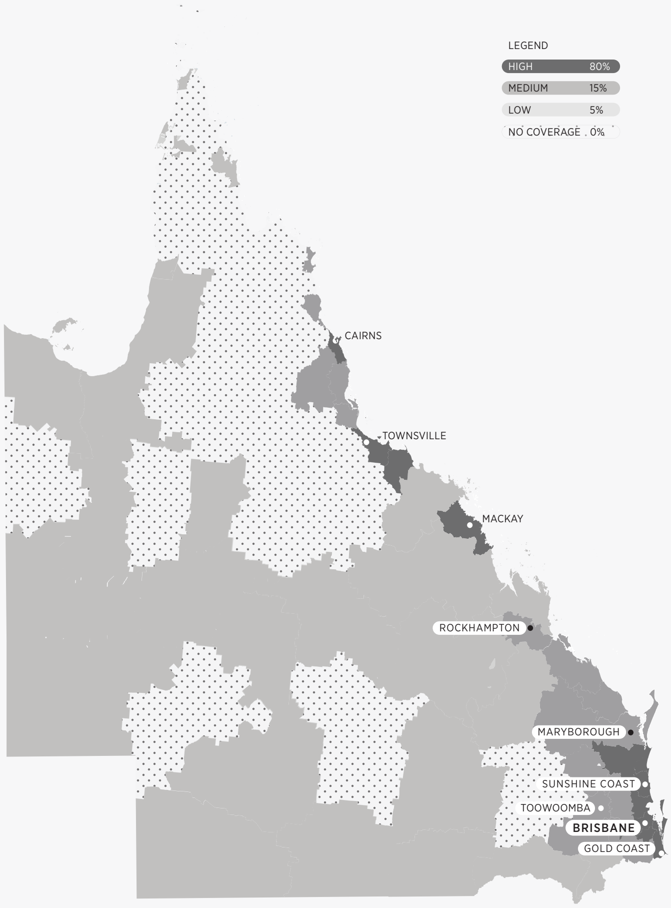
Demand for home warranty insurance remained strong throughout 2025–26, with the QBCC issuing a record number of home warranty policies by 30 June 2026 (Table 12). The growth was driven by continued strength in both new residential construction and renovation activity, with renovation work reaching record levels during the reporting period. Premium revenue exceeded revised forecasts, reflecting higher-than-expected building activity, increasing contract values and greater volumes of insurable work. Strong growth in policy volumes and premium revenue has further strengthened the long-term sustainability of the scheme, ensuring the QBCC remains well positioned to provide financial protection for home owners when defective or incomplete building work occurs.

TABLE 12: QHWS ACTIVITIES ADMINISTERED OVER THE PAST FIVE YEARS

QHWS ACTIVITIES	2021–22	2022–23	2023–24	2024–25	2025–26
INSURANCE CLAIMS APPROVED					
Non-completion (M)	$13.4	$47.5	$62.9	$31.4	$24.8
Defects (M)	$16.9	$17.3	$21.7	$23.5	$27.0
Subsidence (M)	$5.7	$3.8	$4.1	$5.8	$3.9
Theft and vandalism or Fire, Storm and Tempest (M)	Nil	$0.03	$0.001	Nil	$0.002
Total insurance claims approved (M)	**$36.0**	**$68.6**	**$88.7**	**$60.7**	**$55.7**
INSURANCE POLICIES ISSUED					
New homes	30,489	26,364	29,138	33,772	35,040
Alterations and additions	119,682	123,800	121,687	130,278	163,904
Total insurance policies issued	**150,171**	**150,164**	**150,825**	**164,050**	**198,944**
Premium revenue (M)	$142.7	$150.3	$169.1	$198.3	$233.6
INSURANCE CLAIMS RECEIVED					
Non-completion	731	1,387	812	605	664
Total insurance claims received[8]	**1,856**	**2,745**	**2,299**	**1,824**	**1,967**
INSURANCE CLAIMS FINALISED					
Claims approved	941	772	1,210	765	676
Claims declined	599	737	1,056	781	776
Claims not declined or approved[9]	111	158	230	218	210
Total insurance claims finalised	**1,628**	**1,667**	**2,496**	**1,764**	**1,662**

Figure 5 provides an overview of the geographical distribution of QHWS policies at the end of the reporting period, highlighting areas with high, medium and low policy volumes across Queensland.

FIGURE 5: QHWS POLICY VOLUME BY LOCAL GOVERNMENT AREA AS AT 30 JUNE 2026



The geographic distribution of QHWS policies continued to provide valuable insights into residential construction activity across Queensland, helping the QBCC anticipate where future demand for regulatory, licensing and customer services is likely to emerge. Understanding shifts in construction activity across regions enables the QBCC to take a proactive approach to regulation, education and service delivery, ensuring resources are directed to areas of greatest demand and potential risk.

Brisbane remained the centre of residential construction activity in 2025–26, while continued growth in regions such as Moreton Bay, Gold Coast, Logan, Sunshine Coast, Ipswich, Redland, Townsville and Fraser Coast highlighted expanding development opportunities and increasing construction demand across the state. These trends help the QBCC anticipate changes in the operating environment and position its compliance, licensing, dispute resolution and customer service activities to support growing communities and a dynamic residential construction sector. By aligning regulatory and support services with areas of greatest need, the QBCC is better placed to support industry growth, respond to emerging risks and deliver strong outcomes for consumers, contractors and communities as Queensland's building and construction industry continues to evolve.

8 Claims received includes claims re-opened.

9 Includes claims that were not approved but were not declined, such as withdrawn claims, claims opened in error, referred to Resolution Services and duplicate claims. In 2021–22, duplicate claims and cases created in error were excluded. As such, claims approved, declined and not declined or approved do not sum to 1,628.

LOOKING AHEAD

Over the next 12 months, the QBCC will play a central role in preparing for and implementing the reform priorities of the Queensland Government through updates to operational processes, systems, guidance materials and stakeholder communications. These activities will support a smooth transition for home owners, contractors and industry stakeholders. In addition, the QBCC will strengthen its focus on early engagement and consumer education, helping home owners better understand their rights, responsibilities and available protections before entering into building contracts or making claims. By providing timely information and support at the outset of the building journey, the QBCC aims to promote due diligence and informed decision making, helping to reduce the likelihood of disputes and improve consumer outcomes. It will also help ensure that the strict eligibility requirements and timeframes associated with the statutory scheme are better understood, with expectations established early rather than through the claims process.

The QBCC will also continue to strengthen its intelligence-led and risk-based regulatory approach by leveraging data analytics and geographic insights, including QHWS policy mapping, to identify emerging risks, target regulatory activities and direct resources where they can achieve the greatest impact. Together, these initiatives will support the long-term sustainability and effectiveness of the QHWS, ensuring it continues to provide confidence, protection and value for Queenslanders while adapting to changing industry and market conditions.

ADJUDICATION

Adjudication continued to provide a timely, efficient and cost-effective way for resolving payment disputes across the Queensland's building and construction industry. Established under the *Building Industry Fairness (Security of Payment) Act 2017* (BIF Act), the adjudication process provides an independent pathway for determining amounts payable in dispute payment claims, supporting business confidence, cash flow and financial stability across the industry. Independent qualified adjudicators registered with the Adjudication Registry (the Registry) make decisions on disputes, providing parties with access to an impartial and accessible dispute resolution process.

CONSUMER ADVISORY SERVICE

The Registry continued to support consumers by providing information about its role and guidance on the adjudication process. During 2025–26, the Registry recorded 4,233 enquiries, helping consumers better understand their options and navigate the adjudication framework.

ADJUDICATION APPLICATIONS

In 2025–26, the adjudication framework continued to provide an important avenue for resolving payment disputes under the BIF Act. Adjudication applications may arise where a payment schedule is not provided in response to a payment claim, where the scheduled amount is less than the amount claimed or where payment is not being made in full by the due date. Table 13 provides an overview of the received adjudication applications during the reporting period.

TABLE 13: RECEIVED ADJUDICATION APPLICATIONS AND CORRESPONDING VALUES IN 2025–26

CLAIM VALUE	INVALID APPLICATIONS		VALID APPLICATIONS	
	NUMBER	CLAIMED AMOUNT	NUMBER	CLAIMED AMOUNT
$0–$11,345.70	31	$180,287	106	$605,515
$11,345.70–$56,728.80	30	$848,746	148	$4,275,583
$56,728.80–$113,457.60	6	$542,485	56	$4,568,277
$113,457.60–$283,644.05	10	$1,989,041	61	$10,540,985
$283,644.05–$567,288.05	2	$830,443	42	$16,635,207
$567,288.05–$850,932.15	0	$0	18	$12,273,676
$850,932.15–$1,236,206.95	2	$2,040,750	8	$8,221,695
> $1,236,206.95	1	$7,703,755	38	$1,882,312,628
TOTAL	**82**	**$14,135,507**	**477**	**$1,939,433,565**

The Registry received a substantial volume of adjudication applications during the reporting period, ranging from small-value claims to those involving significant claim values. While some applications were assessed as invalid because they did not meet legislative requirements, these matters represented a relatively small proportion of the overall value of applications received. Failure to lodge applications within the timeframes prescribed by section 79 of the BIF Act remained the leading cause of applications being assessed as invalid in 2025–26. Ongoing education and support initiatives continue to help licensees and contractors better understand their obligations and improve the quality of submitted applications. The sustained demand for adjudication services demonstrates their value in supporting a fair, efficient and financially resilient building and construction industry. By providing accessible and timely adjudication services, the Registry helps strengthen confidence in the security of payment framework, promote healthier cash flow outcomes and contribute to the stability and resilience of Queensland's building and construction industry.

WITHDRAWN ADJUDICATION APPLICATIONS

Claimants may withdraw an adjudication application at any stage of the process, either following payment of the claimed amount or by providing a notice of discontinuance. Table 14 provides an overview of the withdrawn adjudication applications during the reporting period.

TABLE 14: WITHDRAWN ADJUDICATION APPLICATIONS, REASONS FOR WITHDRAWAL AND CORRESPONDING VALUES IN 2025–26

CLAIM VALUE	DISCONTINUANCE		PAYMENT	
	NUMBER	CLAIMED AMOUNT	NUMBER	CLAIMED AMOUNT
$0–$11,345.70	9	$60,431	35	$220,133
$11,345.70–$56,728.80	12	$363,433	37	$1,010,082
$56,728.80–$113,457.60	7	$522,166	16	$1,280,482
$113,457.60–$283,644.05	12	$2,151,266	4	$742,051
$283,644.05–$567,288.05	6	$2,204,087	4	$1,326,412
$567,288.05–$850,932.15	1	$736,624	0	$0
$850,932.15–$1,236,206.95	1	$853,243	1	$992,714
> $1,236,206.95	12	$491,125,496	1	$315,005,248
TOTAL	**60**	**$498,016,744**	**98**	**$320,577,123**

Withdrawn adjudication applications provide an important insight into the effectiveness of Queensland's security of payment framework. A significant proportion of applications were withdrawn because payment was made after the adjudication process had commenced, demonstrating that the availability of adjudication can encourage parties to resolve payment disputes and secure payment outcomes without the need for a formal determination. Applications withdrawn following a notice of discontinuance further demonstrate the role adjudication plays in facilitating resolution at various stages of the dispute process, reducing the need for matters to proceed to a final decision. Early resolution of payment disputes helps minimise legal and administrative costs, reduces uncertainty for businesses and allows projects to continue with less disruption. These outcomes demonstrate the broader value of the adjudication services beyond formal determinations.

ADJUDICATION DECISIONS

The Registry is responsible for appointing adjudicators and records adjudication decision outcomes once an adjudicator has been paid their fees and released their decision to the parties and the Registry. Adjudicators independently determine whether an application falls within their jurisdiction before deciding the amount payable. The adjudicated amount may reflect the full value of the claim or a portion of the claimed amount. Table 15 provides an overview of the adjudication decision outcomes during the reporting period.

TABLE 15: ADJUDICATION DECISION OUTCOMES AND CORRESPONDING VALUES IN 2025–26

CLAIM VALUE	DECISIONS RELEASED	TOTAL CLAIM AMOUNT	TOTAL ADJUDICATED AMOUNT	AVERAGE BUSINESS DAYS TO DECIDE	TOTAL ADJUDICATOR FEES
$0–$11,345.70	55	$288,024	$157,035	19	$38,209
$11,345.70–$56,728.80	93	$2,754,363	$1,327,756	21	$283,456
$56,728.80–$113,457.60	29	$2,390,087	$1,060,971	21	$285,913
$113,457.60–$283,644.05	43	$7,393,097	$2,705,940	25	$568,734
$283,644.05–$567,288.05	27	$10,975,281	$5,004,635	28	$441,346
$567,288.05–$850,932.15	13	$8,839,974	$5,045,638	27	$479,541
$850,932.15–$1,236,206.95	6	$6,260,496	$1,117,942	37	$131,377
> $1,236,206.95	24	$750,536,355	$32,998,926	52	$1,476,377
TOTAL	**290**	**$789,437,678**	**$49,418,843**	**25**	**$3,704,953**

Adjudication outcomes in 2025–26 demonstrate the important role the adjudication services play in supporting the timely resolution of payment disputes across Queensland's building and construction industry. While higher-value claims are often more complex in nature, the data highlights the effectiveness of adjudication in resolving lower-value payment disputes. Adjudication services continue to be particularly important for smaller contractors and subcontractors, for whom timely payment can have a significant impact on cash flow and business viability. Timely decision making by adjudicators provides certainty for all parties, reduces the risk of disputes escalating and supports the continued delivery of construction projects. By supporting operators across the full spectrum of the industry, from small family-run businesses to large commercial contractors, adjudication contributes to a fairer and more resilient construction sector. These outcomes reinforce the value of adjudication as a key component of Queensland's security of payment framework, strengthening commercial confidence, improving financial stability and supporting the efficient operation of Queensland's building and construction industry.

ADJUDICATORS

REGISTRATIONS AND RENEWALS

Adjudicators are independent qualified professionals appointed to make court-enforceable decisions in payment disputes under the BIF Act. Individuals seeking registration as an adjudicator must apply through the Registry, where applications are assessed against the relevant legislative requirements. Adjudicator registrations remain valid for three years and must be renewed to maintain active registration.

During 2025–26, the Registry received eight applications for registration as an adjudicator, generating $7,395.36 in registration fees. The Registry also processed 36 applications for registration renewal, generating $33,279.12 in registration renewal fees.[10] These activities supported the continued availability of suitably qualified adjudicators to deliver independent adjudication services across Queensland's building and construction industry.

ADJUDICATOR GRADING

Adjudicators are classified as either Grade 1 or Grade 2. Grade 1 adjudicators are subject to annual grading review. To be eligible as a Grade 2 classification, adjudicators must meet both of the following criteria, or demonstrate equivalent experience:

- Have delivered at least 10 adjudication decisions.
- At least five of the 10 delivered decisions involved a claimed amount exceeding $25,000 for a specific progress payment due under the contract.

At the time of the annual review (31 October 2025), the Registry had 134 registered adjudicators, comprising of 51 Grade 1 and 83 Grade 2 adjudicators. Following the annual review, one Grade 1 adjudicator was elevated to Grade 2 classification, recognising their experience and capability in demining more complex payment disputes.

PROFESSIONAL DEVELOPMENT

Under the BIF Act, adjudicators must undertake Continuing Professional Development (CPD) to maintain their registration. Participation in CPD activities, such as seminar, lectures, workshop and conferences, helps ensure adjudicators remain up to date with legislative developments and industry best practice. Eligible activities are prescribed under the CPD framework. Adjudicators are required to demonstrate compliance with these requirements through an annual assessment process. For 2025-26, the assessment covered the reporting period from 1 April to 14 April 2026. During the 2025–26 CPD reporting period, 133 adjudicators were registered with the Registry. Of these, 129 adjudicators submitted their CPD records and demonstrated their CPD requirements. Two adjudicator registrations were cancelled due to non-compliance, while a further two adjudicators surrendered their registrations.

LOOKING AHEAD

Over the next 12 months, the Registry will continue to review and enhance its systems, processes and service delivery to support the efficient administration of Queensland's adjudication framework. Working collaboratively with QBCC staff, the Registry will deliver annual adjudication training and develop supporting procedures to improve consistency, capability and customer experience across Brisbane and regional Queensland. The Registry will also continue to ensure payment disputes are resolved in a timely, independent and accessible manner, contributing to confidence in Queensland's security of payment framework. As industry needs evolve, focus will remain on efficient application processing, robust adjudicator registration and renewal processes, and providing clear and practical information to help industry professionals understand their rights and obligations under the BIF Act.

Key priorities for the year ahead include:

- implementing legislative reforms, as required
- responding to demand for consumer advisory services
- strengthening education and engagement with industry stakeholders and registered adjudicators
- exploring potential enhancements to the digital application process to improve efficiency and support growing service demand.

By continuing to improve service delivery, strengthen stakeholder capability and streamline administrative processes, the Registry will support the timely resolution of payment disputes and contribute to business continuity across the building and construction industry. These efforts will help maintain cash flow throughout the supply chain, reduce the risk of costly delays and disputes and promote confidence in a fair, transparent and accessible adjudication system. Through effective governance and continuous improvement, the Registry will continue to contribute to a resilient and financially sustainable building and construction industry in Queensland.

10 Registration and renewal fees are reported on a cash basis (payments received) and may therefore differ from amounts reported in the financial statements that are prepared on an accrual basis (recognised payments).

FRONTLINE SERVICE

Frontline services are a critical connection between the QBCC and the Queensland community. As the primary point of engagement for home owners, licensees, industry professionals and consumers, frontline teams provide information, guidance and support to help customers understand their rights and responsibilities, make informed decisions and navigate the building and construction industry with confidence. During the reporting period, continued improvements to service delivery processes and workforce capability supported strong contact centre responsiveness and helped maintain average call answer times at levels lower than in previous years. Strong contact centre performance has supported timely access to information and assistance, contributing to improved customer outcomes and experience. Table 16 provides an overview of contact centre wait times.

TABLE 16: AVERAGE CONTACT CENTRE WAIT TIME OVER THE PAST FOUR YEARS

CONTACT CENTRE WAIT TIME	2022–23	2023–24	2024-25	2025–26
AVERAGE TIME TO ANSWER A CUSTOMER PHONE CALL (MIN:SEC)	4:32	3:00	2:33	2:49

Phone and email enquiries during 2025–26 primarily related to licensing matters, including individual licence applications, renewals and cards, updates to licence details, Owner-builder permit applications and occupational licence applications. There was also ongoing demand for guidance on regulatory obligations and QHWS requirements, as well as enquiries relating to defective building work and dispute resolution. Front counter enquiries reflected differing customer needs across locations. In regional areas, customers most commonly sought assistance with licence maintenance matters, such as renewing licences, updating details and replacing licence cards. In contrast, Brisbane customers predominantly sought assistance with licensing service enquiries, including information about eligibility, application processes and licensing requirements.

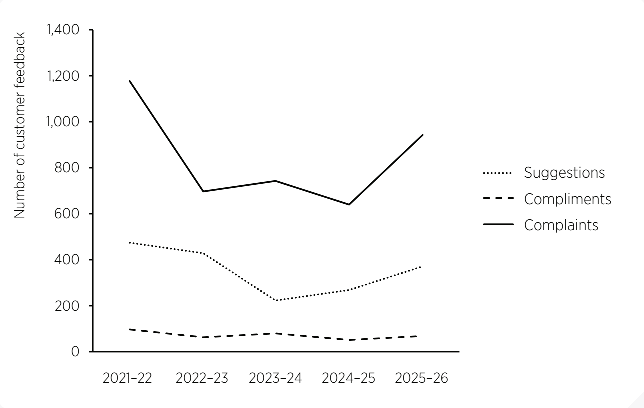
Customer interactions and community feedback provide valuable insights into emerging issues and service needs, enabling the QBCC to continuously improve service delivery and ensure its services remain responsive to the evolving expectations of Queenslanders. In addition, the relocation of three new service centres in Brisbane, the Gold Coast and the Sunshine Coast during the reporting period significantly enhanced access to QBCC services. These modern customer-focused facilities provide fit for purpose environments that strengthen community engagement and make it easier for customers to access information and support.

The new centres also supported the successful implementation of a range of organisational initiatives, contributed to more streamlined operations, continuous business improvement and improved customer outcomes. Designed to align with the organisation's contemporary ways of working, the facilities support wellbeing and connectivity, creating a future-ready workplace that enhances customer experience and staff performance.

CUSTOMER FEEDBACK

The QBCC remains committed to delivering accessible, responsive and customer-focused services. Customers engage with the QBCC through a range of channels, including telephone, email and face-to-face services. In response to customer feedback, the QBCC introduced an improved customer complaints management process in 2025–26 that emphasises first contact resolution. The enhanced process supports more coordinated and high-quality responses, more consistent complaint handling and a stronger focus on identifying and addressing the root cause of complaints. Improved first contact resolution rates from 6 per cent to 20 per cent demonstrate a more positive outcome for customers, with more enquiries resolved at the first point of contact and less need for follow-up interactions. While digital communication channels continue to grow in popularity, face-to-face services remain a valued customer service offering. Ongoing demand for these services demonstrates that customers value direct access to experienced QBCC staff and highlights the importance of maintaining multiple service channels to meet diverse customer needs and preferences. Figure 6 provides an overview of customer feedback received over time.

FIGURE 6: CUSTOMER INTERACTIONS AND FEEDBACK OVER THE PAST FIVE YEARS



Customer feedback trends highlight the critical role of the QBCC's frontline services in understanding customer needs and driving continuous improvements across service delivery. The increase in feedback volumes during 2025–26 demonstrates that customers are actively engaging with the QBCC and are willing to share their experiences across a broad range of services. While complaints remained the most common form of feedback, they provided valuable insights into opportunities to enhance service delivery and better meet customer expectations. The most common themes raised in complaints during 2025–26 related to the timeliness of service delivery, service delivery processes and individual customer experiences with case management, including how their matters were handled, communicated and progressed.

The increase in the number of suggestions received during the year reflected a willingness among customers to contribute ideas and support the ongoing optimisation of the QBCC's services. Suggestions covered a wide range of topics across licensing, resolution services, and compliance and enforcement activities, including the legislation administered by the QBCC and the information, guidance and support provided to customers. A modest increase in compliments further highlighted positive customer experiences and recognised the professionalism, expertise and support provided by frontline staff across the QBCC contact centre, licensing and resolution services. Collectively, these customer feedback trends demonstrate the important role of the QBCC's frontline services as a key point of connection between the organisation, consumers and industry. The feedback provides valuable insights that reinforce the importance of responsiveness, transparency and consistency in fostering and maintaining trust and enhancing customer satisfaction.

SERVICE IMPROVEMENTS

The QBCC is committed to delivering high-quality customer-focused services and continues to implement improvements that enhance customer experience, strengthen service delivery and support efficient regulatory outcomes. During 2025–26, the QBCC progressed a range of customer experience and digital initiatives designed to improve accessibility, streamline processes and better meet the needs of customers and industry stakeholders.

CUSTOMER EXPERIENCE STRATEGY

The QBCC Customer Experience (CX) Strategy 2024–2027 provides a framework for improving how customers engage with the organisation and supports a consistent, customer-centred approach to service delivery. Developed through consultation with customers, staff and industry stakeholders, the strategy focuses on strengthening customer understanding, improving communication and ensuring services are accessible, responsive and easy to navigate.

The strategy is underpinned by five focus areas:

- **Learn from customers:** Gather insights to better understand customer needs and their experience.
- **Put customers first:** Develop a culture where customer needs guide decision and action across all teams.
- **Make impactful improvements:** Design and prioritise changes that simplify processes and improve clarity for customers.
- **Support CX with technology:** Enhance tools, systems and processes to deliver smooth, reliable and user-friendly experiences.
- **Strengthen governance and leadership:** Build leadership capability, improve reporting and support staff to deliver consistently high service standards.

Together, these priorities supported continuous improvement across the organisation in 2025–26, contributing to clearer communication, more efficient services and better customer outcomes.

During the year, the QBCC delivered 26 customer experience initiatives aimed at strengthening customer-centric capability, enhancing accountability and integrating the use of customer insights across the organisation. Key achievements included embedding customer experience measures into performance reporting, increasing organisational CX maturity, enhancing engagement with customers and industry, and improving access to information and digital services through enhancements to the QBCC website, portal and licensing upgrades. These initiatives contributed to improved customer confidence and provided greater insight into customer needs. Customer insights also identified property owners involved in disputes as a priority for further service improvements, helping to inform the next stage of the QBCC's customer experience journey.

DIGITAL IMPROVEMENT INITIATIVES

During 2025–26, the QBCC continued to invest in digital initiatives that support operational efficiency and improve customer access to services. The organisation progressed several key projects aimed at modernising systems, reducing manual processes and enhancing the customer experience.

Key achievements during the reporting period included:

- **Electronic submission of licence applications:** Introduced email submission of licence applications from 1 February 2026, as part of the Building Reg Reno (Tranche 3). By the end of the reporting period, 40 per cent of applications were received through email, improving application quality, reducing manual handling and decreasing paper, postage and processing times for licensees.
- **Online customer portal:** Launched the first phase of the new QBCC Portal on 12 June 2026, providing customers with the ability to submit Owner-builder permit applications online, track application progress and access a more streamlined digital service experience.
- **Digital forms:** Delivered key digital forms and workflows that streamlined 75 manual forms into six intuitive digital processes, resulting in reduced manual effort, improved data quality and enhanced the customer experience.
- **Queensland digital licence mobile application:** Delivered a new digital licensing platform that enhanced security, streamlined licence management and provided customers with convenient access to their licensing information. Since its launch, close to 13,000 digital licences have been uploaded into the application.
- **Digital identity:** Developed a proof of concept for secure digital identity verification, designed to support more than one million QBCC customers. The capability will be progressively integrated into the customer portal to enhance customer experience, streamline access to services and support regulatory requirements.
- **Digital mailroom improvements:** Streamlined the receipt and processing of customer correspondence, reducing manual handling, and improving workflow efficiency and responsiveness, resulting in efficiency gains equivalent to approximately three FTE positions.
- **Field services:** Equipped field inspectors with enhanced digital technology to improve efficiency, support informed decision making and strengthen compliance oversight.

These initiatives contributed to a more streamlined and accessible service environment, providing customers with greater flexibility in how they interact with the QBCC, while supporting staff with modern digital tools.

LOOKING AHEAD

Over the next 12 months, the QBCC will continue to enhance frontline service delivery through initiatives that improve customer and stakeholder experiences and advance digital transformation. Key areas of focus include:

- improving service quality, accessibility and responsiveness
- implementing a more effective and customer centred compliments and complaints management process
- strengthening digital capability and improving the consistency of advice provided to customers and stakeholders
- increasing transparency, stakeholder engagement and confidence in QBCC services.

The QBCC will continue to use customer insights to shape service improvements, while investing in technology, data, AI, process optimisation and workforce capability to deliver more connected, efficient and customer-focused services for Queensland's building and construction industry. The Contact Centre Uplift initiative will commence, with a focus on improving service consistency, further increasing first-contact resolution rates, and enhancing the overall customer experience through targeted capability development, streamlined processes and greater system integration. Frontline services will continue to play a critical role in delivering business improvement initiatives and projects, with a focus on simplifying customer interactions and strengthening frontline capability to make it easier for customers and industry stakeholders to do business with the QBCC. Collectively, these initiatives will help deliver more contemporary services that meet the evolving needs and expectations of customer and stakeholders.

EDUCATION AND ENGAGEMENT

The education and engagement activities delivered by the QBCC throughout the reporting period support consumer protection, improve industry capability and promote compliance across Queensland's building and construction industry and communities. Through targeted communications, events, stakeholder forums and digital engagement, the QBCC provides customers and industry stakeholders with the information and support needed to understand their rights, responsibilities and regulatory obligations.

A key achievement during the reporting period was the establishment of three short, targeted industry taskforces focused on licensee accountability, MFR, and industry skills and training. Bringing together associations, peak bodies and stakeholder representatives, these taskforces contributed to practical regulatory improvements, including updates to the Direction to Rectify Guideline and the MFR Regulatory Guide. The taskforces have also strengthened collaboration between the QBCC and industry stakeholders, supporting a more capable, compliant and future-ready building and construction industry.

During 2025–26, the QBCC delivered additional engagement activities that provided valuable insights into customer and industry expectations. Feedback highlighted the importance of accessible services, clear communication, streamlined processes and transparent decision making. These insights continue to inform improvements to the QBCC's services, systems and regulatory approaches. Table 17 provides an overview of the key engagement activities delivered during the reporting period.

TABLE 17: STAKEHOLDER ENGAGEMENT ACTIVITIES DELIVERED IN 2025–26

AUDIENCE	KEY ACTIVITIES AND OUTCOMES
HOME OWNERS	• Delivered targeted consumer awareness campaigns for home owners about building contracts, deposits, QHWS cover and defect management, to help consumers understand their rights and make informed decisions throughout their building journey.
	• Participated in two Brisbane Home Shows, to educate consumers and industry participants about QBCC services, regulatory requirements and consumer protections.
	• Conducted three consumer roundtables across Queensland, to gather customer insights and inform service improvements that better respond to customer needs and expectations.
	• Launched the QBCC Home Owner Hub (HoH), to provide home owners with easier access to trusted information, guidance and resources throughout their building and renovation journey.
LICENSEES	• Delivered education on MFR and annual reporting obligations, to support financial compliance and improve understanding of regulatory requirements among licensees.
	• Delivered targeted compliance and regulatory education campaigns for licensees, focused on licensed contractors, contracts, deposits and QHWS requirements, to strengthen industry capability and support compliance with legislative obligations.
	• Supported Building Reg Reno implementation to boost productivity, reduce regulatory burden and safeguard investments in building and construction in Queensland.
	• Participated in industry events, site visits and regional roadshows, to strengthen stakeholder relationships, promote compliance and increase awareness of the QBCC's initiatives and services.
	• Delivered a series regional roadshows and micro conferences with Master Builders Queensland and Master Painters Association Queensland, to engage licensees on the state of the industry, strengthen regional stakeholder relationships and provide direct forums to address emerging issues and concerns.
INDUSTRY STAKEHOLDERS	• Conducted a series of stakeholder meetings, to develop partnerships, gather industry feedback and support informed regulatory decision making.
	• Facilitated three industry taskforces and a consumer roundtable, to engage stakeholders in policy development and identify practical improvements to regulatory frameworks and industry practices. These forums provided valuable opportunities to gather feedback, strengthen relationships and inform regulatory and service delivery improvements.
	• Strengthened collaboration across industry and government partners, to support coordinated responses to industry challenges and contribute to a more capable and resilient building and construction sector.

In 2025–26, the QBCC continued to strengthen its focus on education and engagement, helping to deliver better outcomes for consumers, licensees and the broader building and construction industry. Through focused engagement with home owners, the QBCC increased awareness of available services and supported consumers to make informed decisions throughout the building journey. Engagement with licensees centred on building understanding of regulatory obligations, improving compliance and strengthening industry capability. Ongoing collaboration with industry bodies, government stakeholders and training providers also ensured that regulatory approaches and service improvements remained informed by industry experience, emerging sector trends and evolving community expectations.

A growing emphasis on early education and proactive engagement reflected the QBCC's evolving role as a preventative regulator. Rather than relying solely on compliance and enforcement activities to address issues after they occur, education and engagement initiatives helped build awareness, improve understanding of obligations and encourage better practices across the industry. Engagement with students entering the construction workforce further strengthened these efforts by providing future licensees with an early understanding of industry standards and regulatory requirements.

The breadth of engagement activity demonstrates the QBCC's commitment to supporting a more informed, capable and compliant industry. By increasing awareness and promoting best practice, these activities help reduce the likelihood of disputes, defects and regulatory breaches before they occur. Through ongoing education, consultation and partnerships, the QBCC continued to strengthen consumer confidence, enhance industry capability and support a culture of compliance, accountability and continuous improvement across Queensland's building and construction industry. Table 18 provides an overview of the key education and engagement highlights during the reporting period.

TABLE 18: EDUCATION AND ENGAGEMENT HIGHLIGHTS IN 2025–26

INITIATIVES	KEY OUTCOMES	
	2024–25	2025–26
HoH home page	-	136,832 views[11]
All HoH pages	-	559,029 views[11]
Social media performance	43,311 followers 919,199 impressions	45,848 followers 10,030,917 impressions

The QBCC continued to expand its education and engagement activities in 2025–26, using digital channels, stakeholder engagement and social media to connect with consumers and the industry. Strong engagement with the newly launched HoH highlights the growing demand for accessible and trusted information, particularly among consumers seeking to better understand the building process and verify contractor credentials before commencing building work. Increased use of these resources suggests that consumers are taking a more informed and proactive approach to managing building projects. As a result, they are better equipped to make informed decisions, reducing the likelihood of disputes and contributing to better project outcomes.

The QBCC also significantly expanded its reach through digital communication channels, enabling important regulatory, educational and consumer protection information to be delivered to a broader audience than ever before. Growth in online engagement demonstrates that consumers and industry stakeholders are actively seeking trusted information and guidance, reinforcing the value of timely and accessible education resources. Strong engagement across digital platforms reinforces the important role of education and engagement activities play in building industry knowledge, supporting a more confident, capable and well-informed building and construction industry. Greater awareness of rights, responsibilities and regulatory requirements empowers consumers to make better-informed decisions, and helps licensees and contractors better understand their obligations. Effective education and engagement ultimately contribute to better building outcomes, fewer disputes and stronger confidence in Queensland's building and construction industry.

LOOKING AHEAD

Over the next 12 months, the QBCC will continue to strengthen its education and engagement activities to improve stakeholder understanding, build industry capability and promote compliance across Queensland's building and construction industry. Drawing on stakeholder feedback and engagement insights, the QBCC will focus on delivering accessible information, expanding digital engagement opportunities and working collaboratively with consumers, licensees and industry stakeholders to address emerging challenges and opportunities.

Key priorities in the year ahead will include delivering targeted initiatives that engage home owners earlier in their building and renovation journey, helping them to be better informed, prepared and aware of the QBCC's role in protecting consumers. A coordinated focus will also be placed on improving understanding of the QHWS, including its purpose, coverage and limitations. The QBCC will also deliver the Industry Learning Hub, centralising learning and development support for building and construction industry stakeholders. Additional areas of focus will include:

- enhancing the stakeholder experiences before, during and after interactions with the QBCC
- supporting home owners and licensees to make informed decisions and meet their obligations
- increasing customer involvement in the design, testing and continuous improvement of services, initiatives and digital solutions.

Through targeted education, proactive communication and ongoing engagement, the QBCC will continue to support informed decision making and strengthen trust and confidence across the Queensland's building and construction industry.

11 Reported from 1 August 2025

ORGANISATION

Throughout 2025–26, the organisation delivered a portfolio of targeted projects aligned to its Transformation Roadmap in response to stakeholder feedback to modernise the QBCC and position the organisation for the 21st century. These initiatives focused on replacing legacy systems, maturing corporate systems and processes, simplifying ways of working and removing unnecessary complexity and waste across the organisation. The introduction of automation and AI enabled tools has further enhanced operational capability, unlocking capacity for employees to focus on higher-value customer-facing and regulatory activities.

Key projects delivered during the reporting period that focused on internal improvements included:

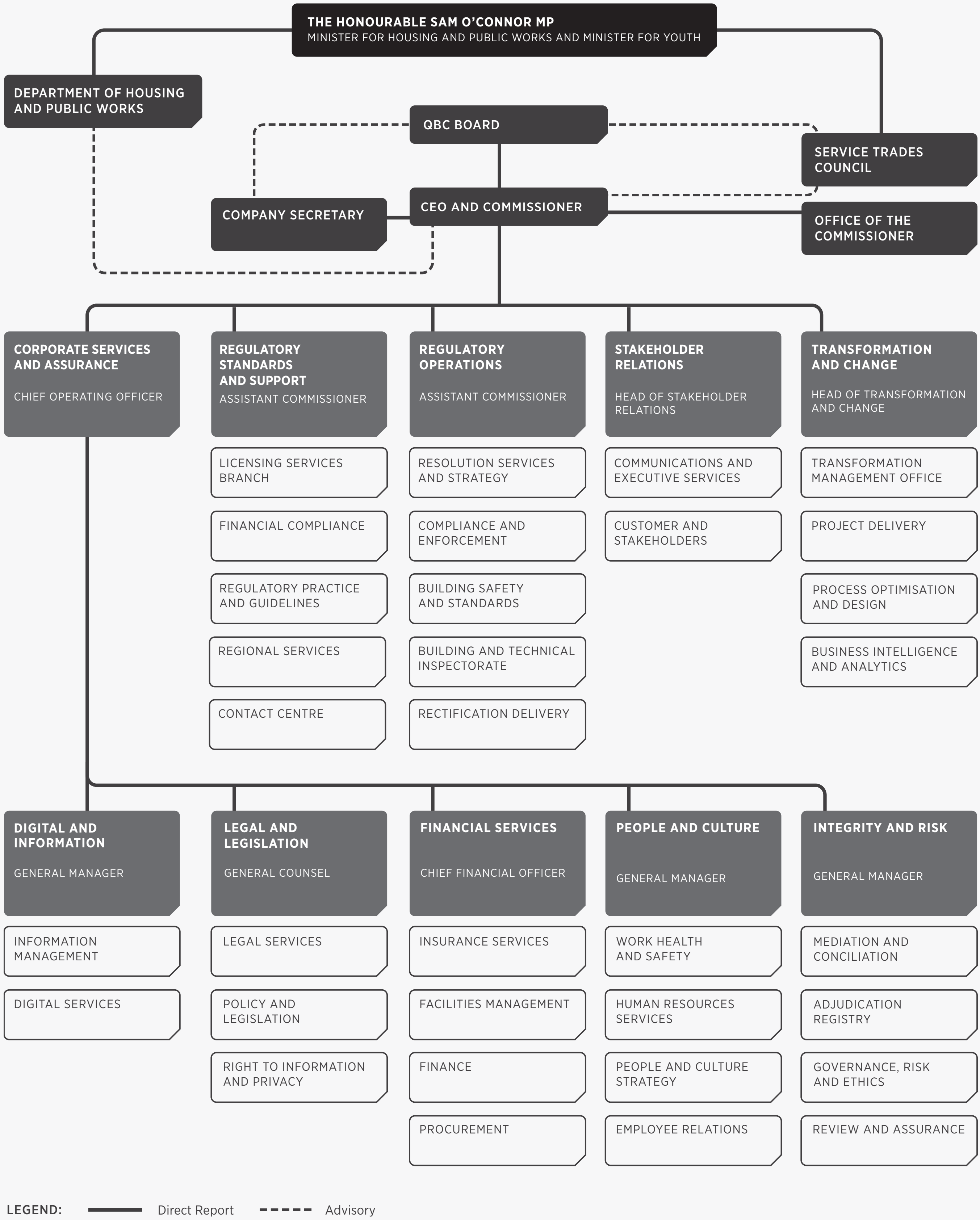
- **Digital licensing:** Delivered a major modernisation of the Salesforce platform, migrating approximately 150 million records to a new digital environment and implementing Salesforce Public Sector Solutions to standardise regulatory processes, automate workflows and enhance digital service delivery. The transformation established a scalable foundation for future digital services while reducing the costs, security risks and data management challenges associated with legacy technology platforms.
- **Records in place:** Strengthened compliant records management practices through improvements to SharePoint governance, records management processes and migration planning. Enhanced information management and accessibility capabilities support compliance obligations, more effective decision making and reduced information management risks.
- **Aurion upgrade:** Implemented a modern cloud-based payroll system to meet Australian Tax Office Payday Super compliance requirements, improving system reliability, compliance, reporting capability and the employee experience. The new system reduces operational risk, streamlines payroll processes and provides a more sustainable platform for workplace management.
- **Human Resources (HR) discovery:** Completed an organisation-wide assessment of current HR systems and processes, establishing a clear roadmap for future workforce system transformation to support more efficient people management practices, improved workforce insights and enhanced employee services.
- **Delegations and Authorisations Manual and business rules:** Reviewed and streamlined decision-making frameworks, improving consistency, clarifying accountabilities and reducing administrative complexity. Improved decision-making processes increased efficiency, transparency and consistency across the organisation.
- **Procurement review:** Delivered a new procurement operating model and implementation roadmap to strengthen governance, improve procurement capability and maximise value for money. The review provides a foundation for more effective procurement planning, management and oversight across the organisation.

Together, these projects have modernised the QBCC's operating environment, creating simpler, more efficient and sustainable ways of working. The initiatives have strengthened organisational resilience, improved the quality and consistency of corporate services and provided a stronger platform to support future growth.

ORGANISATIONAL STRUCTURE

During 2025–26, the QBCC implemented a new organisational structure as part of its broader transformation program and TOM. The revised structure is designed to support a more customer-focused organisation by bringing executive decision making closer to frontline services, strengthening accountability and enabling faster responses to customer and industry needs. Figure 7 provides an overview of the QBCC's organisational structure at the end of the reporting period.

FIGURE 7: THE QBCC ORGANISATIONAL CHART AS AT 30 JUNE 2026



QBC BOARD

The QBC Board comprises independent, non-executive members appointed by the Governor in Council for terms of up to three years. The QBC Board members exercise their duties in accordance with the QBCC Act and the QBC Board Charter. During 2025–26, the Board met on nine occasions to oversee the performance, strategic direction and governance of the QBCC. In addition to scheduled meetings, the Board responded to emerging and complex matters through circular resolutions and dedicated workshops.

QBC BOARD MEMBERS

As at 30 June 2026, the QBC Board comprised seven members whose collective expertise spans leadership roles across the public, private and not-for-profit sectors. The breadth of expertise supports robust governance, strategic oversight and informed decision-making, helping to guide the organisation in delivering its strategic objectives. Details of the QBC Board members and their profiles are provided in Table 19.

TABLE 19: QBC BOARD MEMBERS AND THEIR PROFILES AS AT 30 JUNE 2026

NAME AND POSITION	PROFILE
GREG CHEMELLO BRTP(Hons), MSc(EnvMgt), MBA, FAICD Chair	Greg brings more than 30 years of board experience and has been a member—and now fellow—of the Australian Institute of Company Directors (AICD) since 1992. Over the past decade, he has combined executive leadership and chief executive officer (CEO) roles with board appointments across Queensland's public and private sectors. Greg's expertise covers land use and infrastructure planning, property development, project delivery, economic development, stakeholder and community engagement, and corporate governance.
DEBRA ROBINSON MBA, GAICD, BA(Urban Studies), Grad Dip(Urban Planning) Deputy Chair	Debra is an accomplished executive with a proven track record of achieving outstanding organisational and customer-focused results. She has a wealth of experience in both the public and private sectors and since 2000, has held senior executive positions in the building and construction industry. Debra has a consistent track record of successfully delivering agile and contemporary business models that drive efficiencies and respond to changing business needs.
AMELIA HODGE LLB, GAICD, GradCert Prop Eco Board member	Amelia brings a unique blend of expertise in law, governance, risk management, human-centred stakeholder engagement and commercial skills. Amelia has served as the Chair and Non-Executive Director on a variety of boards, as well as finance, risk and audit committees, across both the public and private sectors. As a consultant, Amelia acted as the transaction director on major government infrastructure projects and has worked within the oil, gas, energy and transmission industries. Amelia was also honoured to serve for four years on the Council for the Order of Australia, supporting the Office of the Governor General.
SALLY NOONAN B.Econ, GradCert Mmt, GAICD, PMESA Board member	Sally is an experienced senior executive with an extensive career spanning public, private and not-for-profit sectors. She has a track record of delivering excellence in organisational strategy, economic development policy, infrastructure planning, insurance governance and social inclusion. Sally's current focus is to apply her strategy and governance expertise to improve the effectiveness of government and not-for-profit organisations including as Non-Executive Director, and Chair and/or Independent Member of various finance, risk and audit committees.
MIRIAM KENT BA(Hons), GAICD Board member	With an international career spanning three decades, Miriam has achieved commercial success across the public, private and not-for profit sectors in Australia and the United Kingdom. She brings this extensive expertise to several not-for-profit Board positions. Miriam is also passionate about shaping Queensland's future and holds leadership and advisory roles on the Queensland Futures Institute Futures Council and the City Vision Sub-Committee of the Committee for Brisbane. Miriam brings to the QBC Board extensive governance experience, in addition to her transformative leadership, expertise in driving strategic change and operational excellence, and a lifelong passion for the community and not-for-profit sectors.
GERARD BENEDET BIntSt, BCom, GAICD Board member	Gerard is an experienced executive and company director with strong governance credentials and a proven record of operating in highly regulated environments, engaging with government, and overseeing complex policy and service delivery reforms. He brings deep experience in public accountability, risk management, stakeholder engagement and strategic decision making relevant to a statutory authority board. He has worked directly with Ministers, central agencies, regulators and industry participants to design, implement and govern major reforms, ensuring alignment with legislative frameworks, public interest objectives and operational capability.
CHRIS MOUNTFORD Board Member	Chris is the CEO of Independent Schools Queensland. He has specific expertise in the areas of policy, government advocacy and commercial activities. Christopher has more than two decades of experience in member-based advocacy organisations and government relations. Importantly, he also has an exceptional understanding of government regulation and has been influential on numerous state and local government advisory boards.

QBC BOARD COMMITTEES

In 2025–26, the QBC Board was supported by two committees to help fulfil its responsibilities. Each committee operates under a board-approved charter or terms of reference, which outlines its membership, purpose, functions and reporting obligations. Table 20 provides an overview of the QBC Board committees that operated during the reporting period.

TABLE 20: QBC BOARD COMMITTEES OPERATING IN 2025–26

COMMITTEE	PURPOSE AND FUNCTIONS	MEMBERS	MEETING FREQUENCY
Finance, Audit, Insurance and Risk Committee (FAIR) Operational 1 July 2025 – 30 June 2026	**Purpose:** To support the QBC Board by overseeing and providing advice on financial management, audit and risk matters and setting the tone for risk culture through the promotion of open risk discussions and consideration of risk in decision making. **Functions:** • Providing assurance to the Board on the accuracy and integrity of the QBCC's financial management and reporting. • Monitoring compliance with relevant financial legislation and prescribed requirements. • Ensuring the establishment and maintenance of policies and strategies for the investment of surplus funds. • Monitoring the QBCC's internal audit program • Ensuring that the QBCC has appropriate and effective risk management and compliance management systems in place.	Sally Noonan (Chair) Gerard Benedet Amelia Hodge Miriam Kent	Quarterly
People, Culture and Performance Committee (PCP) Operational: 1 July 2025 – 30 June 2026	**Functions:** • Reviewing QBC Board performance evaluation processes, succession planning and induction and development programs. • Reviewing matters concerning the recruitment, remuneration, performance and retention for the Commissioner. • Monitoring the propriety, efficiency and effectiveness of executive recruitment, remuneration, succession and related relevant QBCC policies for Senior Leadership Team (SLT) members. • Monitoring and reviewing matters relating to the QBCC's people, culture and workplace health and safety.	Debra Robinson (Chair) Greg Chemello Amelia Hodge Chris Mountford	Quarterly

QBC BOARD MEMBER MEETING ATTENDANCE AND REMUNERATION

The QBCC is committed to transparency and strong governance, including clear disclosure of QBC Board member engagement and remuneration. Table 21 outlines the QBC Board members' attendance at regular and extraordinary meetings during 2025–26, along with their remuneration information.

TABLE 21: QBC BOARD MEMBER ATTENDANCE AND REMUNERATION IN 2025–26

QUEENSLAND BUILDING AND CONSTRUCTION BOARD	
ACT OR INSTRUMENT	QBCC Act
FUNCTIONS	Deciding the strategies and the operational, administrative and financial policies to be followed by the QBCC. Ensuring the QBCC performs its functions (including financial, governance, risk and compliance obligations) and exercises its powers properly, effectively and efficiently. Providing strategic guidance and leadership to the Commissioner and the Service Trades Council (STC) in support of the QBCC's regulatory responsibilities, except in matters where the STC confers on national policy development and implementation for the plumbing and drainage trade under the PD Act. Advising the responsible minister on issues affecting: • the building industry • consumers • the administration of the QBCC and the QBCC Act. Advising the responsible minister about unfair or unconscionable trading practices affecting security of payments to contractors and subcontractors. Consulting the building industry and its consumers, and advancing their interests in alignment with the QBCC Act.
ACHIEVEMENTS	Governing body of the QBCC
FINANCIAL REPORTING	Transactions of the QBCC and the QBC Employing Office are accounted for in the Financial Statements.

REMUNERATION

POSITION	NAME	MEETING ATTENDANCE	APPROVED ANNUAL FEE (EXCLUDING SUPERANNUATION) ($)	APPROVED SUB-COMMITTEE FEE, IF APPLICABLE	ACTUAL FEES RECEIVED (INCLUDE SUPERANNUATION) ($)
Chair	GREG CHEMELLO Appointed on 17 April 2025	PCP: 4 Board: 9	70,000	3,500	72,000
Deputy Chair	DEBRA ROBINSON Appointed on 1 December 2025	PCP: 2 Board: 4	37,000	2,500	26,000
Member	AMELIA HODGE Appointed on 17 April 2025	PCP: 1 FAIR: 4 Board: 9	37,000	2,500	39,000
Member	SALLY NOONAN 1 December 2025	Board: 5 FAIR: 2	37,000	2,500	26,000
Member	MIRIAM KENT Appointed on 1 December 2025	Board: 5 FAIR: 2	37,000	2,500	26,000

REMUNERATION					
POSITION	NAME	MEETING ATTENDANCE	APPROVED ANNUAL FEE (EXCLUDING SUPERANNUATION) ($)	APPROVED SUB-COMMITTEE FEE, IF APPLICABLE	ACTUAL FEES RECEIVED (INCLUDE SUPERANNUATION) ($)
Member	GERARD BENEDET Appointed on 1 December 2025	Board: 5 FAIR: 1	37,000	2,500	26,000
Member	CHRIS MOUNTFORD Appointed on 1 December 2025	Board: 4 PCP: 2	37,000	2,500	26,000
Former Deputy Chair	JOHN ANDERSON Ceased on 30 November 2025	Board: 4 PCP: 1	25,000	n/a	12,000
Former Member	COLIN CASSIDY Ceased on 30 November 2025	Board: 4 PCP: 2	25,000	n/a	12,000
Former Member	CHRISTOPHER EDWARDS Ceased on 30 November 2025	Board: 4 FAIR: 1	25,000	n/a	12,000
Former Member	MEG FRISBY Ceased on 30 November 2025	Board: 4 FAIR: 2 PCP: 2	25,000	n/a	12,000
Former Member	ROBYN PETROU Ceased on 30 November 2025	Board: 4 FAIR: 2	25,000	n/a	12,000
No. of scheduled meetings/sessions		Board: 9 FAIR: 4 PCP: 4			
Total out of pocket expenses		$21,495.61. Other operational costs totalled $18,662.61			

SENIOR LEADERSHIP TEAM (SLT)

Led by the Commissioner, the QBCC SLT provides strategic leadership and operational oversight of the QBCC. The SLT is responsible for driving the delivery of strategic priorities, overseeing organisational performance and implementing initiatives that support the achievement of organisation's objectives and desired outcomes. Table 22 provides an overview of the SLT members and their profiles.

TABLE 22: SLT MEMBERS AND THEIR PROFILES AS OF 30 JUNE 2026

NAME AND POSITION	PROFILE
ANGELO LAMBRINOS CEO AND COMMISSIONER	Angelo is a senior executive and Chartered Professional Engineer with over 25 years of experience driving organisational transformation through strategic leadership. With a diverse background spanning construction, financial services and operations, Angelo has successfully led large-scale transformations that have delivered improved service responsiveness and increased customer satisfaction. He has built his credibility and reputation successfully delivering major infrastructure, corporate and asset-intensive portfolios and building high performing and highly engaged and optimised organisations.
AMANDA PAFUMI CHIEF OPERATING OFFICER	Amanda is a qualified lawyer, accountant and Fellow Member of CPA Australia, with more than 25 years of senior leadership experience across government, commercial and not-for-profit sectors. Amanda oversees Finance, Digital and Information, People and Culture, Legal and Legislation, and Integrity and Risk. Amanda is widely recognised for delivering transformational change, strengthening governance and integrity, and leading high-performing corporate services functions in complex environments.
CHRIS McCAHON ASSISTANT COMMISSIONER REGULATORY STANDARDS AND SUPPORT	Chris is a leader with 16 years of executive leadership across local and state government. As the Assistant Commissioner Regulatory Standards and Support, Chris has driven key initiatives at the QBCC, including the development of a new digital licensing platform and the adoption of a more customer-focused regulatory approach. Chris is renowned for leading organisational change, building high-performing teams and enhancing customer experience. Chris is committed to aligning organisational objectives with the needs of industry stakeholders and the broader community.
GARY SAUNDERS ASSISTANT COMMISSIONER REGULATORY OPERATIONS	Gary is a senior executive with more than 38 years of experience and a distinguished background in the infrastructure and building sectors. As the Assistant Commissioner Regulatory Operations, Gary is committed to advancing the building and construction industry. Gary's strategic focus on operational excellence drives the effective delivery of technical services in line with the QBCC's regulatory responsibilities. Gary ensures the provision of high-quality sustainable services and programs across compliance, dispute resolution, building inspections and building safety and standards.
NICOLE JOHNSON HEAD OF STAKEHOLDER RELATIONS	Nicole is an enabling leader, senior executive and Board Director, with more than 27 years of experience in private and public sectors across London and Queensland. Specialising in property, infrastructure, community engagement and business optimisation, Nicole has led award-winning teams, complex portfolios and billion-dollar budgets. A values-led leader, qualified regional and town planner, project manager and graduate of the AICD, Nicole is committed to knowledge sharing and fostering collaboration to deliver sustainable community and commercial value.
KELLY DAVIS HEAD OF TRANSFORMATION AND CHANGE	Kelly brings extensive experience across project, program and portfolio management, organisational change and IT service management. Kelly leads a dedicated division responsible for driving enterprise-wide transformation, change, data and delivery. Kelly is recognised for her considered, authentic and transparent leadership style. Kelly places a strong emphasis on building engaged, motivated teams and believes this is fundamental to achieving meaningful and lasting organisational success.
ANTONY STINZIANI GENERAL MANAGER DIGITAL AND INFORMATION	Antony brings extensive senior executive experience across the Australian Public Sector and Local Government, having served as Chief Information Officer and in digital leadership roles in large and complex organisations and more recently in advisory positions including within a Queensland Government department. His experience spans leading whole-of-government digital, data and technology portfolios, delivering major digital transformation programs and shaping strategy, operating models and cyber capability for high-profile public institutions.

NAME AND POSITION	PROFILE
TIM MURPHY CHIEF FINANCIAL OFFICER	Tim is an executive leader and chartered accountant with over 30 years of experience delivering financial services across a wide range of industries and complex organisations in both the private and public sectors. As the Chief Financial Officer, Tim leads the Financial Services division, encompassing Facilities Management, Finance, Procurement and Insurance Scheme Management. Tim is focused on safeguarding the QBCC's financial health through strategic oversight, effective risk management and maintaining a strong net asset position. Tim is committed to ensuring the QBCC's long-term financial sustainability and delivering value across the organisation.
JO McKENNARIEY GENERAL MANAGER PEOPLE AND CULTURE	Jo brings more than 20 years of experience in senior people, culture and organisational leadership roles across the public sector, financial services, infrastructure and the community sector. Jo leads the People and Culture function and partnering across the organisation to strengthen culture, capability and the support provided to our people as we continue to progress the TOM. Jo is known for her calm, thoughtful approach, her ability to build trusted relationships, and her commitment to creating positive, supportive workplaces where people can do their best work.
SKYE BOWIE GENERAL MANAGER INTEGRITY AND RISK (POSITION HELD TO 30 JUNE 2026)	Skye is an executive leader and lawyer with extensive experience across regulatory, legal, financial services and building and construction industries. Skye served as the Acting Chief Building Regulator prior to the transition to the TOM. Skye has led significant strategic reforms to enhance service delivery and strengthen governance and compliance. Skye is committed to reducing risk and harm in Queensland's building and construction industry by harnessing innovative technology and developing collaborative partnerships, with a focus on creating a more sustainable and customer-focused regulatory environment.
NATALIE HOMAN ACTING GENERAL MANAGER INTEGRITY AND RISK	Natalie has built a career in law and the public sector, with a strong focus on specialist integrity roles within the Queensland Government. Admitted as a lawyer to the Supreme Court of Queensland in 2012, Natalie served as the Acting Chief Integrity and Risk Officer before transitioning to the Acting General Manager, Integrity and Risk role. In this role, Natalie ensures robust governance and risk and assurance systems are in place to support the QBCC in achieving its objectives with the highest standards of integrity. She leads a team that provides independent, well-informed resolution and review services, ensuring both effective service delivery and organisational integrity.
DEAN McNULTY GENERAL COUNSEL	Dean is a solicitor of the Supreme Court of Queensland and the High Court of Australia, with approximately nine years of experience at the QBCC. As General Counsel, Dean provides expert legal advice to the QBC Board, the Commissioner and SLT. Dean is dedicated to ensuring the QBCC delivers fair, ethical and lawful regulatory services. Dean oversees a team that delivers comprehensive legal services and ensures compliance with privacy and right to information requirements. Through the QBCC Policy and Legislation team, Dean is also responsible for contributing to the development of policies and legislation that support and protect the building and construction industry and consumers.
BRENDAN GRIBBIN COMPANY SECRETARY	Brendan is a skilled senior leader with 15 years of experience in the public sector, specialising in governance, risk and finance. As the Company Secretary, Brendan supports the QBC Board and its committees in fulfilling their legislative responsibilities. Brendan works closely with the QBC Board and SLT to ensure effective communication, provide timely and relevant information for sound decision making and deliver advice on a range of governance matters.

SERVICE TRADES COUNCIL (STC)

The STC provides advice and recommendations to the Commissioner and the Minister for Housing and Public Works and Minister for Youth on matters affecting the Queensland's service trades industry. The STC is supported by the QBCC Assistant Commissioner Regulatory Services and Support and operates in accordance with the PD Act and the STC Charter.

STC members are appointed by the Governor in Council for a term of up to four years. As at 30 June 2026, the STC comprised 10 members and eight deputy members. The STC meets at least six times annually, including four regional industry forums to strengthen stakeholder engagement and support industry participation across Queensland. The STC may also consider urgent or complex matters through extraordinary meetings or out-of-session processes, enabling timely decision making when required.

During 2025–26, regional industry forums were held in North Lakes, Bundaberg, Brisbane and Hervey Bay. These forums brought together licensees, training providers and local councils to discuss key issues including compliance, licensing, notifiable work and inspectorate activities. Collaborative discussions with the QBCC, DHPW and local government supported meaningful industry engagement, increased awareness of industry priorities and provided valuable feedback to inform continuous improvement across the sector. The STC also partnered with TAFE Queensland to deliver a World Plumbing Day event, raising awareness of the critical role of plumbing industry plays in protecting public health.

MEMBER ATTENDANCE AND REMUNERATION

Active participation by members ensured the STC was well positioned to respond promptly to industry developments, emerging trends and regulatory challenges. Under the PD Act, deputy members are appointed to represent members in their absence and to participate in meetings as required. Table 23 provides a summary of member attendance during the 2025–26 reporting period.

TABLE 23: STC MEMBER ATTENDANCE AND REMUNERATION IN 2025–26

SERVICE TRADES COUNCIL					
Act or instrument	PD Act				
Financial reporting	Transactions of the entity are accounted for in the QBCC's Financial Statements.				
REMUNERATION					
POSITION	NAME	MEETINGS ATTENDANCE	APPROVED ANNUAL, SESSIONAL OR DAILY FEE (EXCLUDE SUPERANNUATION) ($)	APPROVED SUB-COMMITTEE FEES IF APPLICABLE ($)	ACTUAL FEES RECEIVED (INCLUDE SUPERANNUATION) ($)
Chair	Penny Cornah	6	n/a	n/a	nil
Deputy Chair	Mary Morrison	4	n/a	n/a	nil
Member	Chris McCahon, QBCC Assistant Commissioner Regulatory Standards and Support	5	n/a	n/a	nil
Member	Phillip Denman	4	n/a	n/a	nil
Member	Benjamin Hawkins	3	n/a	n/a	nil
Member	Michelle Kennedy	3	n/a	n/a	nil
Member	Gary O'Halloran	2	n/a	n/a	nil
Member	Sharon Simmers	4	n/a	n/a	nil
Member	Joseph Smith	3	n/a	n/a	nil
Former Member	Anne Neuendorf[12] (1 July 2025 – 1 October 2025)	0	n/a	n/a	nil
Deputy Member	Rudolphe Martin	1	n/a	n/a	nil
Deputy Member	Stacey McInnes	3	n/a	n/a	nil
Deputy Member	Christopher McKenzie	1	n/a	n/a	nil
Deputy Member	Kent Vickers	0	n/a	n/a	nil
Former Deputy Member	Justin Maxwell (1 July 2025 – 16 January 2026)	1	n/a	n/a	nil
No. of scheduled meetings/sessions Service Trades Licensing Advisory Notifiable Work		STC: 6 Panel: 3 Panel: 3			
Total out of pocket expenses $0. Other operational costs totalled $24,772.88					

12 Anne Neuendorf commenced leave on 4 August 2025 and resigned from the STC on 1 October 2025. In the interim, Anastasia Tritchler attended two meetings as the DHPW representative.

ADVISORY PANELS

The STC is supported by two advisory panels established under the PD Act that provide expert guidance and support to strengthen regulatory outcomes across the plumbing and drainage trades. Table 24 provides an overview of the advisory panels and their membership during the reporting period.

TABLE 24: STC ADVISORY PANELS, PURPOSE, FUNCTIONS, MEMBERSHIP AND MEETING SCHEDULE FOR 2025–26

ADVISORY PANEL	PURPOSE	MEMBERS	NO. OF MEETINGS
SERVICE TRADES LICENSING ADVISORY PANEL Operational 1 July 2025 – 30 June 2026	To help the Commissioner to effectively and efficiently perform the Commissioner's licensing functions under Part 2, divisions 1–7 of the PD Act	Luke Barden (Chair) Ernie Kretschmer (Deputy Chair) Voting members: Adam Shaw Steven Micallef Brian Dent (appointed 1 March 2026) Brook Pope (appointed 1 March 2026) Andrew Evans (term ended 28 February 2026) James Metassa (term ended 28 February 2026) Kimberly Kerby (term ended 28 February 2026) Rechelle Adams (term ended 28 February 2026) Non-voting members: Leonie Plata, QBCC Manager Occupational Licensing Jo Wilson, QBCC Principal Plumbing Investigator	3
NOTIFIABLE WORK PANEL Operational 1 July 2025 – 26 March 2026	To review and provide recommendations for improvement to the notifiable work framework	Geoffrey Woodall (Chair) Elizabeth Palmer-Bright, QBCC Principal Advisor, Plumbing and Pools Investigations (Deputy Chair) Luke Barden Andrew Evans Gregory Gilboy Gerard Gill Patrick Keough Kimberly Kerby Ernie Kretschmer Russell Martin Kelvin Mason Adam Shaw Bridget Vietheer, QBCC Manager Plumbing and Pools Investigations	3

PEOPLE AND CULTURE

During 2025–26, the QBCC continued to support its workforce through a range of initiatives designed to strengthen workforce capability, engagement and wellbeing. As part of the organisation's broader transformation program, investments were made in digital tools, learning and development, and practical guidance. These investments equipped employees with the skills, resources and confidence needed to deliver improved services and outcomes for consumers and industry.

A significant milestone during the year was the launch of the QBCC's People and Culture Strategy, which provides a framework to:

- shape a values-led, high-performance culture
- strengthen leadership capability and performance
- optimise workforce readiness and capability
- elevate and integrate people systems and processes.

The QBCC also introduced a new set of organisational values on 30 October 2025, centred on fairness, accountability, integrity and respect. Together, the People and Culture Strategy and organisational values are supporting the organisation's transformation objectives by ensuring the workforce is well positioned to meet the evolving regulatory and service delivery needs. To support these priorities, the QBCC continued to promote a high-performing and inclusive workplace culture through innovative ways of working, targeted workforce development, leadership initiatives and employee support programs. The organisation also maintained its recruitment focus throughout the year to fill vacancies and progress towards its approved workforce establishment of 765 FTE employees.

WORKFORCE PROFILE

Throughout 2025–26, the QBCC monitored workforce composition to inform workforce planning and ensure it maintained a skilled, experienced and diverse workforce capable of meeting the organisation's regulatory and service delivery needs. Table 25 provides an overview of the QBCC workforce profile.

TABLE 25: EMPLOYEE DEMOGRAPHICS, DIVERSITY AND LEADERSHIP ROLES OVER THE PAST TWO YEARS

	HEADCOUNT		TOTAL WORKFORCE BY HEADCOUNT (%)	
GENDER	2024–25	2025–26	2024–25	2025–26
Men	314	321	45.4	45.3
Women	378	387	54.6	54.7
Non-binary	0	0	0	0

	HEADCOUNT		TOTAL WORKFORCE BY HEADCOUNT (%)	
DIVERSITY	2024–25	2025–26	2024–25	2025–26
Women	378	387	54.6	54.7
Aboriginal peoples and Torres Strait Islander peoples	8	11	1.2	1.6
People with disability	32	29	4.6	4.1
People born overseas	172	207	24.9	29.2
People who speak a language other than English at home	69	73	10	10.3

	HEADCOUNT		TOTAL LEADERSHIP COHORT BY HEADCOUNT (%)	
WOMEN IN LEADERSHIP	2024–25	2025–26	2024–25	2025–26
Senior Officers	17	14	56.7	48.3
Senior Executive Service and Chief Executives	7	7	38.9	43.8

The QBCC's workforce continued to grow in 2025–26, reflecting the organisation's ongoing commitment to delivering high-quality services that support Queensland's building and construction industry. Workforce growth helps ensure the QBCC is well positioned to respond to increasing demand across its regulatory, licensing, dispute resolution, insurance and customer service functions. Workforce diversity also continued to strengthen, with increased representation of Aboriginal and Torres Strait Islander peoples and employees born overseas. A diverse workforce brings a broader range of perspectives, experiences and skills to regulatory decision making and service delivery, enabling the QBCC to better understand and respond to the needs of Queensland's diverse communities and the building and construction industry.

Women continued to represent a significant proportion of the QBCC workforce and maintained strong representation in leadership positions across the organisation.Continued representation of women in senior leadership roles demonstrates the QBCC's commitment to fostering an inclusive workplace and building diverse leadership capability. Diverse leadership teams bring a broader range of perspectives and experiences, supporting informed decision making, innovation and stronger organisational performance. Together with a growing and increasingly diverse workforce, these strengths enhance the QBCC's ability to deliver responsive, customer-focused and effective regulation. A capable and inclusive workforce also strengthens the organisation's ability to deliver responsive and effective services to consumers and the industry, while helping build confidence in Queensland's building and construction regulatory framework.

Building on positive workforce diversity outcomes and strong representation of women in leadership roles, the QBCC continued to invest in initiatives that strengthen workforce capability and foster an inclusive workplace culture where employees feel valued, respected and supported to succeed. Launched during the reporting period, the QBCC Diversity, Equity, Inclusion and Belonging (DEIB) Action Plan 2026–2028 established a practical evidence-based framework to advance inclusion and strengthen workforce capability. By promoting fair and inclusive employment practices, the DEIB Action Plan supports the attraction, development and retention of a skilled workforce that reflects the diversity of the communities and industry the QBCC serves.

The QBCC also launched its Innovate Reconciliation Action Plan (RAP) 2026–2028, reinforcing its commitment to advancing reconciliation and strengthening relationships with Aboriginal and Torres Strait Islander peoples. Through a focus on meaningful relationships, cultural understanding, equitable opportunities and strong governance, the RAP provides a framework for embedding reconciliation across the organisation's culture, workforce and service delivery. Together, these initiatives support a more inclusive, capable and connected workforce, enhancing the QBCC's ability to deliver responsive services and positive outcomes for consumers, industry and communities across Queensland.

EMPLOYEE ENGAGEMENT

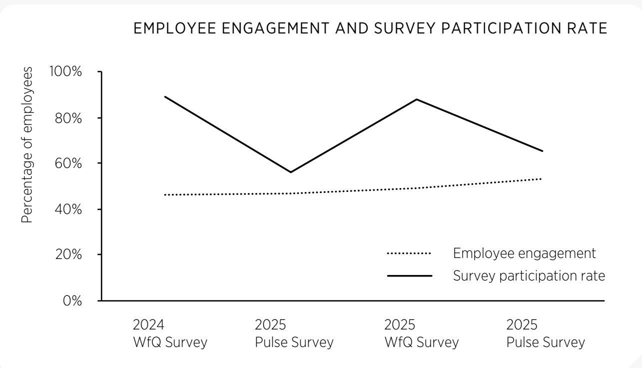
During 2025–26, the QBCC further strengthened its culture of performance, accountability and continuous improvement through continued focus on employee engagement. By listening to employee feedback and responding to workforce needs, the organisation supported positive workforce experiences and enhanced its ability to deliver effective regulatory and customer outcomes. The introduction of the QWIK program further reinforced a culture of continuous improvement by empowering employees to identify and implement practical operational improvements across the organisation. Figure 8 (below) provides an overview of engagement levels, participation rates and responses to survey questions assessing engagement.

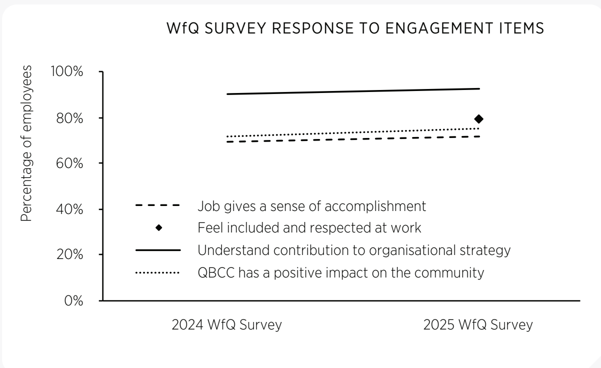
Employee engagement continued to improve in 2025–26, with results across both staff surveys indicating a more positive employee experience and stronger connection to the organisation. High participation rates also demonstrate employees' ongoing commitment to sharing their perspectives and contributing to the future direction and culture of the QBCC. While the results show positive momentum, opportunities remain to further strengthen engagement and continue building an even more connected, inclusive and supportive workplace.

Survey feedback highlighted positive trends across several key drivers of engagement. Employees reported a stronger understanding of how their roles contribute to organisational objectives, greater recognition of the QBCC's impact on the community and a stronger sense of inclusion, respect and accomplishment in their work. Together, these results indicate that employees are becoming increasingly connected to the organisation's purpose and recognise the important contribution they make to delivering services and outcomes for customers and the building and construction industry.

An engaged workforce is critical to the QBCC's ability to deliver effective regulation and high-quality customer service. Employees who understand the organisation's goals and feel connected to its purpose are better equipped to respond to customer needs, support industry stakeholders and drive continuous improvement. Strong employee engagement also supports workforce retention, capability and organisational performance, helping to ensure the QBCC remains responsive, trusted and customer-focused in its service to Queensland's building and construction industry.

FIGURE 8: EMPLOYEE ENGAGEMENT, SURVEY PARTICIPATION RATE ACROSS WORKING FOR QUEENSLAND (WFQ) AND PULSE SURVEYS AND WFQ SURVEY RESPONSES ASSESSING ENGAGEMENT OVER THE PAST TWO YEARS





EMPLOYEE CONDUCT

The QBCC continued to demonstrate its commitment to the highest standards of integrity, accountability and ethical conduct, meeting its obligations under the *Public Interest Disclosure Act 2010*, the *Public Sector Act 2022*, the *Public Sector Ethics Act 1994 a*nd other relevant integrity-related legislation.

The Code of Conduct for the Queensland Public Service sets out the standards and behaviours expected of employees. Together with the *Public Sector Ethics Act 1994 (Qld)* and the *Public Sector Act 2022*, it provides a clear framework for ethical conduct across the QBCC. The framework for ethical conduct has been embedded in QBCC's integrity and human resource policies, induction programs, procedures and management practices, supporting professionalism, accountability and exemplary public administration.

To strengthen organisational capability and promote a culture of integrity, the QBCC delivered mandatory training through the QBCC Learning Hub in 2025–26. The training helped staff understand and apply core public sector values, including integrity, impartiality, accountability, transparency and promoting the public good. In doing so, it strengthened organisational capability and promoted consistent, ethical decision making and service delivery.

Mandatory training delivered throughout the reporting period covered a range of important topics:

- Code of Conduct and workplace bullying, harassment and equal employment opportunity
- fraud and corruption
- public interest disclosures
- conflict of interest, secondary employment, right to information and information privacy.

All employees are required to complete mandatory eLearning modules on a two-year cycle. In addition, annual face-to-face ethics awareness training was delivered during 2025–26 to reinforce ethical principles and support their application in day-to-day decision making. Ongoing investment in promoting a strong integrity culture demonstrates the QBCC's commitment to upholding the ethical standards and obligations that underpin its regulatory responsibilities.

WORKFORCE CAPABILITY AND DEVELOPMENT

The QBCC continued to invest in workforce capability to ensure employees are equipped to operate within an increasingly complex regulatory environment.

Learning and development activities focused on leadership capability, professional skills, psychosocial risk management, recruitment capability and customer interactions. Key initiatives included the Elevate program, Constructive Conversations, Leaders' Onboarding Program and the Leaders' Playbook. These programs strengthened leadership effectiveness, workforce resilience and organisational capability.

During the reporting period, the QBCC also strengthened employee development through Performance Development Plans, coaching conversations and ongoing feedback mechanisms. The Study and Research Assistance Scheme continued to support employees undertaking formal qualifications and professional development opportunities aligned with organisational capability needs.

The QBCC Academy (formerly Regulatory Academy) continued to play a central role in building organisational capability and supporting the transition to a more structured and contemporary workforce development model. A key milestone during the year was the commencement of an organisation-wide onboarding program and refreshed capability approach aimed at developing a confident, customer-focused and high-performing regulatory workforce. Repositioned as the organisation's enterprise capability function, the QBCC Academy provides a coordinated approach to onboarding, professional development, leadership growth and workforce readiness. The refreshed capability framework strengthens regulatory professionalism, supports fair, reasonable and risk-based decision making and embeds a shared understanding of the QBCC's vision, strategic objectives and performance framework. Through targeted development pathways and consistent capability standards, the QBCC Academy is helping build a skilled, adaptable and future-ready workforce.

WORKFORCE OPTIMISATION AND EFFICIENCY

Maintaining workforce capability while operating within approved workforce limits remains a key organisational priority. Table 26 provides an overview of workforce capacity[13] and efficiency metrics.

TABLE 26: WORKFORCE CAPACITY AND EFFICIENCY METRICS OVER THE PAST THREE YEARS

CAPACITY AND EFFICIENCY	2023–24	2024–25	2025–26
VACANCY RATE (%)	6.2%	5.9%	4.8%
UNLOCKED WORKFORCE CAPACITY (FTE)	-	0	14

Workforce capacity continued to strengthen in 2025–26, supported by ongoing success in attracting and retaining employees in critical roles. The reduction in vacancy rates from a peak of 13 per cent in May 2025, combined with lower employee turnover, strengthened the QBCC's capacity to respond to service demand and deliver regulatory, licensing, compliance and customer services efficiently and effectively.

13 Vacancy rate, as a measure of workforce capacity, is defined as the number of permanent positions that do not have a current occupant.

Alongside workforce growth, the QBCC maintained a strong focus on improving efficiency through process improvement, technology adoption and expanded use of digital tools. Automation and AI-enabled solutions reduced administrative effort and streamlined key regulatory processes, enabling employees to focus more time on higher-value activities that directly support regulatory outcomes and customer service delivery. These improvements enhanced organisational productivity, increased service capacity and strengthened the QBCC's ability to deliver responsive and effective services to customers and the industry without a corresponding increase in workforce size.

The combination of improved workforce capacity and operational efficiency strengthened the QBCC's ability to meet the evolving needs of Queensland's building and construction industry. Faster and more efficient service delivery supported better customer experiences, enhanced regulatory responsiveness and enabled resources to be directed to areas of greatest regulatory risk and impact. Supported by technology, process improvements and a capable workforce, the QBCC remains well positioned to deliver effective regulation, strengthen industry confidence and respond to growing demand across the residential building sector.

HEALTH, SAFETY AND WELLBEING

In 2025–26, the QBCC continued to prioritise employee safety, wellbeing and organisational resilience through a range of Work Health and Safety (WHS) initiatives. Key achievements during the reporting period included:

- strengthening psychosocial risk management practices
- updating core WHS procedures
- enhancing incident management processes
- improving workplace rehabilitation and return-to-work arrangements
- strengthening processes to support workplace adjustments and employee wellbeing
- enhancing Job Safety Analyses for Building Inspectors
- delivering the WHS Strategy and Roadmap
- establishing the Health and Wellbeing Network
- delivering Psychosocial Risk Capability Uplift activities
- implementing the Customer Violence and Aggression Guide.

The Health and Wellbeing Network also continued to promote physical and psychological wellbeing through awareness campaigns, workplace activities and employee-led programs delivered across metropolitan and regional offices.

EARLY RETIREMENT, REDUNDANCY AND RETRENCHMENT

Effective workforce management is essential for the QBCC to respond to internal employment changes while maintaining staff morale and upholding its commitment to a respectful and supportive culture. Employee transitions, such as early retirement, redundancy and retrenchment, are significant events that can impact both individuals and the broader organisation. Supporting staff throughout these processes is vital to maintaining trust, morale and alignment with the organisation's values. With clear policies and procedures in place, the QBCC ensures that these transitions are managed with transparency, fairness and care. In 2025–26, no redundancy, early retirement or retrenchment packages were paid during the period.

LOOKING AHEAD

Over the next 12 months, the QBCC will continue to strengthen organisational performance through a focus on workforce capability, leadership excellence, employee engagement and workforce optimisation. Key priorities include:

- implementing the refreshed QBCC Academy model that strengthens capability and consistency of service
- progressing the Innovate Reconciliation Action Plan 2026-2028
- embedding continuous improvement initiatives that unlock capacity within the budgeted headcount
- expanding the use of digital and AI-enabled solutions that enhance productivity and regulatory outcomes.

The organisation will continue to invest in building a high-performing, inclusive and future-ready workforce that supports trusted regulatory services and delivers value for Queensland's building and construction industry.

GOVERNANCE AND ACCOUNTABILITY

Robust governance and accountability frameworks are essential to ensuring the QBCC operates with integrity, transparency and effectiveness in fulfilling its regulatory role. Key outputs delivered in 2025–26 to support governance and accountability include:

- **Policy Governance Framework:** The implementation of the QBCC's revised Policy Governance Framework has strengthened organisational capability by providing clear and consistent guidance for the development and management of policy instruments. By embedding minimum standards, defined approval pathways and structured review cycles, the framework enhances alignment with legislative requirements while improving governance, consistency and accountability across policy-related activities.
- **Policy and Procedure Library:** A comprehensive review of the QBCC's Policy and Procedure Library has delivered significant organisational benefits by ensuring policy instruments are current, streamlined and aligned to contemporary standards and operational needs.
- **Delegations and Authorisations Manual:** The introduction of the QBCC's updated Delegations and Authorisations Manual has improved usability and streamlined approval processes across the organisation. The revised manual provides a clearer and more structured framework for delegating and exercising authority, supported by regular Commissioner approval and QBC Board oversight. Enhanced governance arrangements have strengthened accountability and transparency, while promoting consistent, well-governed decision making across the organisation.

Collectively, these outputs are embedded across all operational areas of the QBCC, creating a cohesive and robust foundation for clear accountability, effective oversight and robust decision making. Their integration strengthens governance practices, supports consistent application of standards and reinforces a culture of integrity, ensuring that decisions and actions align with organisational values and the Queensland Government's objectives for the community.

RISK MANAGEMENT

In accordance with the *Financial Accountability Act 2009* (FAA) and the Financial and Performance Management Standard 2019 (FPMS), the QBCC is continuing to strengthen its risk management maturity and capability as a core enabler of its transformation journey. During 2025–26, a series of targeted measures and improvements were implemented to improve the ability of the organisation to proactively manage uncertainty, support the delivery of strategic objectives and embed risk-informed decision making, with a focus on the following:

- **Strengthening risk governance and visibility:** Increased focus on risks operating outside of appetite through quarterly strategic risk discussions, supported by improved board reporting via the Commissioner's Strategic Risk Dashboard.
- **Embedding risk in planning and decision making:** Greater integration of risk considerations into strategic and operational planning, improving alignment with risk appetite and enabling more informed and forward-looking decisions.
- **Improving risk management efficiency:** Introduction of a business self-service risk review model, increasing accountability within business units and improving visibility and active management of operational risks.
- **Establishing stronger controls for managing risks:** Delivery of targeted assurance activities, including a focused review of licensing fraud and corruption risks, which informed improvements to key controls and supported more effective risk management.
- **Building organisational resilience:** Strengthened the organisational preparedness and response capabilities for disruptive events through the completion of a business impact analysis, enhancement of business recovery plans and delivery of incident response training and exercises.

Together, these improvements represent a step change in the QBCC's risk management approach, strengthening organisational resilience and supporting the delivery of its transformation agenda while maintaining continuity of critical services.

INDEPENDENT AUDIT AND ASSURANCE

The QBCC's audit and assurance functions, along with external oversight from the Queensland Audit Office (QAO), play a key role in strengthening governance, promoting accountability and driving continuous improvement across the organisation. In line with the FPMS, the internal audit function provides independent assurance and advisory services to assess and enhance the effectiveness of risk management, internal controls and governance systems. Key outputs delivered in 2025–26 include:

- **Strategic Internal Audit Plan 2026–28**: A more targeted, risk-based approach to internal auditing carried out independently by O'Connor Marsden and Associates.
- **Regulatory Audit Plan 2025–26**: Delivered a targeted audit program covering three categories of regulatory decisions, strengthening regulatory integrity through independent assurance of compliance, control effectiveness and alignment with good decision-making principles.

- **Regulatory Assurance Framework**: Continued embedment of the seven interconnected elements within the framework that strengthened regulatory decision making across the organisation. Key achievements included:
  - » implementation of risk-based decision-making processes and organisation-wide quality assurance programs
  - » enhanced governance through the maintenance of the QBCC Delegations and Authorisations Manual
  - » development of an internal lessons learned platform to support continuous improvement
  - » delivery of a series of health checks and insight and improvement reviews that identified systemic issues and opportunities to strengthen regulatory practice and performance.

These achievements strengthened the QBCC's assurance and regulatory governance framework by enhancing internal controls, improving compliance and supporting more consistent and accountable decision making. They also advanced the organisation's capability to identify, learn from and respond to emerging risks and systemic issues, providing a strong foundation for intelligence-led, risk-based regulation and continuous improvement.

EXTERNAL SCRUTINY

During the 2025–26 reporting period, the Queensland Productivity Commission (QPC) conducted an inquiry into opportunities to improve productivity across Queensland's construction industry. The QBCC actively engaged with the QPC throughout the year, contributing regulatory expertise and insights into industry challenges and opportunities. The QPC's recommendations highlighted the importance of a modern, transparent and outcomes-focused regulator in supporting a productive, efficient and sustainable construction industry. They also identified opportunities to further enhance governance, organisational performance and customer experience. While several QPC recommendations are being progressed, including a refreshed compliance and enforcement strategy and new performance measures, the QBCC remains committed to improving industry productivity through digital transformation, effective regulation and greater transparency. These recommendations are aligned with and reinforce the QBCC's refreshed strategy and objectives over the coming year.

HUMAN RIGHTS

The QBCC remained committed to respecting, protecting and promoting human rights in all its decisions and actions, in alignment with the priorities outlined in the Strategic Plan. To uphold the objectives of the *Human Rights Act 2019*, the QBCC implemented robust processes in 2025–26 to embed human rights considerations into its operations and decision making, ensuring ongoing compliance with legislative requirements.

During 2025–26, the QBCC reviewed and published the following policies and guidance materials, which are consistent with and support the objects of the *Human Rights Act 2019*:

- Workplace Adjustment Guide
- Unlawful Discrimination and Preventing Workplace Bullying Policy
- Individual Employee Grievance Policy and Procedure
- Privacy Policy

During the reporting period, the QBCC received three internal complaints involving human rights considerations. One complaint was resolved through the Individual Employee Grievance process, one was assessed by Ethics Standards and Complaints as not requiring further action and one remained under assessment at the end of the reporting period.

At the time of reporting, one external complaint involving the QBCC had proceeded to conciliation through the Queensland Human Rights Commission and remained under consideration.

INFORMATION SYSTEMS AND RECORDS MANAGEMENT

The QBCC maintains information systems that support the effective delivery of its regulatory and corporate functions. Information and records are managed to support accountability, informed decision making and efficient business operations.

During 2025–26, the QBCC continued to enhance its information and records management capability, including strengthening governance arrangements and supporting the effective management of digital and physical records. In accordance with the *Public Records Act 2023*, Queensland State Archives requirements and the QBCC's Information Management Policy, public records are created, managed, retained and disposed of appropriately throughout their lifecycle. Clear records management roles and responsibilities are established through the QBCC's Information Management Policy and Records Management Procedure, supporting compliant and consistent records management practices across the organisation.

In addition, the QBCC completed its annual records management maturity assessment during the reporting period, reinforcing its commitment to continuous improvement and alignment with Queensland State Archives' recommendations. Mandatory records management training was provided to all new employees as part of the induction program, with refresher training available to support ongoing compliance. Targeted guidance was also provided where required, to promote consistent and compliant records management practices across the organisation.

The Records in Place project continues to modernise the QBCC's records management practices by supporting the transition to a digital-first approach. During the reporting period, a new records management system was established to facilitate migration from the legacy system and provide a modern platform integrated with existing business systems. The project is improving access to information while strengthening governance, retention and compliance controls. It also establishes a foundation for more efficient, sustainable and user-centred records management practices across the organisation.

OPEN DATA

The QBCC is required to meet a number of annual reporting obligations by publishing data through the Queensland Government Open Data Portal at www.data.qld.gov.au. The reported information included:

- consultancies
- overseas travel
- Queensland Language Services Policy
- Charter of Victims' Rights.

As no overseas travel was undertaken by staff during the year, a report on overseas travel expenditure was not required for 2025–26. Similarly, no report on the Charter of Victims' Rights was required as no cases were reported during the year.

LOOKING AHEAD

Over the next 12 months, the QBCC will further strengthen its governance, risk management and assurance practices to support effective oversight, accountability and risk-informed decision making. Priority initiatives include:

- implementing the Policy Governance Framework
- enhancing oversight of policy instruments
- continuing refining Delegations and Authorisations arrangements
- embedding the Regulatory Assurance Framework
- strengthening data architecture, governance and quality to support the adoption of AI and optimise information systems and records management
- advancing the organisation's response to QPC recommendations.

These initiatives will support greater accountability, transparency and consistency in decision making across the organisation. They will also help ensure risks, controls and compliance obligations are effectively managed and aligned with legislative requirements, organisational objectives and industry best practice. The organisation will continue to promote a culture of integrity and accountability by embedding human rights considerations into policy instruments and decision-making processes.

It will also strengthen information and records management practices to ensure organisational information is accurate, accessible, secure and appropriately managed throughout its lifecycle. In addition, the QBCC will maintain its commitment to transparency and public accountability through the publication of open data and a continued focus on organisational improvement. Collectively, these efforts will support a high-performing, accountable and well-governed organisation, positioning the QBCC to respond to emerging challenges and deliver value to the Queensland community.

SERVICE DELIVERY STATEMENTS SERVICE STANDARDS

The QBCC Service Delivery Statements (SDS) service standards are key indicators that reflect the expected levels of regulatory and support services delivered to the Queensland community. Estimated actuals are prepared prior to the end of the financial year to inform the budget process. Table 27 outlines the actual performance results recorded on 30 June 2026, including explanations for any significant variances between the actual results, targets and estimated outcomes published in the 2025–26 SDS.

TABLE 27: THE QBCC PERFORMANCE IN 2025–26 MEASURED AGAINST THE SDS STANDARDS

SERVICE STANDARDS	2025–26 TARGET	2025–26 EST. ACTUAL	2025–26 ACTUAL	COMMENT
EFFECTIVENESS MEASURES				
Perception of fairness in decision-making: percentage of survey respondents agree the final decision was fair	65%	59.3%	60.5%[14]	The variance below the target reflects the complexity of achieving decision outcomes that adequately satisfy both parties in a dispute. Further work is being undertaken to ensure transparency in decision making and demonstrate objective, unbiased and fact-based outcomes that have followed a consistent and fair process.
Percentage of QBCC decisions set aside (within the financial year period) by the Queensland Civil and Administrative Tribunal	10%	9.6%	8.5%[15,16]	Several factors contributed to the variance of decision set aside exceeding both the target and estimated actual. These factors include the quality of the original decision, the number of matters resolved without the need for a hearing and whether new evidence was considered at the hearing. As a result, year-to-year variation is expected. A lower percentage of decisions set aside indicates better decision quality and improved outcomes in resolving matters before a hearing is required.
Percentage of category 4–7 licensee regulatory action cases that result in an improved position to meet the minimum financial requirements for sustainable operation	80%	80%	93%[15,16]	The variance exceeding both the target and estimated actual reflects the QBCC's risk-based and proportionate approach, including a focus on early engagement, financial monitoring and supporting established plans to return to compliance. By acting as a proactive regulatory partner, the QBCC worked collaboratively with industry to address financial risks early, while focusing targeting regulatory intervention towards higher-risk matters.
Percentage of non-compliant plumbing and drainage licensees achieving compliance with notifiable work requirements upon a subsequent re-audit	75%	80%	81%[15]	The variance exceeding the target reflects the effectiveness of the QBCC's proactive communication, engagement and education initiatives. As a result, both first-time and repeat instances of non-compliance with notifiable work requirements have continued to decline.
Percentage of complaints about undisputed monies owed that result in individuals receiving full payment after QBCC involvement	50%	56%	56%[15]	The variance exceeding the target reflects improved classification of disputed and undisputed matters, as well as greater industry awareness generated through enforcement campaigns.
EFFICIENCY MEASURES				
Cost to assess and finalise a new licence application made under the *Queensland Building and Construction Commission Act 1991*, the *Building Act 1975*, and the *Plumbing and Drainage Act 2018*	$1,712	$1,600	$1,484.35[15,16]	The improved variance against both the target and estimated actual reflects process improvements across the QBCC licence processing functions, improved triaging and the use of technology to process licence applications more efficiently.

14 A variance of more than five per cent below the target

15 A variance of more than five per cent exceeding the target

16 A variance of more than five per cent exceeding the estimated actual

FINANCES

The following pages detail the QBCC's financial performance for 2025–26.

SUMMARY OF FINANCIAL PERFORMANCE

The QBCC returned a surplus of $98.94 million in 2025–26 and reported a net asset position of $448.18 million.

Total income was $546.35 million, an increase of 22.8 per cent compared with 2024–25. The increase was primarily attributed to:

- increased industry activity, resulting in higher premium, insurance administration and licence revenue
- favourable movements in the fair value of investments, reflecting investment market performance
- other revenue from the Queensland Government, including support from the Queensland Digital Fund for QBCC's digital transformation program.

Total expenditure was $447.40 million, an increase of 33.1 per cent compared with 2024–25. The increase was primarily due to higher:

- outward reinsurance costs
- claims approved and charged
- expenditure on supplies and services associated with the QBCC's digital transformation program.

Queensland Building and Construction Commission
For the year ended 30 June 2026

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Queensland Building and Construction Commission
Consolidated Statement of Comprehensive Income
for the year ended 30 June 2026

OPERATING RESULT	Notes	2026 Actual	2026 Original Budget	Budget Variance*	2025 Actual
		$'000	$'000	$'000	$'000
INCOME					
Licence revenue	B1-1	56 373	47 135	9 238	55 187
Premium revenue	B1-2	174 028	123 318	50 710	137 372
Insurance administration fees revenue	B1-3	81 127	55 037	26 090	62 473
Reinsurance and other recoveries revenue	B1-4	77 879	116 028	(38 149)	71 963
Investment revenue	B1-5	71 125	37 755	33 370	61 193
Other revenue	B1-6	85 665	8 740	76 925	56 455
Total revenue		546 197	388 013	158 184	444 643
Gains on disposals/revaluation of assets		148	522	(374)	371
TOTAL INCOME		546 345	388 535	157 810	445 014
EXPENSES					
Outward reinsurance	B2-1	76 889	42 387	34 502	44 280
Claims approved and charged	B2-2	95 852	85 449	10 403	67 834
Employee expenses	B2-4	116 184	121 245	(5 061)	106 217
Supplies and services	B2-5	72 911	75 841	(2 930)	53 116
Depreciation and amortisation	B2-6	3 213	3 872	(659)	4 665
Impairment losses on financial assets	B2-7 & C2-1	57 560	67 633	(10 073)	58 640
Finance/borrowing costs		73	15	58	94
Other expenses	B2-8	24 720	1 252	23 468	1 340
TOTAL EXPENSES		447 402	397 694	49 708	336 186
OPERATING RESULT		98 943	(9 159)	108 102	108 828
OTHER COMPREHENSIVE INCOME		-	-	-	-
TOTAL COMPREHENSIVE INCOME		98 943	(9 159)	108 102	108 828

**An explanation of major variances is included in Note E1.*

The accompanying notes form part of these financial statements.

Queensland Building and Construction Commission
Consolidated Statement of Financial Position
as at 30 June 2026

	Notes	2026 Actual	2026 Original Budget	Budget Variance*	2025 Actual
		$'000	$'000	$'000	$'000
CURRENT ASSETS					
Cash and cash equivalents	C1	48 581	(47 859)	96 440	29 980
Receivables	C2	30 834	38 433	(7 599)	28 952
Reinsurance receivables	C3	31 446	35 732	(4 286)	33 232
Investments	D2-1	835 091	722 749	112 342	711 517
Other current assets	C4	30 059	20 196	9 863	18 740
TOTAL CURRENT ASSETS		976 011	769 251	206 760	822 421
NON-CURRENT ASSETS					
Reinsurance receivables	C3	67 619	100 260	(32 641)	74 591
Property, plant and equipment	C5-2	7 232	12 846	(5 614)	4 844
Other non-current assets		2 609	103	2 506	2 368
TOTAL NON-CURRENT ASSETS		77 460	113 209	(35 749)	81 803
TOTAL ASSETS		1 053 471	882 460	171 011	904 224
CURRENT LIABILITIES					
Payables	C6	62 024	76 460	(14 436)	63 690
Accrued employee benefits	C7	12 093	14 330	(2 237)	13 075
Unearned income liability	C8	85 223	61 419	23 804	66 850
Future claims and associated costs	C9	121 481	107 793	13 688	111 447
Other current liabilities		522	143	379	2 729
TOTAL CURRENT LIABILITIES		281 343	260 145	21 198	257 791
NON-CURRENT LIABILITIES					
Accrued employee benefits	C7	15 452	14 575	877	14 350
Future claims and associated costs	C9	305 749	314 394	(8 645)	281 415
Other non-current liabilities		2 752	790	1 962	1 436
TOTAL NON-CURRENT LIABILITIES		323 953	329 759	(5 806)	297 201
TOTAL LIABILITIES		605 296	589 904	15 392	554 992
NET ASSETS		448 175	292 556	155 619	349 232
EQUITY					
Contributed equity		1 169	1 169	-	1 169
Accumulated surplus		447 006	291 387	155 619	348 063
TOTAL EQUITY		448 175	292 556	155 619	349 232

**An explanation of major variances is included in Note E1.*

The accompanying notes form part of these statements.

Queensland Building and Construction Commission
Consolidated Statement of Changes in Equity
for the year ended 30 June 2026

	Contributed Equity $'000	Accumulated Surplus $'000	Total Equity $'000
BALANCE AS AT 1 JULY 2024	1 169	239 235	240 404
Operating result	-	108 828	108 828
Total comprehensive income for the year	-	108 828	108 828
BALANCE AT 30 JUNE 2025	1 169	348 063	349 232
Operating result	-	98 943	98 943
Total comprehensive income for the year	-	98 943	98 943
BALANCE AT 30 JUNE 2026	1 169	447 006	448 175

The accompanying notes form part of these statements.

Queensland Building and Construction Commission
Consolidated Statement of Cash Flows
for the year ended 30 June 2026

		2026 Actual	2026 Original Budget	Budget Variance*	2025 Actual
		$'000	$'000	$'000	$'000
CASH FLOWS FROM OPERATING ACTIVITIES					
INFLOWS					
Received from licence fees		56 133	45 615	10 518	55 268
Received from insurance administration fees		81 127	55 037	26 090	62 473
Received from investments		63 932	13 367	50 565	53 944
GST input tax credits from ATO		11 449	7 156	4 293	10 469
GST collected from customers		23 817	16 981	6 836	19 388
Received from other revenue		84 367	8 440	75 927	55 779
		320 825	146 596	174 229	257 321
OUTFLOWS					
Payments to employees		(109 592)	(120 266)	10 674	(97 796)
Payments to suppliers		(105 992)	(74 669)	(31 323)	(60 704)
Finance/borrowing costs		(73)	(15)	(58)	(94)
GST paid to suppliers		(11 510)	(6 856)	(4 654)	(10 630)
GST remitted to ATO		(23 421)	(17 281)	(6 140)	(19 067)
		(250 588)	(219 087)	(31 501)	(188 291)
		70 237	(72 491)	142 728	69 030
INSURANCE					
Received from premiums		186 778	123 318	63 460	144 364
Payments to reinsurers		(82 961)	(24 608)	(58 353)	(44 285)
Claims paid		(61 725)	(85 449)	23 724	(64 040)
Received from reinsurers and other recoveries		28 474	33 860	(5 386)	31 679
		70 566	47 121	23 445	67 718
Net cash provided by operating activities	CF-1	140 804	(25 370)	166 174	136 748
CASH FLOWS FROM INVESTING ACTIVITIES					
Payments for plant, equipment and intangibles		(3 371)	(7 845)	4 474	(2 411)
Deposits in investments		(93 000)	(29 294)	(63 706)	(100 000)
Payments for investments		(58 690)	(36 851)	(21 839)	(48 514)
Investments redeemed		35 310	-	35 310	10 000
Net cash used in investing activities		(119 751)	(73 990)	(45 761)	(140 925)
CASH FLOWS FROM FINANCING ACTIVITIES					
Lease payments		(2 452)	(2 191)	(261)	(4 309)
Net cash used in financing activities		(2 452)	(2 191)	(261)	(4 309)
Net increase/(decrease) in cash and cash equivalents		18 600	(101 551)	120 151	(8 486)
Cash and cash equivalents - opening balance		29 980	53 692	(23 712)	38 466
Cash and cash equivalents - closing balance	C1	48 580	(47 859)	96 439	29 980

**An explanation of major variances is included in Note E1.*

The accompanying notes form part of these statements.

Queensland Building and Construction Commission
Consolidated Statement of Cash Flows
for the year ended 30 June 2026

NOTES TO THE STATEMENT OF CASH FLOWS

CF-1 RECONCILIATION OF OPERATING RESULT TO NET CASH PROVIDED BY OPERATING ACTIVITIES

	2026 Actual $'000	2025 Actual $'000
Operating surplus/(deficit)	98 943	108 828
Non-Cash items included in operating result:		
Depreciation and amortisation expense	3 213	4 665
Net (gains)/losses on disposal of property, plant and equipment	(148)	(371)
Movement in impairment losses	(10 670)	(7 522)
Changes in net market value of investments	(7 165)	(7 249)
Changes in assets and liabilities		
(Increase)/decrease in receivables	17 515	25 361
(Increase)/decrease in other current assets	(1 882)	678
(Increase)/decrease in prepayments - outward reinsurance	(9 437)	(902)
Increase/(decrease) in payables	(1 664)	(3 043)
Increase/(decrease) in accrued employee benefits	120	2 806
Increase/(decrease) in other liabilities	(762)	-
Increase/(decrease) in unearned income liability	18 372	6 582
Increase/(decrease) in future claims	34 369	6 914
Net Cash Provided by Operating Activities	140 804	136 748

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

SECTION 1
HOW WE OPERATE - OUR OBJECTIVES AND ACTIVITIES

A1. BASIS OF FINANCIAL STATEMENT PREPARATION

GENERAL INFORMATION

The Queensland Building and Construction Commission (QBCC) is a statutory body established under the *Queensland Building and Construction Commission Act 1991 (the QBCC Act)*. The QBCC is a not-for-profit entity.

The Queensland Building and Construction Employing Office (QBCEO) is also a statutory body established under the *QBCC Act*, and is controlled by the QBCC. The QBCEO, through its employees, provides the skilled labour required to deliver the services provided by the QBCC.

The principal place of business of the QBCC is 80 Ann Street, Brisbane, QLD 4000.

The QBCC is comprised of a General Statutory Fund and an Insurance Fund as stipulated by sections 25 and 26 of the *QBCC Act*. The QBCC's financial statements have been prepared as a consolidation of both funds. The balances and effects of transactions between the funds included in the consolidated financial statements have been eliminated.

THE REPORTING ENTITY

This financial report represents the financial statements for the consolidated entity of the QBCC, consisting of the parent entity, the QBCC, and its controlled entity, the QBCEO. The consolidated financial statements include the value of all assets, liabilities, equity, revenues and expenses of the QBCC. In reporting on the QBCC as a single economic entity, all internal transactions and balances have been eliminated.

This financial report does not separately disclose the QBCC's financial statements due to the immaterial differences between the consolidated and parent entity's financial statements. These immaterial differences are listed in Note F5.

STATEMENT OF COMPLIANCE

These general purpose financial statements are prepared on an accrual basis and in accordance with the Australian Accounting Standards (AASBs) and Interpretations, other authoritative pronouncements, the *Financial and Performance Management Standard 2019* and Queensland Treasury's Minimum Reporting Requirements for reporting periods on or after 1 July 2025.

Except where stated, the historical cost convention is used.

PRESENTATION MATTERS

Currency and Rounding

Amounts included in the financial statements are in Australian dollars and rounded to the nearest $1,000 or, where the amount is $500 or less, to zero, unless disclosure of the full amount is specifically required.

Due to rounding, totals may not add exactly.

Comparatives

Comparative information reflects the audited 2024-25 financial statements. There has been no material restatement of prior period amounts.

Current/Non-Current Classification

Assets and liabilities are classified as either 'current' or 'non-current' in the Statement of Financial Position and associated notes. Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the QBCC does not have the right at the end of the reporting period to defer settlement to beyond 12 months after the reporting date. All other assets and liabilities are classified as non-current.

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

A1. BASIS OF FINANCIAL STATEMENT PREPARATION (continued)

AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE

The financial statements are authorised for issue by the Chair of the Board, the CEO & Commissioner and the Chief Financial Officer at the date of signing the Management Certificate in accordance with a resolution by the QBC Board.

A2. OBJECTIVES AND PRINCIPAL ACTIVITIES OF THE QBCC

The QBCC's objectives include:
• protect consumers and promote confidence;
• strengthen regulatory capabilities and services;
• deliver organisational excellence.

The QBCC's principal activities are:
• licensing
• dispute resolution
• home warranty insurance
• compliance and enforcement
• adjudication
• education and engagement

The QBCC and the QBCEO are statutory bodies within the portfolio of the Minister for Housing and Public Works and Minister for Youth.

A3. INSURANCE CONTRACTS RISK MANAGEMENT

The QBCC is responsible for the management of a statutory insurance scheme called the Queensland Home Warranty Scheme ("Scheme"). The Scheme's insurance product meets the definition of an insurance contract (a contract under which one party, the insurer, accepts significant insurance risk from another party, the policyholder, by agreeing to compensate the policyholder if a specified uncertain future event, the insured event, adversely affects the policyholder) and none of the contracts contain embedded derivatives or are required to be unbundled.

The Scheme provides Queensland consumers with "first resort" home warranty protection. The Scheme provides protection:
• where a contractor defaults on an obligation to complete residential construction work or fails to rectify defective residential construction work;
• for theft, vandalism or damage caused by fire, storm or tempest to incomplete standing works where a claim is made for completion of work;
• for damage caused by subsidence or settlement, even if the cause is defective design by an engineer or incorrect site classification.

As a statutory provider of home warranty insurance the QBCC insures all eligible residential construction work throughout Queensland and does not have the ability to be selective with its acceptance of risk.

To ensure the Scheme remains sustainable and continues to provide comprehensive cover which is reasonably priced, the QBCC is committed to a dedicated risk management framework.

The QBCC's exposure to concentration of insurance risk relates to an increase in home building cost inflation causing a large number of builder insolvencies and increasing the cost of settling claims in the future. These risks have been considered in order to estimate a Probable Maximum Loss for the QBCC.

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

A3. INSURANCE CONTRACTS RISK MANAGEMENT (continued)

Risk is managed through several mechanisms.

Reinsurance
As part of the risk management strategy, the QBCC ensures that the reinsurance program meets the business needs by the maintenance of a Reinsurance Management Strategy (REMS). The REMS is a high-level strategic document which provides a framework for the placement of reinsurance and the acceptance of reinsurers for the QBCC's business. The strategy is reviewed and approved by the Board each financial year.

The level of reinsurance is approved by the QBC Board, on advice from QBCC's appointed reinsurance broker, the Scheme Actuary, the CEO & Commissioner and the Director Insurance Services. The level of reinsurance must ensure that at all times the QBCC will have sufficient capacity to meet its obligations as they fall due.

Reinsurers must be approved by the Board, upon management's recommendations.

Risk mitigation
Any insurance or warranty activity primarily involves the underwriting of risk and the management of claims. The QBCC manages the risk associated with the Scheme by:
• operating it on a sustainable but not-for-profit basis by reviewing premiums at least annually, and setting them in accordance with actuarially sustainable principles
• appointing an independent actuary to provide impartial advice in relation to the operations, financial condition and insurance liabilities of the Scheme
• voluntarily complying where appropriate with APRA prudential standards applicable to general insurers, even though as a statutory insurer the QBCC is not regulated by APRA. Standards applied include those related to capital adequacy, assets in Australia, actuarial and related matters and reinsurance management.

Underwriting - risk acceptance
As a statutory insurer the QBCC must accept all risks as presented. Underwriting of risk commences with an entity's application to hold or renew a contractor licence.

Under QBCC's Minimum Financial Requirements, an entity wishing to hold a contractor licence to perform residential construction work in Queensland must hold certain qualifications or their equivalent, and meet financial and managerial requirements. Currently these requirements allow a contractor to perform a stated maximum amount of work each year depending on their net tangible assets, provided they maintain a current ratio of 1 or more.

Once an entity has been granted a licence to perform residential construction work, eligibility to the Scheme is automatic. The *QBCC Act* provides that any contract for residential construction work entered into by an appropriately licensed person is deemed covered by the Scheme whether or not the premium was paid.

Risk pricing
The QBCC reviews premium prices annually to ensure the Scheme is managed in accordance with actuarially sustainable principles. Statistical modelling, based on historical and projected building industry and economic information as well as policy and claims data, ensures the pricing is adequate. Recommendations for adjustments to premiums are developed in conjunction with the Scheme Actuary to ensure adequacy prior to ministerial approval.

Warranty terms of cover
The terms of cover, including limitations and exclusions, set the cover provided and level of risk accepted by the Scheme. Structural defects are covered for six and a half years' duration for a single premium payment, and the claim must be lodged within three months of noticing the defect. Non-structural defects are covered if the consumer becomes aware, or ought reasonably to have become aware, of the defect within six months after the day the work is completed. The claim must be lodged within seven months of the completion date. As a statutory provider the terms and conditions of cover are not negotiable and are called up in legislation.

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

A3. INSURANCE CONTRACTS RISK MANAGEMENT (continued)

Claims management

Some claims management functions are outsourced and these entities are responsible for preparing scopes, calling for tenders and managing rectification works.

Investment management

The Scheme's assets are invested in accordance with the Board's Investment Policy. The Investment Policy and investments are monitored to reflect the anticipated pattern of claim payments with sufficient assets held in reserve to meet calculated future claims liabilities.

Regulatory risk

The Australian Prudential Regulation Authority (APRA) supervises the financial safety and soundness of general insurers such that the community can have confidence that they will meet their financial commitments under all reasonable circumstances. As a statutory insurer the QBCC is not regulated by APRA, however it chooses to voluntarily comply with most prudential standards applicable to general insurers, with exceptions relating to supervisory review, disclosure and reporting to APRA and the application of an asset concentration risk charge.

Claims development

The Scheme Actuary values future claims and associated costs. The actuary uses historical claims, underwriting data and expert models to arrive at a value.

The Scheme is classed as "long-tail" insurance business. This means the claims may develop several years after the premium is paid.

The Scheme provides cover against non-completion of contracted works, defects in contracted works and subsidence or movement in contracted works. Each of these claim types has a distinct development pattern, non-completion claims being approved principally in the first three development years, defects being approved up to the ninth development year and subsidence up to the 10th and 11th development years.

As part of the QBCC's management of the Scheme, the Scheme Actuary reviews claims development patterns as part of the bi-annual Scheme performance review and calculates the outstanding claim liability.

The QBCC has adopted the accounting standard AASB 1023 '*General Insurance Contracts*' for the calculation of the outstanding claims provision.

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

SECTION 2
NOTES ABOUT OUR FINANCIAL PERFORMANCE

B1. REVENUE

	Notes	2026	2025
		$'000	$'000
B1-1 LICENCE REVENUE			
Renewal fees		48 111	48 625
Application fees		8 262	6 562
		56 373	55 187

Accounting Policy - Upon application for a licence, new entrants pay both an application fee (for assessing and processing the application) and a renewal fee (to maintain a licence over the selected period). Revenue is recognised upfront when a licence is issued or renewed as all performance obligations have been met upon the issuance/renewal of the licence. Licences can be renewed for one year up to five. As there are multiple renewal periods that can be selected, licence fee revenue will fluctuate year to year depending on the number of renewals and the period they are renewed for.

	Notes	2026	2025
B1-2 PREMIUM REVENUE			
Premiums	B2-3	233 607	192 643
Movement in unearned premiums		(59 579)	(55 271)
		174 028	137 372

Accounting Policy - Premium revenue is the amounts charged to policyholders for insurance contracts. Premium revenue is earned from the date of notification (generally this is similar to the date of contract) over the period of the contract in accordance with the pattern of the incidence of risk expected. This period is thirteen months from the date of notification. The unearned portion of premium is recognised as an unearned income liability in the Statement of Financial Position. Refer to Note C8.

	Notes	2026	2025
B1-3 INSURANCE ADMINISTRATION FEES REVENUE			
Exchange commission fees received from reinsurers		81 127	62 473
		81 127	62 473

Accounting Policy - Since 28 October 2016 reinsurers have been charged a ceding commission to cover the QBCC's costs of administering the Scheme. Prior to that the premium charged included a separate component to cover administration fees. This is recognised as revenue upon receipt of a policy.

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

B1. REVENUE (continued)

	Notes	2026 $'000	2025 $'000
B1-4 REINSURANCE AND OTHER RECOVERIES REVENUE			
Reinsurers' share of claims approved		19 227	24 727
Reinsurers' share of future claims movement		(8 759)	(15 978)
Reinsurers' share of claims management fee		539	535
Recovery revenue		66 872	62 679
		77 879	71 963

Accounting Policy - The recovery revenue is the claims recoverable from licensees found at fault and are recognised when a claim is paid and finalised.

Reinsurers' share of claims approved is recognised at the time the claim is approved based on the level of reinsurance applicable to the policy. The reinsurers' share of future claims movement relates to the movement in the actuarial assessment of the future claims and the level of reinsurance. The QBCC is entitled to recover its external claims management costs from our reinsurers in some circumstances.

	Notes	2026 $'000	2025 $'000
B1-5 INVESTMENT REVENUE			
Changes in fair value of investments		7 165	7 249
Distributions		60 658	50 619
Interest		3 302	3 325
		71 125	61 193

Accounting Policy - Changes in the net market value of investments are recognised as revenue or expenses in the Statement of Comprehensive Income (refer to Note D1-2). Income derived from investments is brought to account when earned.

	Notes	2026 $'000	2025 $'000
B1-6 OTHER REVENUE			
Non-recurrent funding from Department of Housing and Public Works (DHPW)		74 669	46 407
Notifiable works		3 846	3 538
Infringements and court fines awarded		2 910	2 770
Pool safety certificate fees		1 941	1 742
Owner-builder fees		1 677	1 450
Adjudication application fees		290	234
Certificate fees		148	125
Search fees		80	86
Other		104	103
		85 665	56 455

Accounting Policy - Non-recurrent funding to support the operations of the QBCC are provided by Queensland Treasury, through the DHPW, and are recognised as revenue when received (refer to Note F3). Fines are recognised when issued, awarded or when convictions are recorded in favour of the QBCC. All other revenue is recognised when goods or services are provided.

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

B2. EXPENSES

	Notes	2026 $'000	2025 $'000
B2-1 OUTWARD REINSURANCE			
Reinsurers' share of premium		72 318	42 367
Reinsurers' share of recovery		4 571	1 913
		76 889	44 280

Accounting Policy - Premium ceded to reinsurers is recognised as an expense in accordance with the pattern of reinsurance service received. Accordingly, a portion of outwards reinsurance premium is treated as a prepayment and presented as an other current asset on the Statement of Financial Position at the reporting date. Refer to Note C4.

B2-2 CLAIMS APPROVED AND CHARGED

	Notes	2026 $'000	2025 $'000
Claims approved		56 173	61 778
Movement in provision for future claims processing cost	C9	34 758	8 836
Movement in provision for future claims	C9	(391)	(1 922)
Movement in unexpired risk	C8	5 312	(858)
		95 852	67 834

Accounting Policy - Claims approved, together with the movement in the provision for future claims and associated claims processing costs is recognised in respect of the Scheme. The expense for claims approved is recognised when a claim is approved by the QBCC. The QBCC also provides for claims reported but not yet approved, incurred but not reported claims, and claims incurred but not yet sufficiently reported, including associated claims handling and processing costs. Refer to Note C9.

The QBCC incurs Goods and Services Tax (GST) for which it is currently unable to claim a decreasing adjustment, in accordance with Division 78 of *A New Tax System (Goods and Services Tax) Act 1999,* on all claim settlements.

B2-3 PROFIT/(LOSS) ON UNDERWRITING

	Notes	2026 $'000	2025 $'000
Premiums received	B1-2	233 607	192 643
Less: Outward reinsurance premium expense	B2-1	(72 318)	(42 367)
QBCC's share of premiums		161 289	150 276
Less: Unearned premiums at the end of year	C8	(53 337)	(49 714)
Total premiums received and earned during the year		107 952	100 562
Add: Unearned premiums at the beginning of the year	C8	49 714	43 175
Less: Exchange commission		(55 955)	(48 733)
Earned premiums		101 711	95 004
Claims approved and charged	B2-2	95 852	67 834
Less: Reinsurance and other recoveries		(16 489)	(11 600)
Net claims		79 363	56 234
Profit/(Loss) on underwriting		22 348	38 770

Participation in the Insurance Scheme Date	QBCC	Brokers/ Reinsurers
Pre - 01/07/91	10.0%	90.0%
01/07/91 - 30/06/98	25.0%	75.0%
01/07/98 - 30/09/99	30.0%	70.0%
01/10/99 - 30/06/03	25.0%	75.0%
01/07/03 - 30/06/04	32.5%	67.5%
01/07/04 - 30/06/08	25.0%	75.0%
01/07/08 - 30/06/10	20.0%	80.0%
01/07/10 - 30/06/15	30.0%	70.0%
01/07/15 - 30/06/22	50.0%	50.0%
01/07/22 - 30/06/23	67.0%	33.0%
01/07/23 - 30/06/24	79.0%	21.0%
01/07/24 - 30/06/25	78.0%	22.0%
01/07/25 - 30/06/26	68.0%	32.0%

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

B2. EXPENSES (continued)

	Notes	2026	2025
		$'000	$'000
B2-4 EMPLOYEE EXPENSE			
EMPLOYEE BENEFITS			
Wages and salaries		86 402	78 708
Employer superannuation contributions		11 149	10 325
Annual leave expense		8 560	7 583
Long service leave expense		2 672	2 778
EMPLOYEE-RELATED EXPENSES			
Payroll tax		5 060	4 683
Workers' compensation premium		437	284
Fringe benefits tax		228	133
Training		1 069	1 083
Recruitment		370	369
Other employee related expenses		237	271
		116 184	106 217
Full-Time Equivalent Employees		688	673

Accounting Policy - Wages and Salaries
Wages and salaries due but unpaid at reporting date are recognised at current salary rates. As the QBCC expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts. Refer to Note C7.

Accounting Policy - Annual Leave and Long Service Leave
Annual Leave and Long Service Leave are accrued based on award entitlement. Refer to Note C7.

Key management personnel and remuneration disclosures are detailed in Note F1.

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

B2. EXPENSES (continued)

B2-5 SUPPLIES AND SERVICES

	Notes	2026 $'000	2025 $'000
Consultants and contractors		37 270	24 201
Information system maintenance, equipment and furniture		12 830	11 614
Legal costs		9 850	8 223
Communications and marketing		2 158	2 162
Bank fees and charges		3 785	2 953
Property lease expenses		3 977	569
Property maintenance		1 323	1 776
Motor vehicles operating costs		342	321
Printing and stationery		493	575
Travel		883	722
		72 911	53 116

Accounting Policy - The QBCC recognises supplies and services expenses when the goods have been received or services provided. Lease expenses includes lease rentals for short-term leases, leases of low value assets and variable lease payments.

B2-6 DEPRECIATION AND AMORTISATION

	Notes	2026 $'000	2025 $'000
Depreciation - right-of-use assets		2 072	3 606
Depreciation - property plant and equipment	C5	1 131	940
Amortisation - intangibles		10	119
		3 213	4 665

B2-7 IMPAIRMENT LOSSES ON FINANCIAL ASSETS

	Notes	2026 $'000	2025 $'000
Sundry receivables		57 560	58 609
Assets written off		-	31
		57 560	58 640

Accounting Policy - Impairment losses may arise on assets held by the QBCC from time to time. Accounting for impairment losses is dependent upon the individual asset (or group of assets) subject to impairment. Accounting Policies and events giving rise to impairment losses are disclosed in the following notes:
Receivables – Note C2-1

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

B2. EXPENSES (continued)

	Notes	2026	2025
		$'000	$'000
B2-8 OTHER EXPENSES			
Non-recurrent funding returned to Department of Housing and Public Works (DHPW)(1)		23 000	-
Internal audit(2)		205	187
External audit fees(3)		182	162
Board members' fees and costs (4)		353	203
Insurance Premiums(5)		756	788
Special payments(6)			
Ex-gratia payments		224	-
		24 720	1 340

Disclosures Relating to Other Expenses

(1) The QBCC returned unspent funding relating to prior years to Queensland Treasury (through the Department of Housing and Public Works) as a result of a CBRC decision.

(2) The amount disclosed for internal audit only. This function is provided by external providers.

(3) Total audit fees paid to the Queensland Audit Office relating to the 2025-26 financial statements are estimated to be $181,850 (2025: $161,800). There are no non-audit services included in this amount.

(4) The amount disclosed includes the costs for the Board members fees, travel, industry events, meeting costs, professional development and contractors / consultants engaged by the Board.

(5) The QBCC's non-current physical assets and other risks are insured through private insurance companies with premiums paid on a risk assessment basis.

(6) Special payments represent ex gratia expenditure and other expenditure that the QBCC is not contractually or legally obliged to make to other parties. The QBCC made three special payments during 2025-26 above $5,000 (2025: nil). These were for employee related matters and a Home Warranty Insurance Claim.

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

SECTION 3
NOTES ABOUT OUR FINANCIAL POSITION

C1. CASH AND CASH EQUIVALENTS

	Notes	2026 $'000	2025 $'000
Cash		1 647	2 501
Deposits at call		46 934	27 479
		48 581	29 980

Accounting Policy - Cash and Cash Equivalents
For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash and cheques receipted but not banked as at 30 June, as well as deposits at call with financial institutions.

Excess cash balances as defined in QBCC's Investment Policy in the QBCC's General and Insurance Funds' bank accounts are cleared to Queensland Treasury Corporation's (QTC) Capital Guaranteed Cash Fund daily to maximise

C2. RECEIVABLES

Sundry debtors		131 165	139 922
Less: Loss allowance		(100 331)	(110 970)
		30 834	28 952

Accounting Policy - Receivables
Sundry debtors are recognised at amounts due at the time of service delivery.

C2-1. Impairment of Receivables

Accounting Policy - Impairment of Receivables
The loss allowance for sundry debtors reflects lifetime expected credit losses. The method for calculating any loss allowance is to review each debt based on past experience for certain receivables such as fines and costs awarded by courts. In the case of recovery of Scheme claims, each case was examined and assessed for potential impairment on a regular basis in light of the circumstances surrounding the creation of the receivable and subsequent recovery attempts. Most losses occur in the area of recovery of Scheme claims paid from at fault parties, who in the majority of cases ceased to trade due to bankruptcy or insolvency. This risk is provided for in premiums charged for the Scheme.

Impairment loss expense for the current year regarding the QBCC's receivables is disclosed in Note B2-7.

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

C2. RECEIVABLES (continued)

C2-1. Impairment of Receivables (continued)

Disclosure - Credit Risk Exposure of receivables

The carrying amount of receivables disclosed above represents the maximum exposure to credit risk from these items.

The QBCC has determined three material groupings for measuring expected credit losses. One group for General Fund measures expected credit losses determined using a provision matrix. The calculation for the provision matrix is based on historical observed default rates calculated using credit losses experienced during the past nine years preceding 30 June 2026. The second General Fund group measures expected credit loss based on legislated license payment timeframes and individual assessment.

The Insurance Fund group is assessed individually for impairment.

Set out below is the credit risk exposure on the QBCC's sundry debtors broken down by the groupings and ageing band.

General Fund Group - infringements and magistrates orders sundry debtors

	2026			2025		
	Gross receivables	Loss rate	Expected credit losses	Gross receivables	Loss rate	Expected credit losses
Ageing	$'000	%	$'000	$'000	%	$'000
1 to 30 days overdue	337	85%	286	212	85%	180
31 to 60 days overdue	245	85%	208	343	77%	264
61 to 90 days overdue	207	80%	165	169	98%	165
> 90 days overdue	7 372	86%	6 340	6 713	85%	5 735
Total	8 161		6 999	7 437		6 344

General Fund Group - other sundry debtors

	2026			2025		
	Gross receivables	Loss rate	Expected credit losses	Gross receivables	Loss rate	Expected credit losses
Ageing	$'000	%	$'000	$'000	%	$'000
1 to 30 days overdue	2,528	0%	-	2 016	0%	-
31 to 60 days overdue	1,086	4%	48	1 031	0%	-
61 to 90 days overdue	355	99%	351	247	100%	247
> 90 days overdue	2 352	100%	2 352	2 175	99%	2 165
Total	6 321		2 751	5 469		2 412

Insurance Fund Group

	2026			2025		
	Gross receivables	Loss rate	Expected credit losses	Gross receivables	Loss rate	Expected credit losses
Ageing	$'000	%	$'000	$'000	%	$'000
1 to 30 days overdue	8,890	30%	2 702	8 246	49%	4 058
31 to 60 days overdue	2,223	75%	1 662	4 948	79%	3 928
61 to 90 days overdue	4,410	80%	3 514	2 209	87%	1 932
> 90 days overdue	101 160	82%	82 703	111 613	83%	92 296
Total	116 683		90 581	127 016		102 214

Queensland Building and Construction Commission
Notes to the Financial Statements
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C2. RECEIVABLES (continued)

C2-1. Impairment of Receivables (continued)

Movements in loss allowance for sundry debtors

	2026	2025
	$'000	$'000
Loss allowance as at 1 July	110 970	118 523
Increase/(decrease) in allowance recognised in operating result	57 560	58 609
Amounts written-off during the year	(68 199)	(66 162)
Loss allowance as at 30 June	100 331	110 970

C3. REINSURANCE RECEIVABLES

	2026	2025
Current		
Reinsurers' share of future claims provision	31 446	33 232
	31 446	33 232
Non-Current		
Reinsurers' share of future claims provision	67 619	74 591
	67 619	74 591
Represented by		
Expected future recoveries	111 204	118 166
Less discount to present value	(34 468)	(32 338)
	76 736	85 828
Risk margin	22 329	21 996
	99 065	107 823
Reconciliation of movement during the year		
Balance at 1 July	107 823	123 800
Provisions made	25 402	17 668
Payments made	(20 523)	(30 336)
Effects of changes in assumptions to prior year provisions	(13 637)	(3 310)
Balance at 30 June	99 065	107 823

Accounting Policy - Reinsurance Receivables

Reinsurance receivables on reported claims not yet approved, incurred but not reported, incurred but not enough reported are recognised as revenue. Reinsurance receivables are assessed and calculated in a manner similar to the assessment of outstanding claims.

Disclosure - Credit Risk Exposure

QBCC is exposed to credit risk for reinsurance receivables as follows:

Category		
Financial assets		
Reinsurance receivables	99 065	107 823
Total	99 065	107 823

The QBCC engages with reinsurers to limit the risk of the Scheme. There is a concentration of risk regarding the amount of receivables for the reinsurers. However, this risk is being managed by QBCC agreements with the reinsurers. The agreements allow for net settlement of receivables and payables monthly and specify the terms of settlement, thereby reducing the credit risk exposure for receivables.

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

C4. OTHER CURRENT ASSETS

	2026	2025
	$'000	$'000
Prepayments - outward reinsurance on unearned premium liability	24 834	15 397
Prepayments	5 164	3 263
Other - refundable bond	61	80
	30 059	18 740

Accounting Policy - Outward reinsurance on unearned premium liability

Premium ceded to reinsurers is recognised as an expense in accordance with the pattern of reinsurance service received. Accordingly, a portion of outwards reinsurance premium is treated as a prepayment and presented as deferred reinsurance expense on the Statement of Financial Position at the reporting date.

C5. PROPERTY, PLANT AND EQUIPMENT AND DEPRECIATION EXPENSE

C5-1 Accounting Policies

Property, Plant and Equipment

Recognition Thresholds for Property, Plant and Equipment

Items of property, plant and equipment with a cost or other value equal to or in excess of $5,000 are recognised for financial reporting purposes in the year of acquisition.

Items with a lesser value are expensed in the year of acquisition.

Acquisition of Assets

Property, plant and equipment acquisitions are initially recognised at cost determined as the value of consideration exchanged for the asset, plus associated costs directly attributable to the acquisition and getting the asset installed and ready for use.

Depreciation of Property, Plant and Equipment

Property, plant and equipment is depreciated on a straight line basis so as to allocate the net cost progressively over its estimated useful life to the Commission. For each class of depreciable assets, the following depreciation rates are used:

Class	Rate
Plant and equipment:	
Motor vehicles	15-20%
IT equipment	20%
Other equipment	6-33%
Leasehold improvements	6-29%

Impairment of non-current assets

All non-current physical assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the QBCC determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

C5. PROPERTY, PLANT AND EQUIPMENT AND DEPRECIATION EXPENSE (continued)

C5-2 Balances and Reconciliation of Carrying Amount

	Notes	2026 $'000	2025 $'000
Plant & equipment			
Gross		4 505	4 458
Less: Accumulated depreciation		(1 971)	(1 757)
		2 534	2 701
Leasehold improvements			
Gross		8 066	11 739
Less: Accumulated depreciation		(3 368)	(9 596)
		4 698	2 143
Total		7 232	4 844

Property, plant and equipment reconciliation

	Leasehold improvements $'000	Plant & equipment $'000	Total $'000
2025-26			
Carrying amount at 1 July 2025	2 143	2 701	4 844
Acquisitions	3 062	521	3 583
Disposals	(28)	(36)	(64)
Depreciation expense	(479)	(652)	(1 131)
Carrying amount at 30 June 2026	4 698	2 534	7 232
2024-25			
Carrying amount at 1 July 2024	719	2 315	3 034
Acquisitions	1 732	1 218	2 950
Disposals	-	(200)	(200)
Depreciation expense	(308)	(632)	(940)
Carrying amount at 30 June 2025	2 143	2 701	4 844

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

C6. PAYABLES

	Notes	2026	2025
		$'000	$'000
Sundry creditors		12 897	11 444
Accruals		6 958	3 833
Claims approved but not yet paid		31 695	36 889
Reinsurers' share of recoveries provision		9 470	10 838
		61 020	63 005
GST payable		2 237	1 840
GST receivable		(1 233)	(1 155)
		1 004	685
Total		62 024	63 690

Accounting Policy - Payables

Sundry creditors are recognised upon receipt of the goods and services ordered and are measured at the agreed purchase/contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 30-day terms.

The QBCC is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation, with the exception of Fringe Benefits Tax (FBT) and GST. FBT and GST are the only taxes accounted for by the QBCC. GST credits receivable from and GST payable to the Australian Taxation Office (ATO), are recognised.

Receivables and payables are recognised inclusive of the amount of GST that is receivable or payable. An allowance for GST payable on future claims has been included in the provision for future claims.

Claims

The claims approved but not yet paid liability covers claims unpaid at reporting date. Claims outstanding are assessed and estimated changes in the ultimate cost of settling claims.

C7. ACCRUED EMPLOYEE BENEFITS

	2026	2025
Current		
Wages and salaries outstanding	517	2 039
Annual leave provision	10 096	9 693
Long service leave provision	1 354	1 235
Time off in lieu provision	126	108
	12 093	13 075
Non-Current		
Long service leave provision	15 452	14 350
	15 452	14 350

Accounting Policy - Accrued Employee Benefits

The liability for employee entitlements to long service leave represents the present value of the estimated future cash outflows to be made by the QBCC resulting from employees' services provided up to the balance date.

Wages and salaries due but unpaid at reporting date are recognised at current salary rates. As the QBCC expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts.

Liabilities for employee entitlements which are not expected to be settled within 12 months are recognised at their present value, calculated using yields on Fixed Rate Commonwealth Government bonds of similar maturity.

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C7. ACCRUED EMPLOYEE BENEFITS (continued)

In determining the liability for employee entitlements, consideration has been given to future increases in wage and salary rates, and the QBCC's experience with staff separations. Related on-costs have also been included in the liability.

The long service leave provision also takes into account employees' prior service in other state, local or federal government entities.

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's defined benefit plan (the former Qsuper defined benefit categories now administered by the Government Division of the Australian Retirement Trust) as determined by the employee's conditions of employment.

Defined contribution plans - Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant Enterprise Bargaining Agreement (EBA or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

Defined benefit plan - The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the QBCC at the specified rate following completion of the employee's service each pay period. The QBCC's obligations are limited to those contributions paid.

C8. UNEARNED INCOME LIABILITY

	Notes	2026	2025
		$'000	$'000
Current			
Unearned premium liability			
QBCC's share		53 337	49 714
Unexpired risk liability		7 052	1 740
Reinsurers' share		24 834	15 397
		85 223	66 850

Accounting Policy - Unearned income

Unearned premium liability

The QBCC recognises premium revenue from the date of notification over a period in accordance with the pattern of incidence of expected risk. Any unearned portion is recognised as an unearned premium liability.

Liability adequacy test

The liability adequacy test is an assessment of the amount of the unearned premium liability and is conducted at each reporting date. If the current estimates of the present value of the expected future cash flows relating to future claims arising from the rights and obligations under current insurance policies, plus an additional risk margin to reflect the inherent uncertainty in the central estimate, exceed the unearned premium liability, then the unearned premium liability is deemed to be deficient. Any deficiency is recognised in the Statement of Comprehensive Income with the corresponding impact on the Statement of Financial Position recognised as an unexpired risk liability.

The conduct of the liability adequacy test as at 30 June 2026 identified a deficiency for the insurance scheme.

For the purpose of the liability adequacy test, the premium liability provision required is $60.389 million (2025 $51.454 million), including a risk margin of $7.978 million (2025 $7.063 million). The unearned premium liability in the account totalled $53.337 million (2025 $49.714 million) and the deficiency of $7.052 million (2025 $1.740 million) has been recorded as an unexpired risk liability.

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C9. FUTURE CLAIMS AND ASSOCIATED COSTS

	Notes	2026	2025
		$'000	$'000
Current		121 481	111 447
Non-current		305 749	281 415
		427 230	392 862
Represented by:			
Expected future claims payments		488 178	437 355
Claims handling provision		105 713	89 023
		593 891	526 378
Less discount to present value		(241 028)	(199 341)
		352 862	327 037
Risk margin		74 367	65 825
Liability for outstanding claims		427 230	392 862

Reconciliation of movement during the year

	2026	2025
Gross Liability		
Balance at 1 July	392 861	385 947
Provisions made	130 601	109 006
Payments made	(80 445)	(89 448)
Effects of changes in assumptions to prior year provisions	(15 787)	(12 644)
Balance at 30 June	427 230	392 861

Accounting Policy - Future claims and associated costs

The insurance liability covers claims reported but not yet paid, claims incurred but not reported, and claims incurred but not yet sufficiently reported, together with the anticipated direct and indirect costs of settling claims. The liability is estimated using actuarial techniques based on past claim experiences, current claim trends and other relevant information. All outstanding claims, including "long-tail" classes, are subject to independent actuarial assessment. "Long-tail" classes refer to claims not settled within one year of the incidence of risk.

The estimate of the QBCC's liability for future claims and associated costs is influenced by the effects of inflation and the discount rate used to obtain the present value of those estimated future costs. The discount rate is the projected "risk free" rate as at 30 June 2026.

The liability for outstanding claims for “long-tail” classes is measured at the present value of expected future payments. Payments are estimated on the basis of the ultimate cost for settling claims, including factors such as inflation. Such estimates are subject to uncertainty due to variations, which may affect components of the estimates. The expected future payments are discounted to present value at the balance date using market determined, risk-free discount rates.

The liability for outstanding claims is calculated using a “best estimate” methodology, which is a central estimate of likely future claim payments. This central estimate is intended to be neither optimistic nor pessimistic about future claims.

Refer to Note D1 for more details.

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Notes to the Financial Statements
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C9. FUTURE CLAIMS AND ASSOCIATED COSTS (continued)

Claims Development

The following table shows the development of net undiscounted outstanding claims for each underwriting year relative to the ultimate expected claims.

Underwriting year	2016 $	2017 $	2018 $	2019 $	2020 $	2021 $	2022 $	2023 $	2024 $	2025 $	2026 $	Total $
Estimate of ultimate claims cost[a,b]:												
At end of underwriting year	29,640,378	27,003,441	28,189,318	24,612,480	21,680,438	31,713,675	33,175,159	46,152,708	52,758,069	62,502,646	66,919,427	
One year later	25,817,769	27,838,578	26,177,202	17,628,599	17,137,832	38,754,320	43,616,305	47,819,722	53,536,549	62,320,021		
Two years later	27,289,236	25,389,310	21,019,056	16,495,690	19,854,047	47,576,710	45,283,399	49,721,213	50,136,327			
Three years later	24,183,647	23,388,914	21,122,412	19,439,314	17,310,708	53,469,839	47,307,354	47,665,556				
Four years later	22,315,526	22,709,988	24,556,665	17,964,653	16,908,559	51,393,970	49,460,913					
Five years later	23,273,356	25,323,801	22,635,728	16,829,446	14,421,209	49,207,292						
Six years later	25,385,462	22,878,948	21,404,826	15,365,543	13,692,101							
Seven years later	24,948,325	23,130,359	20,996,728	15,162,873								
Eight years later	26,023,448	22,404,036	20,394,550									
Nine years later	25,443,799	22,517,645										
Ten years later	25,349,657											
Current estimate of cumulative claims cost	25,349,657	22,517,645	20,394,550	15,162,873	13,692,101	49,207,292	49,460,913	47,665,556	50,136,327	62,320,021	66,919,427	422,826,362
Cumulative payments	24,417,185	21,098,824	18,306,688	12,048,199	9,060,176	37,966,818	36,402,780	29,829,219	14,780,641	5,588,068	313,749	209,812,349
Undiscounted outstanding claims	932,472	1,418,821	2,087,862	3,114,674	4,631,925	11,240,474	13,058,133	17,836,337	35,355,686	56,731,952	66,605,678	213,014,013
Undiscounted outstanding claims for prior underwriting years												628,124
Claims handling expenses (incl. claims management consultant expenses)												160,049,062
Event claims (future events only)												32,415,179
Non-reinsurance recoveries												(20,131,197)
Central estimate of outstanding claims												385,975,181
Discount												(49,458,837)
Discounted central estimate												336,516,344
Risk margin												52,038,081
Net insurance liability												388,554,425
Premium liability												60,389,069
Outstanding Claims Liability (Inflated and Discounted)												328,165,356

[a] The results displayed by underwriting year include costs related to defects, non-completion, subsidence, professional fees, known large builder insolvencies, and (where relevant) allowances for excess open disputes/claims waiting to be assessed, and are net of reinsurance recoveries. Claims management consultant expenses and costs related to future events are allowed for separately in the table.
[b] The 2026 diagonal includes an allowance for disputes and defective work claims waiting to be assessed.

Queensland Building and Construction Commission
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C9. FUTURE CLAIMS AND ASSOCIATED COSTS (continued)

Reinsurance receivables and future claims cost and associated cost

The QBCC relies on the Scheme Actuary to value reinsurance receivables and future claims and associated cost. The Scheme Actuary uses historical claims trends, the new business issued and expert models to arrive at a value.

The QBCC engaged the Scheme Actuary to prepare the insurance liabilities valuation as at 30 June 2026. The methodology adopted in this review is similar to the previous year.

The Scheme Actuary incorporated a prudential margin loading of 20.0% in relation to projected future claims in order to achieve a 75% confidence level that the outstanding claims provision would be adequate. No additional contingency margin was incorporated.

The table below sets out the adopted risk margin by claims type, after allowance for diversification benefits.

	Risk Margin	
	2026	2025
Defects	27.3%	19.1%
Non-Completion	30.2%	19.3%
Subsidence	29.0%	19.0%
Professional Fees	28.4%	19.6%
Total	21.9%	19.2%

To determine the appropriate risk margin the Scheme Actuary applied the approach recommended in “A Framework for Assessing Risk Margins”, a paper prepared by a taskforce of the Institute of Actuaries of Australia. That approach requires estimates of coefficients of variation (standard deviation as a proportion of the mean) and various correlations. To determine the assumptions the Scheme Actuary applied some high level statistical tests on QBCC’s claims experience, however, a considerable element of judgement is also required when selecting the assumptions.

The Scheme Actuary uses a number of methods to estimate the amount of undiscounted outstanding claims for each claim type. They are:

- Chain Ladder Method (in relation to claim numbers and payments)
- Payments Per Claim incurred Method
- Bornhuetter-Ferguson Method.
- Payments Per Claim Handled (PPCH) for Claims Management Consultant Expenses only.

The analysis was undertaken on an underwriting year basis with the adopted liabilities typically being a mix of the three methods. Notification delays for some claim types means that it is not possible to rely on the emerging experience for recent underwriting years. Generally, in these cases the Scheme Actuary relied more heavily on the Bornhuetter-Ferguson method, which produces results based on long term average claim frequency and severities.

The QBCC enters into agreements for reinsurance with external reinsurance companies. The rate of reinsurance is stated in the agreements and the rates are listed in Note B2-3. The reinsurance receivable amount is calculated based on the future claim cost and the rate of reinsurance at the time the policy was issued.

The key assumptions which are used to determine the Scheme's performance and the outstanding claims provisions are:

- various claims frequencies and average sizes (by claim type)
- external claims management cost from outsourced service provider
- inflation of claim costs
- discounting of projected future cash flows to allow for the time value of money
- event claims for claims relating to a single large event, such as builder insolvency
- claims handling expense which are the QBCC costs of managing claims.

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Notes to the Financial Statements
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C9. FUTURE CLAIMS AND ASSOCIATED COSTS (continued)

Reinsurance receivables and future claims cost and associated cost (continued)

The following average inflation rates and discount rates were used in measurement of the outstanding claims:

	2026	2025
• Inflation rate	7.00%	3.31%
• Discount rate (first year)	4.50%	3.30%

The weighted average time until liabilities are expected to be approved is estimated to be 3.1 years.

Sensitivity testing
As part of the bi-annual reporting, the Scheme Actuary performs sensitivity analysis to measure the impact of changes and quantify the Scheme's exposure through application of the following variables:

- inflation rate
- discount rate
- risk margin
- gross defects claims costs
- claims handling expenses

Impact of changes in valuation on Gross and Net Outstanding Claims Provision:

June 2026	Gross Outstanding Claims Provision $m		Net Outstanding Claims Provision $m	
	504.583		388.554	
Change to Valuation	Change in Gross Provision $m	Difference	Change in Net Provision $m	Difference
4% p.a. long term inflation rate (the valuation assumes 3.3% p.a.)	6.968	1.4%	5.417	1.4%
2% p.a. long term inflation rate (the valuation assumes 3.3% p.a.)	(13.695)	(2.7%)	(10.642)	(2.7%)
Short-term inflation remains elevated for 1 year instead of 2 years	(10.781)	(2.1%)	(8.259)	(2.1%)
Short-term inflation remains elevated for 3 years instead of 2 years	14.933	3.0%	11.485	3.0%
Short-term inflation is elevated at 10% p.a. instead of 7% p.a.	13.806	2.7%	10.572	2.7%
Short-term inflation is elevated at 5% p.a. instead of 7% p.a.	(9.183)	(1.8%)	(7.032)	(1.8%)
1% p.a. increase to the discount rates	(13.422)	(2.7%)	(10.668)	(2.7%)
1% p.a. decrease to the discount rates	14.198	2.8%	11.298	2.9%
Risk margin increased from 20% to 22%	7.437	1.5%	5.204	1.3%
Risk margin decreased from 20% to 18%	(7.437)	(1.5%)	(5.204)	(1.3%)
Gross defects claims costs for the large builders increase by $10M in aggregate	14.863	2.9%	8.047	2.1%
Non-reinsurance recovery costs assumption increases from 35% to 45%	5.219	1.0%	5.219	1.3%
Non-reinsurance recovery costs assumption decreases from 35% to 25%	(5.219)	(1.0%)	(5.219)	(1.3%)
Claims handling expenses assumption increases from 28.6% to 32.6%	12.904	2.6%	12.904	3.3%
Claims handling expenses assumption decreases from 28.6% to 24.6%	(12.904)	(2.6%)	(12.904)	(3.3%)
20% increase in the number of claims management consultant expenses claims handled	11.503	2.30%	10.644	2.70%

June 2025	Gross Outstanding Claims Provision $m		Net Outstanding Claims Provision $m	
	454.286		336.493	
Change to Valuation	Change in Gross Provision $m	Difference	Change in Net Provision $m	Difference
4% p.a. long term inflation rate (the valuation assumes 3.3% p.a.)	9.288	2.0%	7.018	2.1%
2% p.a. long term inflation rate (the valuation assumes 3.3% p.a.)	(16.971)	(3.7%)	(12.814)	(3.8%)
1% p.a. increase to the discount rates	(12.293)	(2.7%)	(9.469)	(2.8%)
1% p.a. decrease to the discount rates	13.017	2.9%	10.041	3.0%
Risk margin increased from 20% to 22%	6.582	1.4%	4.383	1.3%
Risk margin decreased from 20% to 18%	(6.582)	(1.4%)	(4.383)	(1.3%)
Gross defects claims costs for the large builders increase by $10M in aggregate	14.645	3.2%	8.221	2.4%
Non-reinsurance recovery costs assumption increases from 45% to 55%	3.774	0.8%	3.774	1.1%
Non-reinsurance recovery costs assumption decreases from 45% to 35%	(3.774)	(0.8%)	(3.774)	(1.1%)
Claims handling expenses assumption increases from 26.4% to 30.4%	12.088	2.7%	12.088	3.6%
Claims handling expenses assumption decreases from 26.4% to 22.4%	(12.088)	(2.7%)	(12.088)	(3.6%)
20% increase in the number of claims management consultant expenses claims handled	6.362	1.40%	5.717	1.70%

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C10. NET CLAIMS INCURRED

Current period claims related to risks borne in the current reporting period. Prior period claims relate to a reassessment of the risks borne in the previous reporting period.

	2025-26			2024-25		
	Current Year $'000	Prior Years $'000	Total $'000	Current Year $'000	Prior Years $'000	Total $'000
Gross claims incurred and related expenses - undiscounted	168 283	(16 934)	151 349	130 872	(42 216)	88 656
Reinsurance and other recoveries - undiscounted	(41 702)	4 299	(37 403)	(24 455)	10 299	(14 156)
Net claims incurred - undiscounted	126 581	(12 635)	113 946	106 417	(31 917)	74 500
Discount and discount movement - gross claims incurred	(24 056)	4 570	(19 486)	(12 810)	21 696	8 886
Discount and discount movement - reinsurance and other recoveries	6 755	(1 005)	5 750	457	(5 144)	(4 687)
Net discount movement	(17 301)	3 565	(13 736)	(12 353)	16 552	4 199
Total discounted net incurred claims	109 280	(9 070)	100 210	94 064	(15 365)	78 699

	2026 $'000	2025 $'000
Other recoveries undiscounted		
Claims recoverable from licensees	66 759	62 434
Allowance for impaired receivables	(56 167)	(57 671)
	10 592	4 763
Reinsurers' portion	(4 571)	(1 913)
Total undiscounted recoveries	6 021	2 850
Total discounted net incurred claims	85 385	59 085
Add: other recoveries undiscounted	(6 134)	(3 094)
Underwriting claims	79 251	55 990

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SECTION 4
NOTES ABOUT RISKS AND OTHER ACCOUNTING UNCERTAINTIES

D1. FAIR VALUE MEASUREMENT

D1-1. Accounting Policies and Basis for Fair Value Measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date under current market conditions (i.e. an exit price) regardless of whether that price is derived from observable inputs or estimated using another valuation technique.

Observable inputs are publicly available data relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the QBCC include, but are not limited to, share prices, inflation rate, interest rate, and government bond rates.

Unobservable inputs are data, assumptions and judgments that are not available publicly, but are relevant to the characteristics of the assets/liability being valued. Significant unobservable inputs used by the QBCC include, but are not limited to, average claim size, ultimate claims rate, large claims loading, and claims handling expense ratio. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets/liabilities.

All assets and liabilities of the QBCC for which fair value is measured or disclosed in the financial statements are categorised by the rankings below, based on the data and assumptions used in the most recent specific appraisals:

- Level 1 – represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities
- Level 2 – represents fair value measurements that are substantially derived from inputs (other than quoted prices included within Level 1) that are observable, either directly or indirectly
- Level 3 – represents fair value measurements that are substantially derived from unobservable inputs.

There were no transfers of assets between fair value hierarchy levels during the period.

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D1. FAIR VALUE MEASUREMENT (continued)

D1-2. Hierarchy of Assets Measured at Fair Value

The following table presents the QBCC's assets measured and recognised at fair value at 30 June 2026. There have been no transfers between Level 1 and Level 2 during the current financial period.

As at 30 June 2026

	Classification according to fair value hierarchy			Total Carrying Amount
	Level 1	Level 2	Level 3	2026
	$'000	$'000	$'000	$'000
Financial Assets				
Investments	-	882 025	-	882 025
Total	-	882 025	-	882 025

As at 30 June 2025

	Classification according to fair value hierarchy			Total Carrying Amount
	Level 1	Level 2	Level 3	2025
	$'000	$'000	$'000	$'000
Financial Assets				
Investments	-	738 996	-	738 996
Total	-	738 996	-	738 996

Valuation Techniques

Investments

Investments are with Queensland Treasury Corporation (QTC) and Queensland Investment Corporation Limited (QIC) and measured at fair value based on the current redemption value of the funds as advised by the respective organisation. The QBCC invests in the following funds:

- QTC capital guaranteed cash fund
- QIC cash enhanced fund
- QIC long term diversified fund

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D2. FINANCIAL RISK DISCLOSURES

D2-1. Financial Instrument Categories

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the QBCC becomes party to the contractual provisions of the financial instrument. The QBCC has the following categories of financial assets and financial liabilities:

Category	Notes	2026 $'000	2025 $'000
Financial assets			
Cash and cash equivalents	C1	48 581	29 980
Receivables	C2	30 834	28 952
Investments		835 091	711 517
Total		914 506	770 449
Financial liabilities			
Payables	C6	62 024	63 690
Other liabilities		2 689	2 818
Total		64 713	66 508

No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position.

D2-2. Financial Risk Management

The QBCC's activities expose it to a variety of financial risks - credit risk, liquidity risk and market risk.

Financial risk management was implemented pursuant to Queensland Government requirements and policies approved by the Board. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the QBCC.

All financial risk is managed by the Financial Services Division under policies approved by the Board. The Board provided written principles for overall risk management, as well as policies covering specific areas.

The QBCC measures risk exposure using a variety of methods:

Risk Exposure	Measurement method
Credit risk	Ageing analysis, earnings at risk
Liquidity risk	Sensitivity analysis
Market risk	Interest rate risk and price risk

Credit Risk Exposure

Credit risk exposure refers to the situation where the QBCC may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial assets (disclosed in Note C2 and D1-2) was the gross carrying amount of those assets inclusive of any provision for impairment.

The QBCC manages credit risk through the use of a credit management strategy. This strategy aims to reduce exposure to credit default by ensuring that the QBCC invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on an ongoing basis.

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D2. FINANCIAL RISK DISCLOSURES (continued)

D2-2. Financial Risk Management (continued)

Market Risk
The QBCC does not trade in foreign currency and is not materially exposed to commodity price changes. The QBCC is exposed to interest rate risk and price risk through its leases, investments with QTC, QIC and cash deposited in interest bearing accounts.

Interest Rate Sensitivity Analysis
The QBCC has cash and cash equivalents, leases and investments that are impacted by interest rate risk. The impact of this is not material to disclose a sensitivity analysis.

Price Risk
Price risk relates to QBCC's investments in funds managed by QTC and QIC. The QBCC currently invests in the QTC capital guaranteed cash fund, QIC cash enhanced fund and QIC long term diversified fund in accordance with the QBCC investment powers under th*e Statutory Bodies Financial Arrangements Act 1982*. The fund most impacted by price risk is the QIC long term diversifed fund. The price risk is actively managed by QIC by diversifying the investment mix.

D2-3. Liquidity Risk - Contractual Maturity of Financial Liabilities

Liquidity risk refers to the situation where the QBCC may encounter difficulty in meeting obligations associated with financial liabilities that are settled by cash or another financial asset.

The QBCC is exposed to liquidity risk in respect of its payables.

The QBCC manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring the QBCC has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved through a daily examination of cash requirements to ensure various bank accounts hold the minimum cash requirements for immediate use and that medium-term requirements are held with QTC in order to maximise opportunity gains. Long-term requirements are invested in various QIC products.

	2026 Payable in		
	<1 year $'000	>1 years $'000	Total $'000
Financial liabilities			
Payables	62 024	-	62 024
Other Liabilities	522	2 167	2 689
Total	62 546	2 167	64 713

	2025 Payable in		
	<1 year $'000	>1 years $'000	Total $'000
Financial liabilities			
Payables	63 690	-	63 690
Other Liabilities	2 311	507	2 818
Total	66 001	507	66 508

D3. CONTINGENT LIABILITIES

Building Disputes
The QBCC currently manages building disputes which, once resolved, may result in litigation against the QBCC. At this stage it is not possible to determine the outcome to disputes or to quantify if any liability exists.

Financial Guarantees and Associated Credit Risk
The QBCC has no financial guarantees.

D4. EVENTS OCCURRING AFTER THE REPORTING DATE

There have been no events that have arisen subsequent to the reporting date that may significantly affect the operation of the QBCC.

Queensland Building and Construction Commission
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D5. FUTURE IMPACT OF ACCOUNTING STANDARDS NOT YET EFFECTIVE

At the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standards issued but future effective dates are set out below:

AASB 17 Insurance Contracts

AASB 17 establishes principles for recognition, measurement, presentation and disclosure of insurance contracts including reinsurance contracts. It follows review of the general revenue standard and is directly linked to International Financial Reporting Standard 17.

AASB 2022-9 *Amendments to Australian Accounting Standards - Insurance Contracts in the Public Sector* makes amendments to AASB 17 *Insurance Contracts*. The amendment standard is effective on or after 1 July 2026. The main modifications to AASB 17 include providing public sector entities with:
(a) pre-requisites, indicators and other considerations that need to be judged to identify arrangements that fall within the scope of AASB 17 in a public sector context;
(b) an exemption from sub-grouping onerous versus non-onerous contracts at initial recognition;
(c) an exemption from sub-grouping contracts issued no more than a year apart;
(d) an amendment to the initial recognition requirements so that they do not depend on when contracts become onerous; and
(e) an accounting policy choice to measure liabilities for remaining coverage applying the premium allocation approach.

The QBCC has determined that the policies issued under the Queensland Home Warranty Scheme (QHWS) within the scope of AASB 17 and the amendments in AASB 2022-9. The standard is effective for the QBCC for reporting period beginning 1 July 2026.

Aggregation
The QBCC has elected to group all policies as one portfolio for insurance contracts with no further disaggregation as available under the exemption in AASB 2022-9. The QBCC has also elected to group all reinsurance contracts into a single portfolio.

Measurement
The QBCC will measure all insurance and reinsurance contracts by applying the Premium Allocation Approach (PAA) as allowed under AASB 2022-9 for public sector entities.

Risk Adjustment
The risk adjustment must be performed for the calculation of liability for incurred claims (LIC), which is the projected future cash flows expected to be paid for claims. The risk adjustment is defined as the compensation required for bearing the uncertainty that arises from non-financial risk. The QBCC will use 20% of the expected value of future cash flows for the risk adjustment from 1 July 2026.

Discount Rate
QBCC is not required to discount the cash flows of liability for remaining coverage (LRC) under the PAA approach unless there is a significant financing component. However, cash flows of the LIC will need to be discounted. The QBCC will use the bottom-up approach.

Presentation and disclosure
AASB 17 prescribes changes to the presentation of statement of comprehensive income and statement of financial position as well as increased disclosures which will be included in the financial statements from 2026-2027.

Transition
AASB 17 is to be applied retrospectively to all insurance contracts on the transition date unless it is impractical to do so, in which case a modified retrospective or fair value approach may be applied. The QBCC will use the full retrospective approach.

Financial Impact
On transition to AASB 17 on 1 July 2026, the impact on the net assets is expected to be a $2.6 million increase. This difference is due to discounting the cash flows of the insurance liabilities using a higher discount rate that includes an illiquidity premium as part of the bottom-up approach. This reduces the value of the net insurance liabilities from $388.6 million at 30 June 2026 (discounted at risk-free rates) to $386.0 million (discounted at risk-free plus illiquidity premium).

Queensland Building and Construction Commission
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D5. FUTURE IMPACT OF ACCOUNTING STANDARDS NOT YET EFFECTIVE (continued)

AASB 18 Presentation and Disclosure in Financial Statements

AASB 18 applies to not-for-profit public sector entities for annual reporting periods beginning on or after 1 January 2028, which will be the 2028-29 financial year for the QBCC. This standard sets out new requirements for the presentation of the Statement of Comprehensive Income, requires new disclosures about management-defined performance measures and removes existing options in the classification of dividends and interest received and interest paid in the Statement of Cash Flows. AASB 18 will only affect presentation and disclosure, it will not affect the recognition or measurement of any reported amounts.

In October 2025, the AASB released Exposure Draft ED 338 which proposed several amendments that, if legislated, would permit relief from the majority of the presentation and disclosure requirements by not-for-profit public sector via an explicit accounting policy choice. The QBCC will further assess the expected impacts of AASB 18 in subsequent reporting periods once the AASB issues a final amending standard and Queensland Treasury has communicated its policy intentions in respect of accounting policy choices permitted by the standard.

D6. GOING CONCERN

The consolidated financial statements have been prepared on the assumption that QBCC will continue as a going concern.

Management remains confident that QBCC will be able to continue as a going concern. This assumes QBCC will be able to continue trading and realise assets and discharge liabilities in the ordinary course of business for at least 12 months from the date of the consolidated financial statements. In determining this position, management have considered the following factors:

- Operating surplus from continuing operations of $98,943,000 (2025: $108,828,000 surplus)
- Net asset position of $448,175,000 (2025: $349,232,000)
- Net cash provided from operating activities of $140,804,000 (2025: $136,748,000)

Based on the above factors and the ongoing support of the QBCC from the Queensland Government including the provision of funding to support operational needs as required, management consider that the QBCC will be able to meet its debts as and when they fall due for at least a period of 12 months from the date of the consolidated financial statements.

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

SECTION 5
NOTES ON OUR PERFORMANCE COMPARED TO BUDGET

E1 BUDGETARY REPORTING DISCLOSURES

This section contains explanations of major variances between the QBCC's actual 2025-26 financial results and the original budget presented to Parliament.

E1-1 EXPLANATIONS OF MAJOR VARIANCES - Statement of Comprehensive Income

Licence revenue	The increase in licence revenue is due to higher than budgeted licence renewal and application income due to activity in the industry.
Premium revenue and Insurance administration fees revenue	The increase in premium and insurance administration fees revenue is due to industry activity and increase in building costs which determines insurance premiums.
Reinsurance and other recoveries revenue	The decrease in reinsurance and other recoveries revenue is due to a decrease in claim recovery debts and a decrease in the reinsurers' share of claims approved.
Investment revenue	The increase in investment revenue is due to the investment performance of the QIC long term diversified fund and the cash and investments held were higher due to industry activity.
Other revenue	The increase in other revenue is due to release of funding centrally held for 2025-26 based on cashflows and approval from Queensland Treasury.
Outward reinsurance	The increase in outward reinsurance is due to the higher number of policies issued resulting in an increased reinsurer share of premiums received.
Claims approved and charged	The increase in claims approved and charged is mainly due to an actuarial assessment of the future claims provision.
Impairment losses on financial assets	The decrease in impairment losses on financial assets is due to lower claim recoveries income resulting in lower claim debts provisioned for write off.
Other expenses	The increase in other expenses is due to the returned unspent funding relating to prior years to Queensland Treasury (through the Department of Housing and Public Works) as a result of a CBRC decision.

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

E1 BUDGETARY REPORTING DISCLOSURES (continued)

E1-2 EXPLANATIONS OF MAJOR VARIANCES - Statement of Financial Position

Cash and cash equivalents	The increase in cash and cash equivalents is due to the increased General Fund cash holding from the funding released in 2025-26.
Receivables	The decrease in receivables is due to a decrease in claims recoveries debts aligned in claim numbers.
Other financial assets	The increase in other financial assets is due to increased cash flow from insurance premiums as a result of industry activity and higher unrealised gains in investments.
Other current assets	The increase in other current assets is due to a higher than budgeted reinsurers' share of unearned premium as a result of increased number of insurance policies issued in 2025-26 due to activity in the industry.
Non-current reinsurance receivables	The decrease in non-current reinsurance receivables is due to a decrease in the provision for reinsurers' share of future claims provision as a result of an actuarial assessment for the change in reinsurance quota share for 2025-26 which was not forecast in the budget.
Payables	The decrease in payables is due to a decrease in the reinsurers' share of recovery income as a decrease in claim recovery debts.
Unearned income liability	The increase in unearned income liability is due to industry activity resulting in an increased number of insurance policies issued in 2025-26.
Future claims and associated costs	The increase in future claims and associated costs is due to the actuarial assessment of the Scheme.

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

E1 BUDGETARY REPORTING DISCLOSURES (continued)

E1-3 EXPLANATIONS OF MAJOR VARIANCES - Statement of Cash Flows

Received from licence fees	The increase in the cashflow from licence fees is due to higher income from licensing fees with the industry activity.
Received from insurance administration fees	The increase in cash received from insurance administration fees is due to industry activity and increase in building costs which determines insurance premiums and reinsurer insurance administration fee.
Received from interest	The increase in cash received from interest is due to the investment performance of the QIC long term diversified fund and increase in the cash rate.
GST input tax credits from ATO	The increase in GST input tax credits from the ATO is due to higher payments to suppliers for QBCC's digital transformation.
GST collected from customers	The increase in GST collected from customers is due to higher cash received for insurance income due to industry activity and cost of building which determines insurance premiums.
Received from other revenue	The increase in received from other revenue is due to release of funding centrally held for 2025-26.
Payments to employees	The decrease in payments to employees is due to vacant positions during the financial year as a result of a challenging recruitment market.
Payments to suppliers	The increase in payments to suppliers is due to the return of unspent funding relating to prior years to government.
GST paid to suppliers	The increase in GST paid to suppliers is higher aligned to higher payments to suppliers for QBCC's digital transformation.
GST remitted to ATO	The increase in the GST remitted to the ATO is due to higher GST collected from customers due to industry activity.
Received from premiums	The increase in cash received from premiums is due to industry activity and increase in building costs which determines insurance premiums.
Payments to reinsurers	The increase in payments to reinsurers is due to the increased reinsurer share of premiums received due to higher premiums.
Claims paid	The decrease in claims paid is mainly due to lower than budgeted claims for defects and subsidence during the financial year.
Deposits in investments	The increase in deposit in investment is due to the higher premium collected due to the activity in the industry.
Payments for investments	The increase in payment for investments is due to higher investment performance of the QIC long term diversified fund.
Investments redeemed	The increase in investments redeemed is due to cash required for General Fund operational requirements.

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

SECTION 6
OTHER INFORMATION

F1. KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES

Details of Key Management Personnel

The QBCC's responsible Minister, the Minister for Housing and Public Works and Minister for Youth, is identified as part of the QBCC's KMP, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*.

The following details for non-Ministerial KMP reflect those positions that had authority and responsibility for planning, directing and controlling the activities of the QBCC during 2025-26 and 2024-25.

The appointment authority for QBCC's key management personnel is set by the *QBCC Act*.

Position [1.]	Position Responsibility
CEO & Commissioner	Strategically lead and manage the QBCC to deliver its services to the building and construction industry and its customers. The position is also the Executive Officer of the Queensland Building and Construction Employing Office.
Assistant Commissioner Regulatory Operations*	Strategically lead and manage the regulatory and technical workforce and focus on the role of technical standards and building products in the regulation of the building and construction industry
Assistant Commissioner Regulatory Standards and Support*	Strategically lead and manage the regulatory standards, financial compliance, regions and contact centre. This position assists the Service Trades Council (STC) which was established through the *Plumbing and Drainage Act 2018*.
Chief Financial Officer*	Strategically lead and manage the Commission's financial services including finance, insurance, facilities and procurement functions.
Chief Operating Officer*	Strategically lead and manage the Commission's functions of financial services, digital and information, people and culture, legal and legislation, and integrity and risk. The position was created effective 1 December 2025 due to a restructure and realignment of functions under key management personnel.
Company Secretary*	Strategically lead and manage the secretariat functions for the QBC Board, Committees, Service Trades Council and its panels.
General Counsel *(retitled from Chief Legal Officer)**	Strategically lead and manage the legal and right to information and privacy functions of the QBCC. This role also provides legal support to the Board. The position was renamed effective 1 December 2025 due to a restructure and realignment of functions under key management personnel resulting in a change in title.
General Manager Digital and Information *(retitled from Chief Digital and Information Officer)**	Strategically lead and manage the digital and information services functions of the QBCC. The position was renamed effective 1 December 2025 due to a restructure and realignment of functions under key management personnel resulting in a change in title.
General Manager Integrity and Risk *(retitled from Chief Integrity and Risk Officer)**	Strategically lead and manage the ethics, assurance, strategy, governance and risk functions of the QBCC. Provides guidance and leadership of the Adjudication Registry and Mediation and Conciliation. The position was renamed effective 1 December 2025 due to a restructure and realignment of functions under key management personnel resulting in a change in title.
General Manager People and Culture *(retitled from Chief Human Resources Officer)**	Strategically lead and manage the human resources, payroll and employee relations functions of the QBCC. The position was renamed effective 1 December 2025 due to a restructure and realignment of functions under key management personnel resulting in a change in title.

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

F1. KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES (continued)

Position	Position Responsibility
Head of Stakeholder Relations*	Strategically lead and manage the communications and stakeholder relations division. The position was created effective 1 December 2025 due to a restructure and realignment of functions under key management personnel.
Head of Transformation and Change*	Strategically lead and manage enterprise-wide transformation, change and delivery. The position was created effective 1 December 2025 due to a restructure and realignment of functions under key management personnel.
Chief Building Regulator*	Strategically led and managed the Commission's regulatory and technical services. This position was abolished from 12 January 2026.
Chief Customer and Strategy Officer*	Strategically led and managed the customer, communications and strategy divisions. This position was abolished from 1 December 2025.
Executive Director Regulatory Practice and Engagement*	Strategically led and managed the regulatory practice and engagement functions. This position was abolished from 1 December 2025.

* Indicates employees of the QBCEO

1. From 1 December 2025, the QBCC undertook a restructure, realigning functions under key management personnel, therefore creating positions, abolishing positions, re-titling positions and adjusting position responsibilities.

KMP Remuneration Policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The QBCC does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements as from 2025-26, which are published as part of Queensland Treasury's Report on State Finances.

Remuneration policy for the QBCC's other KMP is set by the QBCC. The remuneration and other terms of employment for the KMP are specified in employment contracts. The contracts may provide for the provision of other non-monetary benefits.

Remuneration expenses for these KMP comprise the following
- Short-term employee expenses which include:
  - salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year during which the employee occupied the specified positions.
  - performance bonuses are not in place under the current contracts.
- Long-term employee expenses include amounts expensed in respect of long service leave entitlements earned.
- Post-employment expenses include amounts expensed in respect of employer superannuation obligations.
- Termination benefits are not provided for within individual contracts of employment for disciplinary, incapacity or employee-initiated terminations. Contracts of employment provide for notice periods or payment in lieu of notice on termination regardless of reason for termination. Contracts can allow for separation payment for termination of contracts or for non-renewal of contracts.

Queensland Building and Construction Commission
Notes to the Financial Statements
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F1. KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES (continued)

Remuneration Expenses

The following disclosures focus on the expenses incurred by the QBCC attributable to non-Ministerial KMP during the respective reporting periods. The amounts disclosed are determined on the same basis as expenses recognised in the Statement of Comprehensive Income.

1 July 2025 - 30 June 2026	Short Term		Long Term	Post-Employment	Termination Benefits	Total Expenses
Position (date resigned if applicable)	Monetary $'000	Non-Monetary $'000	$'000	$'000	$'000	$'000
CEO & Commissioner	561	-	13	68	-	642
Assistant Commissioner Regulatory Operations	229	-	4	31	-	264
Assistant Commissioner Regulatory Standards and Support	241	-	7	31	-	279
Chief Financial Officer	262	-	6	32	-	300
Chief Operating Officer (from 12/01/2026)	154	-	3	14	-	171
Company Secretary	216	-	5	26	-	247
General Counsel	233	-	4	29	-	266
General Manager Digital and Information (until 26/12/2025)	119	-	-	15	-	134
General Manager Digital and Information (from 25/02/2026)	80	-	2	10	-	92
Chief Human Resources Officer (until 30/09/2025) [1.]	64	-	(12)	30	179	261
General Manager People and Culture (from 15/12/2025)	133	-	3	16	-	152
General Manager Integrity and Risk	276	-	8	35	-	319
Head of Stakeholder Relations (from 04/05/2026)	43	-	1	5	-	49
Head of Transformation and Change (from 02/03/2026)	90	-	2	11	-	103
Chief Building Regulator (until 12/01/2026) [1.]	226	-	(12)	33	-	247
Chief Customer and Strategy Officer (until 10/10/2025) [1.]	62	-	(2)	8	-	68
Chief Customer and Strategy Officer (from 11/10/2025 until 30/11/2025)	73	-	3	10	-	86
Executive Director Regulatory Practice and Engagement (until 28/11/2025)	87	-	3	11	229	330
Total Remuneration	3,149	-	38	415	408	4,010

The remuneration expenses outlined above relate to the position. Where relevant, acting arrangements have been aggregated for multiple periods of acting and are included in the amounts reported.

1. The negative long term balances are due to the reversal of the long service leave provision.

Queensland Building and Construction Commission
Notes to the Financial Statements
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F1. KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES (continued)

Remuneration Expenses (continued)

1 July 2024 - 30 June 2025	Short Term		Long Term	Post-Employment	Termination Benefits	Total Expenses
Position (date resigned if applicable)	Monetary $'000	Non-Monetary $'000	$'000	$'000	$'000	$'000
CEO & Commissioner (from 12 May 2025)	78	-	2	9	-	89
Interim CEO & Commissioner (from 29 March 2025 until 11 May 2025)	50	-	-	6	-	56
CEO & Commissioner (until 28 March 2025)	444	-	13	23	-	480
Assistant Commissioner Regulatory Operations	263	-	9	32	-	304
Assistant Commissioner Regulatory Standards and Support	244	-	6	31	-	281
Chief Building Regulator	286	-	7	33	-	326
Chief Customer and Strategy Officer (leave from 18/09/2024 until 30/06/2025)	52	6	1	6	-	65
Chief Customer and Strategy Officer (acting from 18/09/2024 until 30/06/2025)	200	-	11	27	-	238
Chief Digital and Information Officer	241	-	6	29	-	276
Chief Financial Officer	255	-	6	31	-	292
Chief Human Resources Officer	234	-	5	29	-	268
Chief Integrity and Risk Officer	272	-	8	34	-	314
Chief Legal Officer	244	-	12	31	-	287
Company Secretary (from 05/05/2025)	33	-	-	4	-	37
Executive Director Regulatory Practice and Engagement	206	-	5	26	-	237
Total Remuneration	3,102	6	91	351	-	3,550

The remuneration expenses outlined above relate to the position. Where relevant, acting arrangements have been aggregated for multiple periods of acting and are included in the amounts reported.

Queensland Building and Construction Commission
Notes to the Financial Statements
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F2. BOARD DISCLOSURES

The Board decides the strategies and the administrative, operational and financial policies to be followed by the QBCC ensuring the QBCC performs its functions and exercises its powers in an efficient, effective and proper way.

The QBC Board consists of seven members appointed by the Governor-in-Council. The members are employed under the *QBCC Act*.

CURRENT BOARD

Member	Date of original appointment	Date of re-appointment	Date ceased from position
Greg Chemello (Chair)	17/04/2025		
Debra Robinson (Deputy Chair)	1/12/2025		
Gerard Benedet	1/12/2025		
Amelia Hodge	17/04/2025		
Miriam Kent	1/12/2025		
Christopher Mountford	1/12/2025		
Sally Noonan	1/12/2025		
Previous Board			
Michelle James (Chair)	1/12/2016	1/12/2022	26/02/2025
John Anderson (Deputy Chair)	1/12/2022		30/11/2025
Suzanne Baker	1/12/2022		15/12/2024
Colin Cassidy	1/12/2022		30/11/2025
Christopher Edwards	1/12/2022		30/11/2025
Meg Frisby	1/12/2019	1/12/2022	30/11/2025
Robyn Petrou	1/12/2022		30/11/2025

BOARD MEMBER REMUNERATION

	2026 $'000	2025 $'000
Greg Chemello (Chair)	72	11
Debra Robinson (Deputy Chair)	26	-
Gerard Benedet	26	-
Amelia Hodge	39	6
Miriam Kent	26	-
Christopher Mountford	26	-
Sally Noonan	26	-
Previous Board		
Michelle James (Chair)	-	38
John Anderson (Deputy Chair)[1]	12	28
Suzanne Baker	-	14
Colin Cassidy	12	28
Christopher Edwards	12	28
Meg Frisby	12	28
Robyn Petrou	12	28
	301	209

Queensland Building and Construction Commission
Notes to the Financial Statements
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F3. RELATED PARTY TRANSACTIONS

Transactions with people/entities related to the QBCC

No transactions with related parties of key management personnel occurred during the financial year.

Transactions with other Queensland Government-controlled entities

As outlined in Note D1-2, the QBCC has investments in QTC and QIC investment products.

The QBCC received funds from Queensland Treasury (through the Department of Housing and Public Works) to support business as usual operations $59,500,000 and $15,168,508 funding from the Queensland Government Digital Fund for digital transformation. In 2024-25, the QBCC also received funding to support business as usual operations $45,000,000 and $1,407,198 funding for the impact of zero indexation of fees and charges. This is reflected in Note B1-6 and accumulated surplus in the Statement of Financial Position.

The QBCC returned unspent funding relating to prior years to Queensland Treasury (through the Department of Housing and Public Works) of $23,000,000. This is reflected in Note B2-8 and accumulated surplus in the Statement of Financial Position.

The QBCC had multiple contractual arrangements during the financial year with the Queensland Government Accommodation Office (QGAO) for the supply and management of office accommodation. Payments for four arrangements to QGAO in this financial year are $4,668,665 (2025: $409,487).

There were no other material transactions with other Queensland Government-controlled entities during the financial year.

Queensland Building and Construction Commission
Notes to the Financial Statements
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F4. SEGMENT INFORMATION

The QBCC is comprised of a General Statutory Fund and an Insurance Fund. The General Statutory Fund derives the majority of its revenue from self-generated fees received for licensing building industry contractors under the QBCC Act and funding from Government. The Insurance Fund derives its revenue from underwriting premiums and administration fees from operating the Scheme.

2025-26	General Statutory Fund $'000	Insurance Fund $'000	Total $'000
Income			
Licence revenue	56 373	-	56 373
Premium revenue	-	174 028	174 028
Insurance administration fees revenue	-	81 127	81 127
Reinsurance and other recoveries revenue	-	77 879	77 879
Investment revenue	2 481	68 644	71 125
Non-recurrent funding from DHPW	74 669	-	74 669
Other revenue	10 916	80	10 996
Gains on disposals/ revaluation of assets	148	-	148
Total Income	144 587	401 758	546 345
Expenses			
Outward reinsurance	-	76 889	76 889
Claims approved and charged	-	95 852	95 852
Employee expenses	109 802	6 382	116 184
Supplies and services	55 984	16 927	72 911
Depreciation and amortisation	3 213	-	3 213
Impairment losses	1 220	56 340	57 560
Finance/borrowing costs	73	-	73
Other expenses	24 720	-	24 720
Total Expenses	195 012	252 390	447 403
Interfund Transfer	50 466	(50 466)	-
Operating Result	41	98 902	98 943

2024-25	General Statutory Fund $'000	Insurance Fund $'000	Total $'000
Income			
Licence revenue	55 187	-	55 187
Premium revenue	-	137 372	137 372
Reinsurance and other recoveries revenue	-	62 473	62 473
Insurance administration fees revenue	-	71 963	71 963
Investment revenue	2 470	58 723	61 193
Non-recurrent funding from DHPW	46 407	-	46 407
Other revenue	9 962	86	10 048
Gains on disposals/ revaluation of assets	371	-	371
Total Income	114 397	330 617	445 014
Expenses			
Outward reinsurance	-	44 280	44 280
Claims approved and charged	-	67 834	67 834
Employee expenses	101 917	4 300	106 217
Supplies and services	42 654	10 462	53 116
Depreciation and amortisation	4 665	-	4 665
Impairment losses	868	57 772	58 640
Finance/borrowing costs	94	-	94
Other expenses	1 340	-	1 340
Total Expenses	151 538	184 648	336 186
Interfund Transfer	44 976	(44 976)	-
Operating Result	7 835	100 993	108 828

Queensland Building and Construction Commission
Notes to the Financial Statements
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F4. SEGMENT INFORMATION (continued)

30 June 2026	General Statutory Fund $'000	Insurance Fund $'000	Total $'000
Consolidated Entity			
Current Assets			
Cash and cash equivalents	36 961	11 620	48 581
Receivables	4 732	26 102	30 834
Reinsurance receivables	-	31 446	31 446
Other financial assets	-	835 091	835 091
Other current assets	13 030	17 029	30 059
Total Current Assets	54 723	921 288	976 011
Non-Current Assets			
Reinsurance receivables	-	67 619	67 619
Property, plant and equipment	7 232	-	7 232
Other non-current assets	2 609	-	2 609
Total Non-Current Assets	9 841	67 619	77 460
Total Assets	64 564	988 907	1 053 471
Current Liabilities			
Payables	8 277	53 747	62 024
Accrued employee benefits	11 414	679	12 093
Unearned income liability	-	85 223	85 223
Future claims and associated costs	-	121 481	121 481
Other current liabilities	522	-	522
Total Current Liabilities	20 213	261 130	281 343
Non-Current Liabilities			
Accrued employee benefits	14 471	981	15 452
Provisions	585	-	585
Future claims and associated costs	-	305 749	305 749
Other non-current liabilities	2 167	-	2 167
Total Non-Current Liabilities	17 223	306 729	323 953
Total Liabilities	37 437	567 859	605 296
Net Assets	27 127	421 048	448 175
Equity			
Contributed equity	1 169	-	1 169
Accumulated surplus	25 958	421 048	447 006
Total Equity	27 127	421 048	448 175

Queensland Building and Construction Commission
Notes to the Financial Statements
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F4. SEGMENT INFORMATION (continued)

30 June 2025	General Statutory Fund $'000	Insurance Fund $'000	Total $'000
Consolidated Entity			
Current Assets			
Cash and cash equivalents	11 423	18 557	29 980
Receivables	4 150	24 802	28 952
Reinsurance receivables	-	33 232	33 232
Other financial assets	34 037	677 480	711 517
Other current assets	10 359	8 381	18 740
Total Current Assets	59 969	762 452	822 421
Non-Current Assets			
Reinsurance receivables	-	74 591	74 591
Property, plant and equipment	4 844	-	4 844
Other non-current assets	2 368	-	2 368
Total Non-Current Assets	7 212	74 591	81 803
Total Assets	67 181	837 043	904 224
Current Liabilities			
Payables	9 838	53 852	63 690
Accrued employee benefits	12 507	568	13 075
Provisions	418	-	418
Unearned income liability	-	66 850	66 850
Future claims and associated costs	-	111 447	111 447
Other current liabilities	2 311	-	2 311
Total Current Liabilities	25 074	232 717	257 791
Non-Current Liabilities			
Accrued employee benefits	13 585	765	14 350
Provisions	929	-	929
Future claims and associated costs	-	281 415	281 415
Other non-current liabilities	507	-	507
Total Non-Current Liabilities	15 021	282 180	297 201
Total Liabilities	40 095	514 897	554 992
Net Assets	27 086	322 146	349 232
Equity			
Contributed equity	1 169	-	1 169
Accumulated surplus	25 917	322 146	348 063
Total Equity	27 086	322 146	349 232

Queensland Building and Construction Commission
Notes to the Financial Statements
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F5. DIFFERENCES BETWEEN QUEENSLAND BUILDING AND CONSTRUCTION COMMISSION CONSOLIDATED FINANCIAL STATEMENTS AND QUEENSLAND BUILDING AND CONSTRUCTION COMMISSION FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE INCOME

	Consolidated QBCC	QBCC	QBCEO
	$'000	$'000	$'000
EXPENSES FROM CONTINUING OPERATIONS			
Employee expenses	116 184	9 583	106 601
Other expenses	24 720	24 496	224
TOTAL EXPENSES FROM CONTINUING OPERATIONS	140 904	34 079	106 825

The difference of $106.601 million between the consolidated financial statements and the QBCC represents the employee expenses of all employees of the QBCC except the CEO & Commissioner. The majority of the charge to the QBCC relates to agency contractors and employee related cost which are charged to the QBCC directly. The CEO & Commissioner remuneration is also incurred by the QBCC and further details are outlined in Note F1.

The $0.224 million difference on other expenses represents audit fees and special payments for the QBCEO Financial Statements.

STATEMENT OF FINANCIAL POSITION

	Consolidated QBCC	QBCC	QBCEO
	$'000	$'000	$'000
CURRENT ASSETS			
Receivables - other	30 834	30 834	-
Other current assets	30 059	29 024	1 035
TOTAL CURRENT ASSETS	60 893	59 858	1 035
CURRENT LIABILITIES			
Payables	62 024	61 341	683
Employee benefits	12 093	48	12 045
TOTAL CURRENT LIABILITIES	74 117	61 389	12 728
NON-CURRENT LIABILITIES			
Employee benefits	15 452	18	15 434
TOTAL NON-CURRENT LIABILITIES	15 452	18	15 434

The difference of $1.035 million between the other current assets on the consolidated financial statements and the QBCC represents prepayment of 3 days salaries for employees of the QBCEO.

The difference of $0.683 million between the payables on the consolidated financial statements and the QBCC represents;
- $0.057 million accrued expenses for audit fees and other invoices due on the QBCEO Financial Statements
- $0.125 million provision for Fringe Benefits Tax payable for employees of the QBCEO
- $0.501 million provision for Payroll Tax payable for employees of the QBCEO.

The difference of $12.045 million between the current accrued employee benefits on the consolidated financial statements and the QBCC represents:
- $10.048 million annual leave provision for employees of the QBCEO
- $1.354 million long service leave current provision for employees of the QBCEO
- $0.504 million salaries payable for employees of the QBCEO
- $0.126 million time off in lieu provision for employees of the QBCEO
- $0.013 million parental leave payable due but not yet paid for employees of the QBCEO

The difference of $15.434 million between the non-current accrued employee benefits on the consolidated financial statements and the QBCC represents the long service leave provision for employees of the QBCEO.

Queensland Building and Construction Commission
Notes to the Financial Statements
for the year ended 30 June 2026

F5. DIFFERENCES BETWEEN QUEENSLAND BUILDING AND CONSTRUCTION COMMISSION CONSOLIDATED FINANCIAL STATEMENTS AND QUEENSLAND BUILDING AND CONSTRUCTION COMMISSION FINANCIAL STATEMENTS (continued)

STATEMENT OF CASH FLOWS

	Consolidated QBCC	QBCC	QBCEO
	$'000	$'000	$'000
OUTFLOWS			
Payments to employees	(109 592)	(2 134)	(107 458)
Payments to suppliers	(105 992)	(105 815)	(177)
	(215 584)	(107 949)	(107 635)

NOTES TO RECONCILIATIONS

The difference of $107.458 million between payments to employees in the consolidated cash flow and the QBCC is the salaries and on-costs made to employees of the QBCEO during 2025-26. The $0.177 million difference in payments to suppliers is made up of special payments to ex-employees and external audit fees.

F6. FIRST YEAR APPLICATION OF NEW ACCOUNTING STANDARDS OR CHANGE IN ACCOUNTING POLICY

Accounting standards applied for the first time

There are no accounting standards or interpretations that apply to the QBCC for the first time in 2025-26 that have any material impact on the financial statements.

Accounting standards early adopted

No Australian Accounting Standards have been early adopted for 2025-26.

F7. CLIMATE RISK DISCLOSURE

Whole-of-Government climate-related reporting

The State of Queensland, as the ultimate parent of the QBCC, provides information and resources on climate related strategies and actions accessible at *https://www.treasury.qld.gov.au/policies-and-programs/climate/*

The Queensland Sustainability Report (QSR) outlines the Queensland Government's approach to managing key Environmental, Social and Governance (ESG) risks and opportunities, including governance structures, major commitments and policies, and how these risks and opportunities are measured, monitored and managed across government. The QSR is supported by comprehensive datasets and data dictionaries. The QSR is available via Queensland Treasury's website at *https://www.treasury.qld.gov.au/programs-and-policies/queensland-sustainability-report*

The QBCC has not identified any material climate related risks relevant to the financial report at the reporting date, however constantly monitors the emergence of such risks that may impact the financials of the QBCC, including directives from Government or Queensland Treasury.

Queensland Building and Construction Commission
Management Certificate
for the year ended 30 June 2026

These general purpose financial statements have been prepared pursuant to s.62(1) of the *Financial Accountability Act 2009* (the Act), section 39 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with s.62(1)(b) of the Act we certify that in our opinion:

a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects;

b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Queensland Building and Construction Commission for the financial year ended 30 June 2026 and of the financial position of the Commission at the end of that year; and

We acknowledge responsibility under section 7 and section 11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.

Signed in accordance with a resolution by the QBC Board.

Greg Chemello
Chair of the Board

26 August 2026
Brisbane

Angelo Lambrinos
CEO & Commissioner

26 August 2026
Brisbane

Tim Murphy
Chief Financial Officer

26 August 2026
Brisbane

Queensland Audit Office
Better public services

INDEPENDENT AUDITOR'S REPORT

To the Board of Queensland Building and Construction Commission

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of Queensland Building and Construction Commission and its controlled entity (the group).

The financial report comprises the consolidated statement of financial position as at 30 June 2026, the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information and the management certificate.

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2026:

a) I received all the information and explanations I required.

b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

c) In my opinion, the financial report:

   i. gives a true and fair view of the group's financial position as at 30 June 2026, and its financial performance and cashflows for the year then ended

   ii. complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the group in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Queensland
Audit Office
Better public services

Responsibilities of the Board for the financial report

The Board is responsible for:

- the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and such internal control as they determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error
- the establishment and keeping of accounts in accordance with prescribed requirements
- assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the entity or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. My auditor's report must state whether I have received all the information and explanations required, and whether I consider the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

www.auasb.gov.au/auditors_responsibilities/ar3.pdf

A further description of my responsibilities under the *Auditor-General Act 2009* and *Auditor-General Auditing Standards* is located at the Queensland Audit Office website at: www.qao.qld.gov.au/audit-program/audit-standards

These descriptions form part of my auditor's report.

31 August 2026

William Cunningham
as delegate of the Auditor-General

Queensland Audit Office
Brisbane

APPENDIX A: COMPLIANCE CHECKLIST

SUMMARY OF REQUIREMENT		BASIS FOR REQUIREMENT	ANNUAL REPORT REFERENCE
LETTER OF COMPLIANCE	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	1
ACCESSIBILITY	Table of contents Glossary	ARRs – section 9.1	ii 100
	Public availability	ARRs – section 9.2	i
	Interpreter service statement	*Queensland Government Language Services Policy* ARRs – section 9.3	i
	Copyright notice	*Copyright Act 1968* ARRs – section 9.4	i
	Information Licensing	QGEA – Information Licensing ARRs – section 9.5	i
GENERAL INFORMATION	Introductory Information	ARRs – section 10	4
NON-FINANCIAL PERFORMANCE	Government's objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1	5
	Agency objectives and performance indicators	ARRs – section 11.2	5
	Agency service areas and service standards	ARRs – section 11.3	45
FINANCIAL PERFORMANCE	Summary of financial performance	ARRs – section 12.1	46
GOVERNANCE – MANAGEMENT AND STRUCTURE	Organisational structure	ARRs – section 13.1	28
	Executive management	ARRs – section 13.2	33
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	31, 36
	Public Sector Ethics	*Public Sector Ethics Act 1994* ARRs – section 13.4	40
	Human Rights	*Human Rights Act 2019* ARRs – section 13.5	43
	Queensland public service values	ARRs – section 13.6	Not applicable
GOVERNANCE – RISK MANAGEMENT AND ACCOUNTABILITY	Risk management	ARRs – section 14.1	42
	Audit committee	ARRs – section 14.2	30
	Internal audit	ARRs – section 14.3	42
	External scrutiny	ARRs – section 14.4	43
	Information systems and records management	ARRs – section 14.5	43
	Information Security attestation	ARRs – section 14.6	Not applicable
GOVERNANCE – HUMAN RESOURCES	Strategic workforce planning and performance	ARRs – section 15.1	38
	Early retirement, redundancy and retrenchment	Directive No.04/18 *Early Retirement, Redundancy and Retrenchment* ARRs – section 15.2	41

SUMMARY OF REQUIREMENT (CONTINUED)		BASIS FOR REQUIREMENT	ANNUAL REPORT REFERENCE
OPEN DATA	Statement advising publication of information	ARRs – section 16	i
	Consultancies	ARRs – section 31.1	https://data.qld.gov.au
	Overseas travel	ARRs – section 31.2	44
	Queensland Language Services Policy	ARRs – section 31.3	https://data.qld.gov.au
	Charter of Victims' Rights	*VCSVRB Act 2024* ARRs – section 31.4	44
FINANCIAL STATEMENTS	Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	95
	Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	96

APPENDIX B: GLOSSARY

ACRONYM	FULL TITLE
AICD	Australian Institute of Company Directors
APBN audit	Affected private building notice audit
ARRs	Annual report requirements for Queensland Government agencies
BIF Act	*Building Industry Fairness (Security of Payment) Act 2017*
Building Act	*Building Act 1975*
Building Reg Reno	Building Regulation Renovation
CEO	Chief Executive Officer
Code of Conduct	Code of Conduct for the Queensland Public Service
CPD	Continuing Professional Development
CX Strategy	Customer Experience Strategy 2024–2027
DHPW	Department of Housing and Public Works
DTR	Directions to rectify
EDW	Enterprise data warehouse
EGP	Ex Gratia Payment Decisions Committee
FAA	*Financial Accountability Act 2009*
FAIR	Finance, Insurance, Audit and Risk Committee
Form 4/4A	Notifiable Work Notification
FPMS	Financial and Performance Management Standard 2019
FWA	Flexible work arrangements
IP Act	*Information Privacy Act 2009*
ISC	Implementation Steering Committee
MFR	Minimum financial requirements
NAWIC	National Association of Women in Construction
NCBP	Non-conforming building product
NWP	Notifiable Work Panel
PCP	People, Culture and Performance Committee
PD Act	*Plumbing and Drainage Act 2018*
PDP	Performance Development Plan
QAO	Queensland Audit Office
QBC	Queensland Building and Construction
QBCC	Queensland Building and Construction Commission
QBCC Act	*Queensland Building and Construction Commission Act 1991*
QBCC Annual Report	Queensland Building and Construction Commission Annual Report 2025–26

ACRONYM	FULL TITLE
QBCEO	Queensland Building and Construction Employing Office
QCAT	Queensland Civil and Administrative Tribunal
QGEA	Queensland Government Enterprise Architecture
QHWS	Queensland Home Warranty Scheme
Registry	Adjudication Registry
RTI Act	*Right to Information Act 2009*
RTO	Registered training organisation
SARAS	Study and Research Assistance Scheme
SC	Self-Certifying Category
SDS	Service Delivery Statements
SLT	Senior Leadership Team
SME	Subject matter expert
STC	Service Trades Council
STLAP	Service Trades Licensing Advisory Panel
Strategic Plan	QBCC Strategic Plan 2025–29
WfQ	Working for Queensland
WHS	Work Health and Safety

APPENDIX C: STATEMENT OF EXPECTATIONS

Minister for Housing and Public Works
Minister for Youth

DELIVERING FOR QUEENSLAND | Queensland Government

Our Ref: MN04577-2025

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GPO Box 690 Brisbane
Queensland 4001 Australia
T: +617 3035 2100
E: housing@ministerial.qld.gov.au

29 JUL 2025

Mr Greg Chemello
Chair
Queensland Building and Construction Board
greg.chemello@qbcc.qld.gov.au

Dear ~~Mr Chemello~~ Greg

STATEMENT OF EXPECTATIONS
QUEENSLAND BUILDING AND CONSTRUCTION COMMISSION (QBCC)

Building a better Queensland Building and Construction Commission (QBCC) starts with a leadership team that delivers results. I look forward to your stewardship of the Board and collaboration with the Commissioner during what is to be a transformative period for the QBCC.

The Crisafulli Government has set an ambitious housing target – one million new homes across Queensland by 2044. In parallel, preparations are ramping up for major infrastructure delivery ahead of the Brisbane 2032 Olympic and Paralympic Games. Achieving these goals demands a building industry that is more productive, more responsive, and underpinned by a regulator that is modern, accountable, and focused on outcomes.

As you know, the Queensland Productivity Commission (QPC) is undertaking a regulatory review of the building and construction sector and, later this year, will make recommendations to increase productivity without compromising quality and safety. While the QPC's recommendations may inform improvements to the QBCC's operations, Queensland needs a building regulator now that works with consumers and industry to improve productivity.

As Chair, I expect you to drive reform of the QBCC, working with your fellow Board members and the Commissioner to modernise the organisation's culture, systems and service delivery to deliver on these five priorities:

1. **Prioritise customer service** – tradespeople, builders, homeowners and consumers must be able to access clear, timely information and receive prompt, well-reasoned decisions.
2. **Embed a culture of responsiveness and transparency** across all levels of the QBCC.
3. **Move beyond compliance for compliance's sake**, to become a regulator that educates, enables and leads through having a respectful relationship with industry.
4. **Harness digital technologies** to improve frontline performance, enhance customer experience and reduce red tape.
5. **Actively support broader building policy reforms,** including through the Crisafulli Government's *Building Reg Reno* agenda to ensure Queensland has the best possible regulatory environment.

In delivering on these internal reforms, the QBCC must also deliver on its statutory functions as outlined in the *Queensland Building and Construction Commission Act* 1991, being:

- regulate the building industry to maintain proper standards and achieve a reasonable balance between the interests of building contractors and consumers
- providing remedies for defective building work
- providing support, education and advice for those who undertake building work and consumers
- regulating domestic building contracts so as to reasonably balance the interests of building contractors and owners
- regulate building products to ensure public safety and that persons involved in the production, supply and installation of building products are held responsible for the safety of the products and their use
- proper, efficient and effective management of the QBCC.

As an independent statutory agency, the QBCC remains accountable to the Government, Parliament and Queenslanders. I expect the Commission to openly report on its performance, maintain fiscal discipline and align its internal performance and reporting framework to measurable outcomes that matter.

Reform will also require strong collaboration to support the Government's policy objectives. The QBCC must work closely with the Department of Housing and Public Works at strategic, tactical and operational levels to identify risks, lift sector performance, and ultimately make it easier to build in Queensland. This includes delivering Queensland's *Building Reg Reno* reforms. I expect open information-sharing and engagement with the department, while respecting the QBCC's independence.

The Statement of Expectations will remain in effect until 30 June 2027, unless otherwise amended by me. I ask that you provide a written response through a Statement of Intent by 30 September 2025, which outlines how the QBCC intends to meet the expectations, and that both statements be published on the QBCC's website within 14 days of the Statement of Intent being issued.

I look forward to working with you to transform the QBCC into a more customer-friendly regulator that restores confidence in Queensland's building system.

Yours sincerely

Sam O'Connor MP
Minister for Housing and Public Works
Minister for Youth

cc: Mr Angelo Lambrinos
CEO and Commissioner
Queensland Building and Construction Commission

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

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