

**MANDATE** To independently regulate the building and construction sector, and efficiently manage the insurance fund

**PURPOSE** For peace of mind

**VISION** To build trust and confidence in all we do

Our people matter because we can only achieve what we set out to do through our people

We will respect, protect and promote human rights in our decision-making and actions

OBJECTIVES	1. Promote quality, safety, security of payment and licensee sustainability	2. Deliver regulatory and insurance services that are timely, accurate, fair and transparent	3. Put our people first, and support and value them	4. Be efficient and financially sustainable
STRATEGIES	<p><b>Early detection</b> – we use insights and risk-based regulatory models to focus on the greatest risk areas for the sector</p> <p><b>Responding effectively</b> – we will mobilise our resources to respond appropriately</p> <p><b>Work collaboratively</b> – we work with other regulators and agencies to help maintain the probity and integrity of the sector</p> <p><b>Industry awareness</b> – we deliver sector-wide education and engagement activities</p>	<p><b>Engagement</b> – we engage with stakeholders and consumers in an open and transparent manner</p> <p><b>Service excellence</b> – we ensure regulatory and insurance systems, policies and procedures enable timely, accurate, consistent, fair and transparent service delivery</p>	<p><b>Recruit and develop great people</b> – we attract and retain a diverse workforce with the right skills to deliver our mandate</p> <p><b>Performance matters</b> – we recognise and reward high performance and seek continuous improvement</p> <p><b>Culture</b> – we celebrate shared values that promote a positive and productive working environment</p> <p><b>Wellness</b> – we support and mentor our staff</p>	<p><b>Financial management</b> – we manage our finances responsibly</p> <p><b>Operational excellence</b> – we are efficient with our governance controls</p> <p><b>Information and technology enabled</b> – we use information and technology to improve everything we do</p>
PERFORMANCE MEASURES	<ul style="list-style-type: none"> <li>Percentage of compliant pools with valid pool certificates across residential, rental and short-stay properties</li> <li>Percentage year-on-year decrease in Non-conforming Building Products (NCBPs) that have potential to cause significant risk and harm being used on active building sites</li> <li>Reduction in non-compliance evidenced by approved audit programs</li> <li>Year-on-year increase in compliance with minimum financial requirements</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of claims fully compensated under the Queensland Home Warranty Scheme</li> <li>Performance of SDS service standards</li> <li>Strength of stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>Agency engagement score from the Working for Queensland survey</li> <li>Agency participation rate in the Working for Queensland survey</li> <li>Percentage of staff turnover</li> <li>Overall QBCC gender diversity</li> <li>Gender Parity – SLT and Directors</li> <li>Gender pay gap</li> <li>Lost time injury frequency rate</li> <li>Average days lost due to absenteeism</li> </ul>	<ul style="list-style-type: none"> <li>Financial management – Achieve budget +/- 5%</li> <li>Divisions to identify annual budget efficiency savings of 5%</li> <li>IT services – post release satisfaction</li> <li>IT services – Help Desk satisfaction</li> </ul>

RISKS & OPPORTUNITIES	Risks	Opportunities
A.	<b>Industry non-compliance</b> - Failure to instill a respect for regulation and compliance, caused by ineffective and/or misguided regulatory actions resulting in adverse impacts to the sustainability of licensees, the sector and compromising the safety of community (Obj 1)	<ul style="list-style-type: none"> <li>Long-term sustainability of the sector to continue to contribute significantly to the Queensland economy</li> <li>Materially change and enhance the QBCC's impact and reach on the sector</li> </ul>
B.	<b>Insurance fund management</b> – Failure to effectively administer the Home Warranty Scheme, caused by mismanagement against actuarially sustainable principles resulting in loss of protection to the homeowner (Obj 2,4)	<ul style="list-style-type: none"> <li>Management of reinsurance arrangements ensuring the scheme provides home owners with cover for loss where the licensed contractor does not complete the contracted works or fails to rectify defective work</li> </ul>
C.	<b>Employee wellbeing</b> – Failure to ensure a positive work environment where our people feel safe and valued, caused by inadequate leadership, development opportunities and communication resulting in a disengaged workforce (Obj 3)	<ul style="list-style-type: none"> <li>More engaged workforce leading to higher performance</li> </ul>
D.	<b>Employee psychosocial safety</b> - Failure to implement systems of work that, so far as reasonably practicable, minimise or prevent (where possible) exposure to workplace hazards or risk factors that may lead to employee psychosocial injury, and failure to provide all reasonable support to employees with mental health issues (Obj 3)	<ul style="list-style-type: none"> <li>Integrated and proactive approach to health and wellbeing of our workforce and a focus on individual wellbeing</li> </ul>
E.	<b>Employee physical safety</b> - Failure to ensure so far as reasonably practicable a safe work environment both internally and externally caused by inadequate safety procedures and safety education and awareness resulting in harm to employees (Obj 3)	<ul style="list-style-type: none"> <li>Continual improvement in safety practices</li> </ul>
F.	<b>Financial management</b> – Failure to be financially sustainable, caused by irresponsible resource management resulting in the non-provision of legislated functions (Obj 2, 4)	<ul style="list-style-type: none"> <li>Effective internal resource management leading to an efficient and financially sustainable organisation</li> </ul>
G.	<b>Fraud and corruption</b> – Failure to prevent incidents of fraud and corruption, caused by a lack of awareness and prevention activities resulting in a negative impact on the QBCC's reputation (Obj 2, 4)	<ul style="list-style-type: none"> <li>Education and communication of fraud and corruption to improve awareness and strengthen controls</li> </ul>
H.	<b>Reputational damage</b> – Failure to protect the QBCC's reputation, caused by the activities or the lack of activities resulting in the loss of trust and confidence in the organisation (Obj 1, 2, 3, 4)	<ul style="list-style-type: none"> <li>Influence behaviour and the future of the industry through strong relationships</li> <li>Better regulation of Queensland's service trades through a closer working relationship with the Service Trades Council</li> </ul>
I.	<b>Business continuity</b> - Failure to manage internal and/or external impact during disruptive events at a local, state, national or global level caused by inadequate business continuity, disaster recovery plans or external factors resulting in potential harm, interruption to delivery of our services and financial and reputational damage (Obj 1, 2, 3, 4)	<ul style="list-style-type: none"> <li>Confidently responsive to business disruptive events to ensure operational impact is minimal</li> </ul>
J.	<b>Data governance and the use of data</b> – Failure to yield accurate data caused by poor data governance and quality resulting in an inability to make informed decisions impacting the effectiveness of the QBCC and its reputation (Obj 1, 2, 3, 4)	<ul style="list-style-type: none"> <li>Effective use of information and technology to inform decision-making</li> </ul>

**The QBCC contributes to the Queensland Government's objectives for the community – *Unite and Recover*:**

- Supporting jobs - we do this through licensing and compliance that enables fully qualified and competent contractors and tradespeople to become employed or start their own businesses
- Building Queensland - we regulate the building and construction industry to maintain proper building standards
- Backing small business - we implement security of payment reforms that require payment in full and on time to small business subcontractors and suppliers for the work that they do.