QUEENSLAND BUILDING AND CONSTRUCTION COMMISSION

STRATEGIC PLAN 2023–2027
(REVISED FOR 2024–25)

VISION A thriving and resilient building and construction industry inspiring confidence, and supporting sustainable social, environmental and economic outcomes for Queenslanders

PURPOSE We deliver excellence in regulatory services to reduce risk and offer protection from harm

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

The QBCC supports the Government's objectives for the community:

- Safety where you live
- A better lifestyle through a stronger community
- A plan for Queensland's future

OBJECTIVES

1
Support a strong, safe and sustainable industry through responsive regulatory activity to reduce risk and harm

2
Improve the customer experience through the provision of information, advice and decisions that are practical, clearly communicated, transparent and timely

3
Educate and inform customers and stakeholders to support continuous quality improvement

4
Be a sustainable and digitally enabled organisation

5
Be an organisation that supports, values and empowers our people

STRATEGIES

1
- 1.1 Adopt risk-based and targeted compliance and enforcement initiatives and education activities, to improve industry compliance and the management of emerging regulatory risks
- 1.2 Maintain an open consultative relationship with industry, statutory councils, advisory bodies, consumers and government
- 1.3 Proactively engage with financially at-risk entities
- 1.4 Actively monitor regulated entities for compliance against applicable legislation
- 1.5 Work with other government entities to enable regulatory change
- 1.6 Use key insights to guide and support changes in our regulatory approach, focusing on reducing harm

2
- 2.1 The QBCC makes it easier for customers to access information and services
- 2.2 Ensure that awareness of decision-making processes and avenues for resolution are clearly articulated
- 2.3 Promote collaboration, trust, and accountability within the organisation as well as with stakeholders, industry and consumers
- 2.4 Attend to customer enquiries in a consistent, empathetic, and responsive manner
- 2.5 Consistently and efficiently manage customer service delivery through clear and robust processes
- 2.6 Ensure decisions are transparent, impartial and practical
- 2.7 Ensure the customers' perspective informs our processes and services

3
- 3.1 Provide varied and targeted opportunities to industry and consumers to enhance understanding, skills and capability
- 3.2 Use education and engagement activities to drive knowledge and understanding of expectations
- 3.3 Reinforce compliance with proactive regulatory activities and published information

4
- 4.1 Improve data governance and access to information and knowledge
- 4.2 Ensure systems and processes support consistent decision-making
- 4.3 Use technology to derive insights for decision-making, and make it easier for our people to deliver services
- 4.4 Audit and assurance processes identify matters requiring attention and monitor progress
- 4.5 Work collaboratively with the Government on reviews that further impact the financial sustainability of the QBCC
- 4.6 Maintain the financial sustainability of the Queensland Home Warranty Scheme
- 4.7 Identify and progress achievable social and environmental impact opportunities

5
- 5.1 Enhance training evaluation processes and training opportunities
- 5.2 Ensure our people have the resources and tools to undertake their jobs safely and effectively
- 5.3 Enhance the people experience and culture to support delivery of QBCC outcomes
- 5.4 Ensure workforce and succession planning is actively managed
- 5.5 Develop and implement talent and capability frameworks to support technical and non-technical career paths
- 5.6 Ensure our people are engaged with and contribute to organisational change and feel included in direction-setting

PERFORMANCE MEASURES

1
- Qualitative statement: outcomes of proactive inspection programs
- Surveyed statutory councils and industry advisory bodies indicate a perception of effectiveness of engagement
- Percentage of licensees in category 4-7 who improved their financial position to meet minimum financial requirements to operate sustainably as a result of QBCC regulatory action

2
- Percentage of licence applications determined within timeframes – per category/type
- Surveyed customers indicate that our tools and information provided have assisted them to comply with requirements
- Percentage of interactive forms available to be fully completed online
- Overall customer satisfaction
- Percentage of internal review decisions made within the required period
- Percentage of peer reviews which agree with the original recommendation to grant/suspend/cancel a licence
- Percentage of QBCC decisions set aside (within the financial year period) by the Queensland Civil and Administrative Tribunal
- Perception of fairness in decision-making: percentage of survey respondents agree the final decision was fair

3
- Customers and stakeholders satisfaction with engagement mechanisms
- Percentage of attendees agreeing that the events/materials have improved their knowledge/ understanding of the topic
- Percentage of licensees found to be compliant with audit obligations following QBCC education and engagement

4
- Qualitative statement: application of relevant Queensland Government Enterprise Architecture elements
- General Fund expenditure is within tolerance
- Insurance Fund expenditure (excl. claims and related) is within tolerance
- Average cost to assess and finalise a Queensland Home Warranty Scheme claim
- 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*
- Percentage of staff self-reporting comfort in their digital capability and tools as required by their current work processes
- Qualitative statement: activities conducted that have a positive financial, environmental and social impact

5
- Percentage of staff indicating satisfaction with their supervisor's support for their professional development through learning and development opportunities
- Percentage of staff satisfied with the quality of engagement with their leaders during one-on-one performance and development discussions
- Percentage of staff being able to identify how their work contributes to the strategic plan
- Percentage of internal Regulatory Academy participants indicating uplift in regulatory maturity
- Staff engagement score
- Percentage of staff who identify that the organisation has a positive impact on the lives of the people of Queensland

FURTHER EXPANSION OF OUR PURPOSE STATEMENT

- The QBCC provides regulatory services to the building and construction industry and its users. We strive for the highest standards of efficiency, effectiveness, transparency, and integrity in our work
- Our regulatory services aim to reduce risk and offer protection from harm, whether physical, financial, or psychosocial
- We regulate the sector by providing education and engagement activities, and by making decisions in line with the legislation we administer
- We are committed to providing education and engagement activities that help industry keep up to date with requirements, supporting them to be compliant, and reducing the likelihood that things will go wrong
- We are committed to decision-making that is fair, consistent, transparent, properly explained, and with consequences that are appropriate to the circumstances
- We provide education and outreach services to consumers, so they know who they can turn to for help on the occasions when things do go wrong

OUR STRATEGIC RISKS AND OPPORTUNITIES

- Building and embedding an organisational culture based on clear values and behaviours that enables our people, and supports effective performance
- Improving process and performance agility to respond to the evolving needs of the building industry, our customers and stakeholders
- Ensuring sustainable delivery of services that meet the expectations of industry and customers in challenging market conditions
- Effectively protecting the information we collect, and utilising it to drive service delivery and performance
- Strengthening our management of the ongoing safety and wellbeing of our people

OUR VALUES

PURSUE EXCELLENCE · BE HELPFUL · BE COURAGEOUS · FOCUS ON PEOPLE · BE CONNECTED · VALUE CUSTOMERS

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