qbcc | QUEENSLAND BUILDING AND CONSTRUCTION COMMISSION

EXECUTIVE SUMMARY
CORPORATE GOVERNANCE FRAMEWORK

FEBRUARY 2025

INTRODUCTION

Public sector entities rely on effective corporate governance to ensure accountability, transparency, and efficient service delivery while protecting public interest.

The Queensland Building and Construction Commission (QBCC) Corporate Governance Framework (Framework) outlines the principles, practices, responsibilities and governance structures that guide the QBCC's commitment to excellence in public sector oversight and regulation. It is established in accordance with the Financial and Performance Management Standard 2009 and aligned with the Queensland Audit Office (QAO) 'Leading accountability – Governance QAO better practice guide'.

The QBCC is an independent statutory body consisting of:

- the Queensland Building and Construction Board (QBC Board)

- the CEO and Commissioner (Commissioner) and the organisational unit under the control of the Commissioner

- the Service Trades Council (STC).

The QBCC is governed by its enabling legislation, the *Queensland Building and Construction Commission Act 1991* (QBCC Act), as well as the provisions of other legislative requirements, policies and guidance which are common to the operation and management of all Queensland statutory bodies.

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 299 Montague Road, West End, QLD 4101.

GUIDING PRINCIPLES

The Corporate Governance Framework is based on the foundational principles of public sector governance (Figure 1 below):

- **leadership**—committed to strong governance principles, demonstrated from the top down
- **accountability**—taking responsibility for decisions and ensuring adherence to all applicable standards
- **transparency/clarity**—maintaining clarity in roles, responsibilities, decision-making, clear procedures, exercise of power and communication of decisions
- **integrity**—acting impartially, ethically and always in the public interest
- **efficiency**—optimising resources to achieve the goals of the QBCC and the public sector.

The governance principles are further guided by provisions of the *Public Sector Act 2022* (Qld), the *Public Sector Ethics Act 1994* (Qld) and the Code of Conduct for the Queensland Public Service 2011.

FIGURE 1: THE GUIDING PRINCIPLES OF PUBLIC SECTOR GOVERNANCE

GOOD GOVERNANCE

STRATEGY AND DIRECTION

| ROLES, RESPONSIBILITIES AND ACCOUNTABILITY | STRATEGY, PERFORMANCE AND MONITORING | RISK, COMPLIANCE AND OVERSIGHT | LEADERSHIP AND CULTURE | STAKEHOLDER ENGAGEMENT |

GUIDING PRINCIPLES

Accountability | Transparency / Clarity | Integrity | Efficiency | Leadership

THE FIVE KEY GOVERNANCE ELEMENTS

The Framework operates through five key interconnected governance elements, providing a robust foundation for effective organisational oversight, management and risk reporting.

Through this integrated approach, the framework establishes clear accountability mechanisms and maintains the highest standards of corporate governance across all operational aspects of the QBCC.

The Five Key Governance Elements are:

- roles, responsibilities and accountability
- strategy, performance and planning
- risk, compliance and oversight
- leadership and culture
- stakeholder engagement.

Figure 2 below provides examples of the ways in which the QBCC applies those elements to provide a robust corporate governance structure.

FIGURE 2: THE FIVE KEY GOVERNANCE ELEMENTS

- Identifies key stakeholders and outlines strategies for effective communication and collaboration.
- Provides mechanisms for obtaining stakeholder feedback and addressing their concerns in a transparent manner.

- Clearly establishes the roles of the QBC Board and its Committees, senior leadership, and employees across different functions.
- Defines lines of authority, decision-making processes, and the appropriate delegation of responsibilities.

STAKEHOLDER ENGAGEMENT

ROLES, RESPONSIBILITIES AND ACCOUNTABILITY

LEADERSHIP AND CULTURE

STRATEGY, PERFORMANCE AND MONITORING

RISK, COMPLIANCE AND OVERSIGHT

- Defines the desired ethical tone and values across the QBCC, set by the QBC Board and senior leadership.
- Outlines mechanisms for encouraging accountability, fostering open communication, and rewarding behaviour that aligns with values.

- Sets processes for developing the QBCC's strategic objectives and aligning them with the overall vision.
- Establishes key performance measures and monitoring mechanisms to track progress and make necessary adjustments.

- Outlines a robust risk management system for identifying, assessing, mitigating, and reporting on potential risks to the QBCC.
- Defines processes for ensuring compliance with laws, regulations, and industry standards.
- Establishes independent internal or external oversight functions (e.g. Finance, Audit and Risk Committee).

KEY GOVERNANCE ELEMENT 1:
Roles, responsibilities and accountability

SUPPORTING MECHANISMS

- The QBC Board, which is established under Section 10 of the QBCC Act as the QBCC's governing body, is accountable to the Minister for Housing and Public Works. The Board acts in accordance with the QBC Board Charter, which clearly sets out its roles and responsibilities.

- The Board has established six advisory committees to assist it in its operations:

  » Digital Advisory Committee

  » Ex Gratia Payment Decision Committee

  » Finance, Audit and Risk Committee

  » Industry Advisory Committee

  » Insurance Committee

  » People, Culture and Performance Committee

- Each committee has a Board-approved Charter or Terms of Reference setting out its membership, functions and reporting requirements.

- The Service Trades Council (STC) is established under the *Plumbing and Drainage Act 2018* (Qld) (PD Act) and pursuant to section 6 of the QBCC Act, forms part of the QBCC, with its functions clearly set out in section 106 of the PD Act.

- The Commissioner is accountable to the QBC Board for the performance of QBCC and applies the policies and direction of the QBC Board, in accordance with Section 20J of the QBCC Act

- The Senior Leadership Team (SLT) is led by the Commissioner and consists of Senior Executive Service (SES) members who report to the Commissioner and the Chief Building Regulator.

- The Adjudication Registry is established under the *Building Industry Fairness (Security of Payment) Act 2017* (Qld) (BIF Act). The Adjudication Registrar is appointed by the Governor-in-Council to carry out specific functions and powers under the BIF Act.

- All QBCC employees have up to date role descriptions, undertake a comprehensive performance development planning process annually, receive on-the-job training and upskilling, and engage in regular one-on-one meetings with their supervisor to ensure their understanding of their roles and responsibilties, and their ability to carry them out effectively and efficiently

- Governance-related Strategic Committees including:

  » Portfolio Steering Committee

  » Digital Portfolio Steering Committee

  » Investment Review Committee

  » Information Security Management System Steering Committee

KEY GOVERNANCE ELEMENT 2:
Strategic performance and monitoring

SUPPORTING MECHANISMS

- Statement of Expectations
- Strategic Plan
- Specific purpose plans
- Operational plans
- Individual performance development plans
- Integrated business planning and performance reporting
- Service delivery statements
- Quarterly performance reports
- Annual report and regulator performance framework report
- External scrutiny
- Information security assurance

KEY GOVERNANCE ELEMENT 3:
Risk, compliance and oversight

SUPPORTING MECHANISMS

- Risk Management Framework
- Risk Management Policy
- Risk Appetite Statement
- Business continuity management
- Workplace health and safety
- Three lines of defence model
- Internal audit
- External audit
- Assurance map
- Assurance statements
- Financial management
- Investment management
- Budgeting and forecasting
- Procurement
- Internal controls
- Right to information and privacy
- Records management

KEY GOVERNANCE ELEMENT 4:
Leadership and culture

SUPPORTING MECHANISMS

- Leadership capability
- Workforce capability
- Performance Development Framework
- Training and cevelopment for QBCC staff
- Diversity, Equity, Inclusion and Belonging Action Plan
- Human rights
- Ethics and standards
- Code of Conduct
- Conflicts and declaration of interests
- Public interest disclosures

KEY GOVERNANCE ELEMENT 5:
Stakeholder engagement

SUPPORTING MECHANISMS

- Engagement Strategy
- Key stakeholder groups
- Customer Feedback Policy
- Customer Experience Strategy
- Industry forums
- Industry skills

FRAMEWORKS AND DELEGATIONS

The QBCC's commitment to good governance is also reflected in its numerous governance-related frameworks and policy instruments, which help operationalise the governance elements outlined above.

Policy Governance Framework

The QBCC Policy Governance Framework outlines the types of policy documents governing the QBCC and defines the roles, responsibilities, and processes for the development and maintenance of all the QBCC policy instruments, ensuring a clear and consistent governance and management approach is adopted in the development of all the QBCC policies.

Compliance Management Framework

The Compliance Management Framework is a supporting component of the QBCC's integrated governance, risk and compliance management system, supporting corporate governance, integrated risk management and compliance assurance with applicable laws and legislation

Regulatory Assurance Framework

The QBCC Regulatory Assurance Framework establishes the fundamental components that guide staff in their daily regulatory decision-making processes, ensuring that staff actions and determinations align with best practice regulatory principles.

Delegations

Provide clear lines of decision-making for all staff and provide the legal authority for employees to exercise the QBCC's statutory powers. The Delegations Manual contains those delegations, as well as authorisations for certain staff to make HR, finance and other similar decisions.

Digital governance

Digital governance serves as a cornerstone to ensuring the alignment of digital initiatives, investments, and cybersecurity efforts with corporate objectives. It also ensures that the digital transformation projects adhere to strategic goals while minimising cyber threats.

Information and Data Governance Framework

The Information and Data Governance Framework establishes clear accountability for the QBCC's information and data management while ensuring comprehensive protection throughout the data lifecycle, maintaining quality standards that are fit for purpose, and fostering a data-driven culture that maximises business value from these assets.

Continuous improvement and review

The QBCC is committed to regularly reviewing and refining its governance structure and Framework to ensure they remain current and relevant, ensuring their ongoing responsiveness to changing circumstances. It also ensures their ongoing ability to support the QBCC's dedication to fulfilling its mandate of ensuring accountability, transparency, efficiency in service delivery and always acting in the public interest.

Further information

For more information, please contact:
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