

STRATEGIC PLAN 2023-2027

EXPANDED VERSION





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:

Good jobs

Good, secure jobs in our traditional and emerging industries.

Better services

Deliver even better services right across Queensland.

Great lifestyle

Protect and enhance our Queensland lifestyle as we grow.

Specifically, the QBCC contributes to the Government’s sub-objectives of:



Supporting jobs



Backing small business



Building Queensland



OBJECTIVE

1



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

STRATEGIES

- 1.1 Adopt risk-based and targeted compliance and enforcement initiatives (including being a model litigant), and education activities, to improve industry compliance and the management of emerging regulatory risks.
- 1.2 Maintain an open, consultative relationship with industry, consumers and government.
- 1.3 Establish and implement an industry advisory body to allow the QBC Board to effectively engage with the sector from 2023-2025.
- 1.4 Proactively engaging with companies potentially at risk.
- 1.5 Actively monitor compliance with minimum financial requirements and security of payments legislation, including project trust account framework.
- 1.6 Work with other government entities to streamline processes and share information to support the building and construction industry and emerging environmental ideas and trends.

PERFORMANCE MEASURES

- Qualitative statement: outcomes of audit programs eg QBCC Act s 50A (Part 4A (commercial contracts), Part 5 (HWI) or Schedule 1B (domestic contracts) audits, Building Act chapter 8 audit (pool safety).
- Survey of industry advisory body to determine 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.
- Percentage of plumbing licensees identified as non-compliant with their notifiable work (Form 4) obligations, found to be compliant following QBCC intervention and re-audit.

OBJECTIVE

2



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

STRATEGIES

- 2.1 QBCC offers multiple channels to make it easy for customers to access information and services in their preferred way.
- 2.2 Ensure that awareness of decision-making processes and avenues for resolution are clearly articulated, including licence applications, complaint and claims processes.
- 2.3 Develop our customer experience expertise.
- 2.4 Promote collaboration, trust, and accountability within the organisation as well as with stakeholders, industry and consumers.
- 2.5 Attend to customer enquiries in a consistent, agile and responsive manner with a goal to inform and disseminate information about QBCC Services.
- 2.6 Consistently manage customer applications, claims, and other resolution matters through clear and robust processes.
- 2.7 Ensure decision-making is transparent and impartial by providing complete and balanced advice.

PERFORMANCE MEASURES

- 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 licence applications available through online channels.
- Overall customer satisfaction.
- Number of enquiries (and KPIs for enquiry responses).
- Percentage of QBCC decisions set aside (within the financial year period) by the Queensland Civil and Administrative Tribunal.
- Perception of fairness in decision-making: survey respondents agree the final decision was fair.
- Percentage of internal review decisions made within the required period.
- Reduction in disputes ending up in QCAT.
- Percentage of complainants receive outcome advice within timeframes.
- Backlog (greater than 70 business days) of non-completion claims to be approved.
- QBCC contact centre: Percentage of calls answered within 5 minutes.
- Percentage of decisions to refuse a licence application, suspend a licence and to cancel a licence, that are reviewed.



OBJECTIVE

3



Educate and inform customers to support continuous quality improvement.

STRATEGIES

- 3.1 Opportunities for enhanced skill development and capability uplift are made available for industry and customers.
- 3.2 Use education and engagement activities to drive and support good behaviours.
- 3.3 Undertake education through proactive inspections, audits and non-conforming building product investigations and the publishing of factsheets, blogs and articles.

PERFORMANCE MEASURES

- Qualitative statement: Progress made in developing training systems and materials (including the Learning Management System).
- Uptake of Learning Management System and formal learning, and satisfaction of educational resources.
- Survey responses from training events and materials to gauge whether the training has improved understanding of the topic.



OBJECTIVE

4



Be a sustainable and digitally enabled organisation.

STRATEGIES

- 4.1 Improve data governance.
- 4.2 Our systems and processes support consistent decision making.
- 4.3 We use technology to derive insights for decision-making, and make it easier for our people to deliver.
- 4.4 Enhance our workforce capability to enable it to deliver its core functions.
- 4.5 Audit and assurance processes identify matters requiring attention and monitor progress.
- 4.6 Influence the government in relation to delivering a sustainable financial model.
- 4.7 Maintain the financial sustainability of the Queensland Home Warranty Scheme.

PERFORMANCE MEASURES

- Percentage of data sets meeting data governance standards.
- Qualitative statement: application of relevant Queensland Government Enterprise Architecture elements.
- Working for Queensland - staff engagement score.
- Working for Queensland - percentage of staff satisfaction based on staff engagement score (including follow up survey).
- Consolidated Budget - Year to date actuals figure matches the budget for the Consolidated Fund within tolerance.
- 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*.
- Average cost to assess and finalise a Queensland Home Warranty Scheme claim.
- QBCC contact centre: Average number of interactions per FTE per month.



OBJECTIVE

5



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

STRATEGIES

- 5.1 Improve training evaluation processes and enhance training opportunities.
- 5.2 Operational planning supports the priorities identified in the strategic plan.
- 5.3 Ensure our people have the resources and tools to undertake their jobs safely and effectively.
- 5.4 Design and develop strategies for delivering an enhanced people experience in QBCC and a culture (including implementation of organisational values) which supports delivery of QBCC outcomes.
- 5.5 Resource forecasting and succession planning are in place for critical service areas.
- 5.6 Better alignment of career paths for staff incorporating generalisation and specialisation to allow staff better choices on career options.
- 5.7 Develop talent and capability processes.

PERFORMANCE MEASURES

- Staff satisfaction with learning and development opportunities.
- Percentage of eLearnings completed within required timeframes.
- Percentage of staff satisfied with one on one performance and development discussions within required timeframes.
- Working for Queensland - percentage of staff being able to identify how their work contributes to the strategic plan.
- Percentage of Aboriginal peoples and Torres Strait Islander peoples.
- Percentage of people with disability.
- Percentage of culturally and linguistically diverse peoples, who speak a language other than English at home.
- Percentage of women in leadership (SO and above levels).



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 and our customers.
- Ensuring sustainable delivery of services to the industry and customers considering prevailing market conditions.
- Making best use of our information to drive service delivery and performance.
- Strengthening our management of the ongoing safety and wellbeing of our people.

OUR VALUES

ASPIRATIONAL



PURSUE EXCELLENCE

We strive to always do better.
We collectively encourage improved ideas and practices.



BE COURAGEOUS

We navigate uncertainty and welcome change.
We take on challenges and are not afraid to make hard decisions.



BE CONNECTED

We are all part of a connected system knowing our actions impact others.

CORE



BE HELPFUL

We assist others to navigate through complexity.
We help them work through what they need to know and do.
We help people and the industry be better.



FOCUS ON PEOPLE

We respect each other and are inclusive; our aim is for others to thrive.



VALUE CUSTOMERS

We are committed to engaging with our customers and achieving better outcomes.

