

QBCC Governance Review – Implementation Report

As at 31 December 2023



On 29 June 2022, the Queensland Government (the government) released its response to the Queensland Building and Construction Commission (QBCC) Governance Review 2022 Report (Review Report). The government immediately established an Implementation Steering Committee (steering committee) to oversee delivery of the government response, which included a 90-day action plan to deliver several immediate actions. Chaired by the Director-General, Department of Housing, Local Government, Planning and Public Works (DHLGPPW) and comprising senior executives from across government and the QBCC, the steering committee fully delivered the 90-day action plan on time and is now focused on delivering the remaining recommendations in the program timeframe. Achievements under the 90-day action plan report card are available here: [QBCC Governance Review – 90-day Action Plan Report](#). This report provides an update on achievements of the implementation program as at 31 December, 2023.

PART A: Fully delivered actions

Report action (delivered)	Achievements	Status
Recommendation 1 - Refocus the QBCC's regulatory role to licensing and compliance of the industry		
Action 1.2 – Expand the Terms of Reference of the QHWS Review to consider the best approach to implementing Action 1.1 above.	The steering committee agreed that the QHWS Review and the business case referred to in Action 1.1 could occur concurrently, with no change to the Terms of Reference required.	DELIVERED
Action 1.4 - Establish a committee comprising the training ombudsman and representatives from (the former) Department of Energy and Public Works (now DHLGPPW), QBCC, Construction Skills Queensland (CSQ), Department of Employment, Small Business and Training, industry representatives and other experts as required to assist in assessing and prescribing the technical qualification requirements for QBCC licensees.	This action is fully implemented, with the two deliverables in the 90-day action plan completed to schedule.	DELIVERED
Action 1.5 - Refer comments about the Queensland Home Warranty Scheme (QHWS), which are out of scope for this review, to the QHWS review team.	This action is fully implemented, with the deliverable in the 90-day action plan completed to schedule.	DELIVERED
Recommendation 2 – Establish an independent, quarantined Mediation, Resolution and Review Unit within the QBCC		
Action 2.2 - Separate and quarantine the functions of the Mediation, Resolution and Review Unit from the QBCC licensing and compliance functions.	Established the Integrity and Risk Division within QBCC which delivers mediation and review functions and is a quarantined area separated from the operational areas of the QBCC, including licensing and compliance.	DELIVERED
Action 2.3 - Incorporate the existing functions of the adjudication registry, internal review unit and mediation services into the Mediation, Resolution and Review Unit.	Established the Integrity and Risk Division within QBCC incorporating the Adjudication Registry, Internal Review Unit and the new Mediation and Conciliation Pilot Service.	DELIVERED
Recommendation 3 – Reduce the size of the Queensland Building and Construction (QBC) Board and realign measures to demonstrate alignment with continuous improvement practices		
Action 3.1 - In accordance with best-practice, right-size the QBC Board to seven persons, including the Chair.	The Executive Government process to fully implement this action item was finalised in December 2022.	DELIVERED
Action 3.2 - The composition of the reformed board must have an appropriate mix of relevant skills and experience.	This action is fully implemented, with the recruitment panel for the Board considering qualifications and expertise, along with applicant's skills and experience when assessing the suitability of nominees.	DELIVERED

Report action (delivered)	Achievements	Status
Action 3.3 - Apply the principles of gender equality, diversity and inclusiveness in selecting members of the QBC Board.	This action is fully implemented, with the Board recruitment process actively promoting diversity, gender equality and inclusiveness.	DELIVERED
Action 3.4 - Establish an industry advisory body to allow the QBC Board to effectively engage with the sector.	This action is fully implemented, with the three deliverables in the 90-day action plan completed to schedule.	DELIVERED
Recommendation 4 – Realign structure and recognise specialist skills		
Action 4.1 - Undertake a structural realignment within the QBCC that supports an outcomes-focused regulator.	Extensive consultation and organisational design was undertaken throughout 2022/23, resulting in a revised organisation structure, enabling QBCC to be a more effective outcomes-focused regulator. The new organisation-wide structural realignment was launched in July 2023.	DELIVERED
Action 4.3 - Establish a dedicated unit for developing, maintaining and hosting operational policies and procedures, particularly when implementing new reforms or transitioning to new information technology systems.	Established a dedicated unit for hosting policies and procedures in the Regulatory Practice and Engagement Division. The unit has embedded practices to prioritise the development and maintenance of operational policies and procedures including hosting information and implementing information technology system transitions.	DELIVERED
Recommendation 5 – Enhance the QBCC’s reputation based on consistency, transparency, fair and impartial decision making		
Action 5.3 - Improve the customer experience through responsive and timely investigation, accurate advice and managing expectations through guidance and communication material.	<p>New Customer and Strategy Division established, incorporating a dedicated Customer Experience, Research, and Insights branch (improving customer experience, advocating for the customer perspective, promoting a customer-focused culture and ensuring the integration of customer viewpoints into the organisation's activities). Undertook market research and enterprise journey mapping across key audience segments to better understand customer needs and improve the customer experience.</p> <p>Developed a Customer Improvement Plan, providing a roadmap of initiatives to improve the customer experience. Additional activities focused on customer experience include:</p> <ul style="list-style-type: none"> • online licensing tool to assist customers and staff on licensing 'scopes of works' inquiries; • over 30 regional information sessions to inform industry and accounting bodies on Annual Reporting and MFR requirements; and • created additional advisor positions to provide advice on technical licensing matters. 	DELIVERED
Action 5.4 - Establish a precedent register to improve consistency of disciplinary action, including fines and education requirements.	This action is fully implemented, with the deliverable in the 90-day action plan completed to schedule.	DELIVERED
Action 5.5 - Actively report on the outcomes of QBCC decisions.	This action is fully implemented, with the two deliverables in the 90-day action plan completed to schedule.	DELIVERED
Action 5.7 - The Transport and Resources Committee support the amendments in the BOLA Bill to improve consumer rights to information.	This action is fully implemented, with the deliverable in the 90-day action plan completed to schedule.	DELIVERED
Recommendation 6 – Enhance the transparency and accountability of the conflicts of interest framework		
Action 6.1 - Establish a public-facing conflict of interest register for the QBC Board.	This action is fully implemented, with the two deliverables in the 90-day action plan completed to schedule.	DELIVERED
Action 6.2 - Promote and monitor the disclosure of all forms of conflicts of interest including unreasonable and unacceptable forms of private interest for individuals in decision-making but should not be able to decide a matter likely to impact an industry practitioner or organisation.	This action is fully implemented, with the deliverable in the 90-day action plan completed to schedule.	DELIVERED

Report action (delivered)	Achievements	Status
Action 6.3 - Develop and implement a routine ongoing induction program to manage conflicts of interest that are outcome-focused and reflect best-practice and remind people of these obligations annually.	The QBCC Conflict-of-Interest Policy has been reviewed and approved by the QBC Board. An ongoing mandatory training program for QBCC officers has been developed and launched in December 2023, to ensure QBCC's conflict-of-interest are monitored as part of day-to-day operations.	DELIVERED
Action 6.4 - Incorporate penalties and actions to be taken where a proven violation of the Conflict-of-Interest Policy occurs.	The Conflict-of-Interest Policy has been revised to align with the new <i>Public Sector Act 2022</i> (Qld). Consultation has been undertaken, and the QBC Board has approved the Policy.	DELIVERED
Recommendation 7 – Invest in an integrated information management system that is contemporary, fit for purpose and aligns with the organisation's functions		
Action 7.2 - Recruit business transformation skills and expertise to improve the likelihood of success of organisational change.	This action is fully implemented, with the deliverable in the 90-day action plan completed to schedule.	DELIVERED
Recommendation 8 – Ensure strategic planning reflects government's expectations of the regulator and supports continuous improvement from the industry		
Action 8.1 - Realign the QBC Board strategic plan and supporting documents to reflect key outcomes.	This action is fully implemented, with the QBC Board realignment and supporting documents completed.	DELIVERED
Action 8.2 - Incorporate QBCC employee consultation into the strategic planning process.	This action is fully implemented. Staff consultation has been completed and incorporated into the strategic planning process.	DELIVERED
Action 8.3 - Consult with industry to ensure the strategic plan is contemporary and responsive to industry challenges and promotes a financially viable, robust, and best-practice industry.	This action is fully implemented. Industry consultation has been completed and incorporated into the strategic planning process.	DELIVERED
Action 8.4 - Update the service charter to include an education program about the roles, responsibilities, and functions of the QBCC	This action is fully implemented, with the deliverable in the 90-day action plan completed to schedule.	DELIVERED
Recommendation 9 – Foster a culture of continuous improvement, respectful engagement and effective reporting		
Action 9.4 - Communicate and report on the organisation's priorities, ongoing work commitments and emerging issues impacting service delivery, to encourage a collaborative approach to resolving matters and effectively managing resources.	This action is fully implemented, with the deliverable in the 90-day action plan completed to schedule.	DELIVERED
Recommendation 10 – Strengthen and enhance management, licensing, investigative and technical staffing capability		
<p>Action 10.1 - For the QBC Board:</p> <ul style="list-style-type: none"> a. review and update the annual self-assessment process of the QBC Board members to include external facilitation, ensuring skills and experience remain relevant and contemporary for a governing board b. adopt continuous improvement strategies that include ongoing and relevant education and development to enable board members to effectively govern the QBCC. 	<p>Delivered an extensive induction program for new QBC Board members that aligns with best practice guidance, specifically the Australian Institute of Company Directors (AICD) Director Professional Development framework. The new induction program facilitated a smooth transition for new board members and a shared understanding of our organisation's mission, values, and strategic objectives.</p> <p>Developed revised QBC Board material to ensure each member is equipped with the knowledge and insights required to make informed, strategic decisions. Members of the QBC Board committed to a year-long education and development program to actively enhance knowledge of the industry, and deepen their understanding of evolving governance practices, and broadening perspectives.</p> <p>The QBC Board completed their first annual self-assessment process in December 2023.</p>	DELIVERED
Recommendation 12 – Strengthen and develop the building industry through effective education, support, information and advice		

Report action (delivered)	Achievements	Status
Action 12.4 - Implement measures to refer at risk businesses to Commonwealth and state agencies that are able to provide information, grants, services and/or support from across government to help sustainable businesses succeed.	Developed and implemented a procedure to refer at-risk businesses to Commonwealth and State agencies for assistance as part of ongoing QBCC services.	DELIVERED
Action 12.6 - Engage with apprentices and school leavers to encourage participation in and promotion of the building and construction industry.	Delivered a program of work to support, strengthen, and develop the building industry through effective education and support as well as provide information and advice to apprentices and school leavers.	DELIVERED
Recommendation 13 – Embed co-operative and collaborative relationships with stakeholders that promote trust, improve customer service which leads to a better understanding of the operating environment		
Action 13.1 - Develop and implement educational strategies to better inform consumers about their rights and obligations.	<p>QBCC's Communication and Engagement Strategy and supporting implementation plan is now in place, emphasising proactive information, awareness and education (including supporting licensee regulation and compliance obligations, highlighting best practice, educating property owners on rights and responsibilities, and providing clarity on the role of the QBCC). The strategy and implementation plan encompasses a diverse array of communication channels, including social media, digital and engagement approaches such as videos, fact sheets, blogs, articles, events, stakeholder forums and partnerships.</p> <p>The Regulatory Academy and Engagement branch was established in July 2023, with recruitment progressively underway. This branch will support implementation of the Communication and Engagement Strategy.</p>	DELIVERED
Action 13.2 - Develop and implement proactive communication material to manage consumer expectations about the QBCC functions and powers.	<p>The Communication and Engagement Strategy actively addresses the role of the QBCC, its function and powers through several key campaigns that will be delivered across 2023/24. Work is also underway to develop a Corporate Identity Strategy to further assist in articulating the role of the QBCC across the QBCC's customer and stakeholder groups.</p> <p>Other recent activities include an information package for homeowners and series of educational videos which were published on the QBCC webpage, regular social media posts and video content about the QBCC's role in the dispute resolution process, taking out Home Warranty Insurance, applying for a licence and many more topics.</p>	DELIVERED
Action 13.3 - Take immediate steps to improve clarity and communication about the regulatory role of the QBCC and policy role of EPW (now DHLGPPW).	This action is fully implemented, with materials continuing to be updated to reflect clarified roles and responsibilities as part of business-as-usual activities (including website updates).	DELIVERED
Action 13.4 - Adopt a continuous improvement program to improve usability of the QBCC website with a particular focus on consumers.	Continuous improvement plan has been established and a new customer-centric approach to QBCC website useability is being embedded in ongoing business practices and procedures.	DELIVERED
Action 13.5 – Establish protocols between the QBCC and EPW (now DHLGPPW) regarding the respective roles and responsibilities in policy development.	This action is fully implemented, with the deliverable in the 90-day action plan completed to schedule.	DELIVERED
Action 13.6 - The government develop a statement of expectations or similar which provides clear guidance to QBCC on the strategic priorities, emerging risks, engagement philosophy, performance and conduct. Consideration should also be given to the incorporation of the statement of expectations into QBCC's existing business planning processes and these processes should include milestones for reporting on progress.	This action is fully implemented, with the deliverable in the 90-day action plan completed to schedule.	DELIVERED
Recommendation 15 – Support the independent review of the role of developers within the Queensland building and construction industry		
Action 15.1 - Inform the independent review panel of the findings of this review, the unique identity of developers, and liaise as appropriate with the proposed review implementation working group.	This action is fully implemented, with the deliverable in the 90-day action plan completed to schedule.	DELIVERED

Report action (delivered)	Achievements	Status
Recommendation 16 – Improve building resilience to the impacts of natural disasters		
Action 16.2 - Reinforce best practice building industry regulation through contemporary building guidelines and collaboration with industry.	This action is fully implemented, as communications to reinforce best practice have been revised and implemented. The communications will be subject to regular review as part of business-as-usual activities.	DELIVERED
Recommendation 17 – Establish an implementation group to monitor and report on the progress of the QBCC Review recommendations		
Action 17.1 - Establish a steering committee comprising the Director-General of EPW (now DHLGPPW) (Chair), a QBC Board member, the QBCC Commissioner and representatives from the Department of Premier and Cabinet, Queensland Treasury and any other person or agency deemed necessary by the Chair, to oversee implementation of the recommendations.	This action is fully implemented, with the deliverable in the 90-day action plan completed to schedule.	DELIVERED

PART B: Ongoing actions

Report action (ongoing)	Achievements	Status
Recommendation 1 - Refocus the QBCC's regulatory role to licensing and compliance of the industry		
Action 1.1 - Transfer administration of the Queensland Home Warranty Scheme (QHWS) to another government department or agency, such as Queensland Treasury, to improve transparency and enable the QBCC to refocus its regulatory role to licensing and compliance. Under this restructured model the QBCC would investigate complaints managed under the QHWS and charge a service fee or be remunerated for services undertaken for the Scheme.	Detailed policy analysis has been undertaken, with advice to Government currently being developed by DHLGPPW.	WORK CONTINUING
Action 1.3 – Transfer responsibility for prescribing technical qualification requirements across all QBCC licensees to DHLGPPW to clarify and distinguish the policy and regulatory responsibilities.	The three deliverables in the 90-day action plan were completed to schedule. Work on legislative amendments to transfer responsibility for prescribing technical qualification requirements is progressing.	WORK CONTINUING
Recommendation 2 – Establish an independent, quarantined Mediation, Resolution and Review Unit within the QBCC		
Action 2.1 - As a priority, amend the relevant legislation to establish an independent, quarantined Mediation, Resolution and Review Unit within the QBCC.	To ensure that any legislative amendments to formalise the separation of the functions (if required) are effective, DHLGPPW will be informed by the outcomes of Actions 2.2 to 2.4, particularly the learnings from the mediation and conciliation services pilot, which commenced in October 2023. A working group including DHLGPPW and QBCC officers has been established, which is currently considering potential amendments.	WORK CONTINUING
Action 2.4 - The independent, quarantined Mediation, Resolution and Review Unit should have a stretch target of reducing escalation of disputes to the Queensland Civil and Administrative Tribunal (QCAT) by 90 per cent.	A pilot program to provide mediation and conciliation services launched in October 2023. Regular reviews of the pilot program will inform the optimal model for effective end-to-end mediation and conciliation services and consider whether the stretch target is appropriate based on data throughout the pilot the program.	WORK CONTINUING
Recommendation 4 – Realign structure and recognise specialist skills		
Action 4.2 - Recognise and promote specialist career pathways and attract specialist skills and expertise.	Developed a specialist skills roadmap and established a Regulatory Academy to enhance specialist skills and career pathways and align skills with role responsibilities.	WORK CONTINUING

Report action (ongoing)	Achievements	Status
	Established the Building and Technical Inspectorate and began implementation of the State-wide operating model. These structural changes create defined career pathways, enhanced role clarity and further specialisation for technical and specialist roles.	
Recommendation 5 – Enhance the QBCC’s reputation based on consistency, transparency, fair and impartial decision making		
Action 5.1 - Develop and document operational procedures for all key regulatory activities, which provide clear guidance about consistent, fair and impartial decision-making. These procedures should reflect model litigant principles and recognise the importance of reconciliation.	An audit of existing operational procedures has been completed and the collation into an interim library has begun. A review of the operational document framework and procedures for key regulatory activities is underway.	WORK CONTINUING
Action 5.2 - Streamline processes and refocus operational priorities on core business.	<p>Completed extensive customer journey mapping to help identify process improvements and align core business with customer expectations. Operational plans for 2023/24 developed and implemented, focusing on core business, operational priorities, activities, and success metrics.</p> <p>Undertook a comprehensive review of processes for the financial assessment of licensees. Identified opportunities to rapidly evaluate entities in financial distress and intervene sooner. Delivered workshops with industry bodies to discuss efforts to streamline processes and improve communication and engagement.</p>	WORK CONTINUING
Action 5.6 - Implement streamlined processes across regulatory agencies to reduce duplication in reporting and supports a customer focus, e.g., reporting of health and safety risks.	<p>Undertook consultation between QBCC, Workcover and the Office of Industrial Relations to define the preferred option for enhanced reporting on safety incidents. QBCC is collaborating with OIR to ensure that when OIR’s new digital platform is released in early 2024, the QBCC’s digital platform is ready to interface.</p> <p>Commenced an information sharing project to develop a series of agreements, improved processes, and a policy to improve the sharing of information with regulatory agencies and industry.</p>	WORK CONTINUING
Recommendation 7 – Invest in an integrated information management system that is contemporary, fit for purpose and aligns with the organisation’s functions		
Action 7.1 - Develop an organisational transformation strategy to support increased capability in leading change and systems to monitor and evaluate outcomes.	QBCC’s organisational transformation strategy was incorporated into the digital strategy and supporting changes were made as part of the structural realignment which took effect in July 2023. Improvements in capability to lead change and development of systems (so that outcomes can be better monitored and evaluated), is underway.	WORK CONTINUING
Action 7.3 - Replace the existing IT systems with fit-for-purpose systems that align with the QBCC functions and reporting framework.	Delivered a digital strategy, roadmap and business case. Replacement of existing information technology systems is underway with fit-for-purpose solutions being developed and implemented for the licensing and compliance systems, information management, and data warehousing. The decommissioning of the legacy licensing systems is a significant step towards developing new digital licensing services.	WORK CONTINUING
Action 7.4 - Develop staff capability to critically analyse data and information to support transitioning to an insights-driven regulator.	<p>Established several teams to support the transition to an insights-driven regulator as part of the structural realignment in July 2023. This includes:</p> <ul style="list-style-type: none"> the Business Intelligence and Analytics team within the Customer and Strategy Division, which supports QBCC’s strategic and longer-term direction; and the Regulatory Reform and Insights team in the Regulatory Practice and Engagement Division, which supports the regulatory process and service delivery. <p>Replacement of information technology systems and information management improvements delivered in accordance with the digital strategy and roadmap (Action 7.1) will support ongoing development of the insights capability in the Business Intelligence and Regulatory Reform and Insights teams.</p>	WORK CONTINUING

Report action (ongoing)	Achievements	Status
Action 7.5 - Develop QBCC's digital capability using artificial intelligence, e.g., through an app, to support industry and assist the QBCC to be an outcome and customer-focused organisation.	A plan and justification for developing QBCC's digital capability using artificial intelligence has been included in the digital strategy. Proof of concept trials are currently underway to demonstrate/ test the use of artificial intelligence.	WORK CONTINUING
Action 7.6 - Ensure the ethical use of data is built into all assumptions across digital capability to reflect QBCC's functions, values, principles and ethics.	Developed the procedures and processes to guide a phased approach to ensuring the ethical use of data is built into improvements in data management and insights capability. Information management capability initiatives are underway.	WORK CONTINUING
Recommendation 9 – Foster a culture of continuous improvement, respectful engagement and effective reporting		
Action 9.1 - Adopt staff engagement practices that include clear, purposeful, and consistent communication, active listening and are responsive to emerging issues.	<p>Delivered a practical framework for communication and consultation across QBCC to facilitate better employee engagement and collaboration. The framework was delivered as part of the structural realignment (action 4.1) and guided the approach to the Brisbane office consolidation, which was another significant organisational change project.</p> <p>Embedded several new organisation-wide regular communication and engagement practices including all-of-QBCC Townhall events, all-of-QBCC virtual question and answer sessions with the Commissioner and Senior Leadership Team, regular Commissioner and Divisional newsletters and a refreshed organisational magazine "Nailed It". Work is progressing on the redevelopment of the QBCC intranet to better respond to employee needs.</p>	WORK CONTINUING
Action 9.2 - Proactively identify and manage relational issues that could adversely impact the culture, effectiveness and reputation of the QBCC.	<p>Analysed and evaluated the Working for Queensland results for the whole of QBCC. The approach to supporting people who have experienced domestic and family violence and sexual harassment has been a key focus area, including development of updated information material, training, and programs for employee wellbeing and assistance.</p> <p>The Leading with Clarity program began through the structural realignment implementation process, providing training and materials to leaders to assist with the practical impacts and tactics relating to helping people transition to the new structure.</p> <p>Identified the critical leadership skills required for QBCC's success and cultural enhancement, focusing on the complex capabilities needed to build culture, support the implementation of organisational values and leading people. Leadership capabilities are being developed through an ongoing Leadership Development program.</p>	WORK CONTINUING
Action 9.3 - Develop a collaborative and effective organisational culture through policies and protocols to engage with each other respectfully and provide clear, fair and impartial avenues for resolution of matters.	<p>Launched new QBCC organisational values in July 2023. The values were developed after extensive consultation across the organisation that also identified the aligned behaviors required to enhance the organisational culture. A program is underway to develop organisational awareness and capability to make the values and underpinning behaviors come to life including incorporating these values and behaviors into Performance Development Plans.</p> <p>Work is commencing on key people-focused policy and procedure reviews. The first priorities include Flexible Work Arrangements, Domestic and Family Violence support and Sexual Harassment.</p>	WORK CONTINUING
Action 9.5 - Empower staff to perform their roles and responsibilities with the support of appropriate training.	<p>New pre-and post-training evaluation process for learning and development programs, implemented, as well as a revised approach to recording learning and development feedback. Suitability of programs monitored and assessed through surveys/pulse checks.</p> <p>Professional Development Plans for 2023/24 year updated to facilitate more effective capturing of organisational training needs, identifying a range of learning and development opportunities across several skill types (including complex decision-making, leadership and management, communication, and information technology).</p>	WORK CONTINUING

Report action (ongoing)	Achievements	Status
	<p>QBCC Regulatory Academy launched in July 2023, with recruitment and planning work underway to support training and engagement activities in 2023/24, including:</p> <ul style="list-style-type: none"> • supporting the development of our front-line Customer Service Officers through revised onboarding training to enable first point of contact resolution of enquiries; • review and updating of delegation training; and • preparing decision-making training for our licensing officers to strengthen good decision-making practices. 	
Recommendation 10 – Strengthen and enhance management, licensing, investigative and technical staffing capability		
<p>Action 10.2 - For QBCC's senior management and leadership team:</p> <ol style="list-style-type: none"> undertake a training needs analysis to understand the technical and management expertise of the leadership and management team introduce a 360-degree assessment of senior leadership team members. 	<p>Completed a training needs analysis and feedback tool for senior leaders. The Senior Leadership Team completed a 360-degree feedback process and are undertaking an extensive leadership development program.</p> <p>A broader leadership development program is being developed based on the results of a leadership capability gap analysis. Evaluation of management and technical expertise is underway with the identification of complex leadership skills and a training gap analysis completed. Future leadership programs for QBCC will be based on these capabilities.</p>	WORK CONTINUING
<p>Action 10.3 - Implement leadership and staff development programs to ensure the QBCC maintains the capacity and capability to effectively and efficiently perform its functions, including; investigative, technical and educational capabilities to investigate complaints, inspect building work and assess licensing applications.</p>	<p>Completed consultation on the organisational development needs and established a Regulatory Academy, dedicated to the training and development of regulatory officers within the QBCC. Development of ongoing training programs to strengthen licensing, investigative and technical capability is currently underway.</p>	WORK CONTINUING
<p>Action 10.4 - Establish systems to enable the QBCC to access expertise (e.g. past and present employees, builders, certifiers) to assist in performing its functions.</p>	<p>The QBCC is implementing several initiatives to access expertise to perform its functions. These initiatives include: extending the scope of the existing QBCC panel of suppliers to general building defects, in addition to specialist inspection services; and using an existing panel of engineers to investigate building movement complaints and provide determinations about buildings performance relevant to standards. QBCC is also implementing a pilot to temporarily uplift inspection capacity to address work backlogs by:</p> <ul style="list-style-type: none"> • modifying existing contractual arrangements to provide four additional general insurance building inspectors, outside the insurance services area of the business • open procurement process seeking a supplier for building inspection and report services • increasing the use of sole trader building inspectors • adding to QBCC's existing panel of suppliers through a procurement process. 	WORK CONTINUING
<p>Action 10.5 - Enhance practices to boost specialist staff mobility and accessibility to support integrated service delivery across Brisbane and regions.</p>	<p>Launched a State-wide Operating Model in July 2023 to promote a collaborative approach across the QBCC and improve the coordination of resources and services available to geographically dispersed customers across Queensland. The Operating Model is focused on consistent and timely delivery of relevant QBCC services across Queensland that meet customer expectations.</p>	WORK CONTINUING
<p>Action 10.6 – Develop QBCC staff written and oral communication skills to improve messaging about decisions, including the rationale for making a decision.</p>	<p>Currently developing and implementing a targeted communication training program and reviewing key customer correspondence to improve clarity and consistency.</p> <p>A comprehensive review of licence application forms and correspondence templates is almost complete, which incorporates behavioral economics principles to benefit both customers in their service experience and frontline staff in their decision-making.</p>	WORK CONTINUING

Report action (ongoing)	Achievements	Status
Recommendation 11 – Implement a comprehensive and public compliance and enforcement strategy		
Action 11.1 - Establish a rigorous and ongoing auditing process to strengthen compliance with regulatory actions taken by the QBCC.	<p>The establishment of a Compliance and Enforcement (Regulatory) Strategy 2023 - 2027 is progressing to finalisation and implementation.</p> <p>Regulatory branches have developed annual operational plans to facilitate effective monitoring of regulatory actions taken by QBCC.</p>	WORK CONTINUING
Action 11.2 - Adopt more proactive compliance strategies.	<p>Development of a Compliance and Enforcement (Regulatory) Strategy 2023 - 2027 and operational plans containing several proactive initiatives and metrics is progressing to implementation, giving QBCC a proactive approach to strengthening compliance and regulatory actions. In addition:</p> <ul style="list-style-type: none"> • a significant statewide proactive compliance initiative was delivered in October 2023, which successfully identified potential unlicensed contractors and contractors acting outside their approved scope; and • educational information is being developed to assist licensees to better understand what they need to do to comply with legislative obligations. The campaign will also focus on education and engagement with industry and customers including the development of a two-page flyer providing information on using licensed contractors and Home Warranty Insurance. 	WORK CONTINUING
Action 11.3 - Employ dedicated intelligence staff to interrogate and analyse information and data to refocus operational activities and address sectoral risk.	<p>Established the Business Intelligence and Analytics team within the Customer and Strategy Division, supporting the organisation's strategic information analysis and longer-term direction. Also established the Regulatory Reform and Insights team in the Regulatory Practice and Engagement Division, supporting the analysis of regulatory process and service delivery to identify opportunities for improvement.</p>	WORK CONTINUING
Action 11.4 - Adopt an outcomes-focused performance and reporting framework that is integrated with other organisational planning and management systems.	<p>Development of a Compliance and Enforcement (Regulatory) Strategy 2023 - 2027 is progressing to implementation (underpinned by individual branch operational plans with outcomes-focused performance metrics).</p> <p>Development of a Regulatory Assurance Framework to support the QBCC to make good regulatory decisions is progressing (to facilitate continuous improvement, ensure risks are being appropriately managed and further build community and industry trust in the QBCC).</p> <p>Delivered an improved performance reporting framework and practices including:</p> <ul style="list-style-type: none"> • quarterly Strategic Plan progress reports with several compliance and enforcement outcomes-focused measures • executive dashboards for monitoring key statistics, trends, and outcomes of QBCC services and compliance activity. 	WORK CONTINUING
Action 11.5 - Enhance the delivery of roadshows, presentations at industry events, engagement with peak organisations and stakeholder groups to support an outcomes and client-focused regulator.	<p>Delivery of enhanced roadshows, presentations and engagement with peak organisations and stakeholder groups is underway. Delivered 30 face-to-face sessions across Queensland to licensees and accountants to educate on Annual Reporting and Minimum Financial Requirement obligations. Regular engagements with peak industry bodies and stakeholder groups are also occurring across the QBCC. These include:</p> <ul style="list-style-type: none"> • the Service Trades Council; • forums with Plumbing and Drainage licensees; • quarterly meetings with industry bodies; • Commissioner Stakeholder Roundtable meetings and • the Industry Advisory Committee. 	WORK CONTINUING

Report action (ongoing)	Achievements	Status
Recommendation 12 – Strengthen and develop the building industry through effective education, support, information and advice		
Action 12.1 - Dedicate officers to meet with and educate businesses and contractors about their legal, financial and technical obligations.	<p>Established the Regulatory Academy and Engagement branch in July 2023, with recruitment progressively underway. The branch will support education across industry with an Industry Learning Strategy under development.</p> <p>Developed and presented information to educate businesses and contractors about their legal, financial, and technical obligations.</p> <p>Delivered 30 face-to-face sessions throughout Queensland to over 1000 licensees and accountants. More sessions are scheduled until the end of 2023/24 at which time a new engagement program will be developed and implemented.</p>	WORK CONTINUING
Action 12.2 - Introduce a compulsory continuing professional development framework for all of industry.	Detailed policy analysis has been undertaken and DHLGPPW is currently preparing advice for Government. The analysis included targeted consultation (including industry peak bodies and associations), and consideration of the impacts and benefits associated with potential options.	WORK CONTINUING
Action 12.3 - Recruit additional financial and accounting expertise to support businesses to meet the legislative requirements such as the minimum financial reporting requirements.	Two additional accountant roles have been included in the QBCC structure, and it is expected that these positions will be filled in 2024/25. In the interim, the QBCC has: re-allocated resources to ensure that it is educating licensees and accounting professionals; and has undertaken 30 roadshows across Queensland to over 1000 attendees.	WORK CONTINUING
Action 12.5 - Collect and distribute appropriate data to assist government and peak industry associations to design and tailor education programs and services that are responsive to the building industry needs.	Undertook a review of existing data and options to tailor engagement and programs for stakeholders. Undertook consultation to inform the approach to developing a plan for ongoing interactions that meet the needs of the building industry and government stakeholders.	WORK CONTINUING
Action 12.7- Establish dedicated QBCC extension officers to inform and educate the community, consumers, and industry about the QBCC's regulatory role.	<p>Commenced engagement to inform stakeholders about QBCC's regulatory role, delivering 30 roadshow sessions to licensees and accountants across Queensland.</p> <p>Established the Regulatory Academy and Engagement branch in July 2023. The branch will inform and support education for industry and consumers, with a program of work under development.</p>	WORK CONTINUING
Recommendation 14 – Implement a contemporary and sustainable funding model to enable the QBCC to effectively regulate the industry		
Action 14.1 - Priority be given to establishing a sustainable funding model, that includes activity-based funding and fixed revenue base e.g., levy and licensing fees.	Substantial analysis has been undertaken by DHLGPPW with support from the QBCC, which includes analysis of the costs and benefits of sustainable funding model options. DHLGPPW is developing recommendations for Government.	WORK CONTINUING
Action 14.2 - Make funding available for the QBCC to establish a new integrated platform, and address gaps in identified organisational skills and expertise.	This action is related to the actions outlined in Recommendation 7, and as a result, will be delivered in conjunction with Recommendation 7.	WORK CONTINUING
Action 14.3 - The QBCC commit to providing an efficiency dividend over time in return for additional funding.	Dependent on outcome of previous Actions 14.1 to 14.2	NOT YET SCHEDULED TO START
Recommendation 16 – Improve building resilience to the impacts of natural disasters		
Action 16.1 - Develop a communication strategy to inform building owners about building resilience through design and construction practices.	Finalised a review of the disaster communication process and identified the need to update the QBCC website under Your Home – Natural Disaster and QBCC factsheets to include contemporary links and information from:	WORK CONTINUING

Report action (ongoing)	Achievements	Status
	<ul style="list-style-type: none"> DHLGPPW's resilient homes fund website with material directly engaging with homeowners Queensland Reconstruction Authority – Resilient homes program, Building Insurance – Resilient Homes, Industry Guidance and design guidance. <p>QBCC will continue to use social media platforms to inform homeowners and communities of mitigation activities to reduce the impact of natural disasters.</p>	
Recommendation 17 – Establish an implementation group to monitor and report on the progress of the QBCC Review recommendations		
Action 17.2 - The steering committee will ensure regular reports are published on the progress of the implementation, and upon request give the Parliamentary Transport and Resources Committee information about the implementation process to ensure transparency and accountability.	The steering committee has delivered on this action and will continue to ensure regular reports are published.	WORK CONTINUING
Action 17.3 - The Director-General of DHLGPPW and the QBCC Commissioner monitor and foster a shared understanding of how recommendations are being implemented.	Implementation of program outcomes is being closely monitored by the Director-General and QBCC Commissioner through the steering committee, as well as regular engagement and collaboration by officers within both entities.	WORK CONTINUING
Action 17.4 - After two years, conduct an assessment of implementation to evaluate the efficiency and effectiveness of the recommendations in transforming the QBCC into a financially sustainable, outcomes-focused independent regulator that promotes confidence in the industry and strong economic growth.	Preparation of an evaluation framework to assess implementation effectiveness is progressing.	WORK CONTINUING
Action 17.5 - Evaluate the integration, effectiveness and potential efficiencies in the governance arrangements of the ministerial, QBCC and DHLGPPW committees and the Service Trades Council to ensure all building and construction industry sectors are adequately represented in the Government's building, plumbing and drainage reform agenda.	An assessment/evaluation model will be developed in line with program timeframes.	NOT YET SCHEDULED TO START