

# QBCC Governance Review Implementation Report – as at 30 June 2025

On 29 June 2022, the former Queensland Government released its response to the Queensland Building and Construction Commission (QBCC) Governance Review 2022 Report (Review Report). The former government 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 and Public Works (DHPW) and comprising senior executives from across government and the QBCC, the steering committee has overseen delivery of the recommendations and associated actions. This report is the final implementation report, providing the status of recommendations/actions as at 30 June 2025, being the end of the implementation program.

## PART A: Fully delivered actions

Report action (delivered)	Achievements	Status
<b>Recommendation 1 - Refocus the QBCC’s regulatory role to licensing and compliance of the industry</b>		
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 analysis has been undertaken, which identified that the cost of transferring the administration function significantly outweighed the potential benefits. The analysis also identified that although there are robust legislative and administrative restrictions in place to prevent actual conflicts, there remains a perception of bias and/or conflict. The administration of the QHWS will remain with QBCC, however effort is being made to reduce perceptions of conflicts of interest in the scheme through greater visual and digital separation of the insurance and regulatory functions.	DELIVERED (newly completed) – 30 June 25
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 – 31 Dec 23 Report
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. Legislative amendments to transfer responsibility for prescribing technical qualification requirements commenced 1 July 2024. Transition to DHLGPPW completed in June 2024.	DELIVERED - 31 Dec 24
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 – 31 Dec 23 Report
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– 31 Dec 23 Report
<b>Recommendation 2 – Establish an independent, quarantined Mediation, Resolution and Review Unit within the QBCC</b>		
Action 2.1 - As a priority, amend the relevant legislation to establish an independent, quarantined Mediation, Resolution and Review Unit within the QBCC.	Detailed consideration has been undertaken, identifying that delivery of Action 2.1 does not require legislative amendment. The independent, quarantined Mediation, Resolution and Review Unit has been established through administrative and functional changes within the QBCC.	DELIVERED (newly completed) – 30 June 25
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– 31 Dec 23 Report

Report action (delivered)	Achievements	Status
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– 31 Dec 23 Report
<b>Recommendation 3 – Reduce the size of the Queensland Building and Construction (QBC) Board and realign measures to demonstrate alignment with continuous improvement practices</b>		
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– 31 Dec 23 Report
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– 31 Dec 23 Report
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– 31 Dec 23 Report
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– 31 Dec 23 Report
<b>Recommendation 4 – Realign structure and recognise specialist skills</b>		
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– 31 Dec 23 Report
Action 4.2 - Recognise and promote specialist career pathways and attract specialist skills and expertise.	<p>A Regulatory Capability Strategy and Framework has been developed to support, recognise and promote specialist regulatory and technical skills. This is supported by Pathways 2 Excellence that provides structured pathways for improved performance and career progression.</p> <p>Established the Building and Technical Inspectorate and delivered the State-wide operating model. These structural changes create defined career pathways, enhanced role clarity and further specialisation for technical and specialist roles.</p>	DELIVERED - 30 June 24 Report
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– 31 Dec 23 Report
<b>Recommendation 5 – Enhance the QBCC's reputation based on consistency, transparency, fair and impartial decision making</b>		
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.	<p>Transparency of operational documentation has been enhanced with the delivery of an operational procedures and policies library that centralises key documents for ease of access and transparency.</p> <p>Further, multiple operational documents have been developed in line with a new template and style guide. The template and style guide reflects core principles and approaches around decision making, human rights, model litigant principles and quality assurance. Work will continue across the full suite of operational documentation to provide the same level of consistency with a regular review cycle also established.</p>	DELIVERED - 30 June 24 Report
Action 5.2 - Streamline processes and refocus operational priorities on core business.	<p>The QBCC has implemented the outcomes from the Building Inspector wait times project, which reduced the average statewide BI wait time from 20 weeks (Jul-23) to 9 weeks (Jun-24).</p> <p>Additionally, the QBCC has 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>	DELIVERED - 30 June 24 Report

Report action (delivered)	Achievements	Status
	<p>Further, a comprehensive review of processes was undertaken for the financial assessment of licensees. Opportunities were identified to rapidly evaluate entities in financial distress and intervene sooner. Workshops have now been delivered with industry bodies to discuss efforts to streamline processes and improve communication and engagement.</p> <p>Regulatory practices and guidelines were also delivered, including Guideline on Annual Reporting and Minimum Financial Requirements, a package of Guidance Statements focused on Minimum Financial Requirements, and an Experience Guideline for Builder – Low Rise Licence Applications.</p>	
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 customer experience.</p> <p>Developed a Customer Improvement Plan, providing a roadmap of initiatives to improve customer experience. Additional activities focused on customer experience include:</p> <ul style="list-style-type: none"> <li>• online licensing tool to assist customers and staff on licensing 'scopes of works' inquiries,</li> <li>• over 30 regional information sessions to inform industry and accounting bodies on Annual Reporting and MFR requirements,</li> <li>• created additional advisor positions to provide advice on technical licensing matters.</li> </ul>	DELIVERED– 31 Dec 23 Report
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– 31 Dec 23 Report
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– 31 Dec 23 Report
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>The QBCC has completed the process of streamlining processes with other regulatory agencies to reduce the duplication in reporting and supports a customer focus, e.g., reporting of health and safety risks. This includes consultation between the QBCC, Workcover and the Office of Industrial Relations (OIR). An outcome of this is the increased visibility of OIR's safety reporting, The QBCC has continued working with OIR to refine the changes to OIR's new digital platform (RAPID). The QBCC has so far undertaken data cleansing, testing and notification testing with OIR with further refinements becoming part of normal business improvement activities. The QBCC and OIR will continue to share information relating to serious safety incidents while the platform continues to be refined.</p> <p>In February 2025, the QLD Government announced a number of initiatives to reduce red tape, referred to as the Building Reg Reno (BRR) reforms. One initiative of the BRR also seeks to avoid duplication in reporting, as it is seeking to remove the requirement for licensees to report safety incidents to both the QBCC and OIR (which, subject to the legislative process, is proposed to progress through the Queensland Building and Construction Commission and Other Legislation Amendment Bill 2025).</p> <p>Considering the work commended through Action 5.6, and progressed through the BRR reforms, this action is now considered fully implemented.</p>	DELIVERED (newly completed) – 30 June 25
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– 31 Dec 23 Report
<b>Recommendation 6 – Enhance the transparency and accountability of the conflicts of interest framework</b>		
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– 31 Dec 23 Report

Report action (delivered)	Achievements	Status
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– 31 Dec 23 Report
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– 31 Dec 23 Report
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– 31 Dec 23 Report
<b>Recommendation 7 – Invest in an integrated information management system that is contemporary, fit for purpose and aligns with the organisation's functions</b>		
Action 7.1 - Develop an organisational transformation strategy to support increased capability in leading change and systems to monitor and evaluate outcomes.	<p>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.</p> <p>The QBCC delivered the Digital Strategy and 3-year ongoing Roadmap in July 2023, which provides clear direction and guidance on the investment in information management. The continued implementation of the strategy delivers improvements in capability to lead change and development of systems (so that outcomes can be better monitored and evaluated).</p>	DELIVERED - 30 June 24 Report
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– 31 Dec 23 Report
Action 7.4 - Develop staff capability to critically analyse data and information to support transitioning to an insights-driven regulator.	<p>Established new 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"> <li>the Business Intelligence and Analytics team within the Customer and Strategy Division, which supports QBCC's strategic and longer-term direction; and</li> <li>the Regulatory Reform and Insights team in the Regulatory Practice and Engagement Division, which supports the regulatory process and service delivery.</li> </ul> <p>Replacement of information technology systems and information management improvements are being delivered in accordance with the digital strategy and roadmap (Action 7.1) and will support ongoing development of the insights capability in the Business Intelligence and Regulatory Reform and Insights teams.</p> <p>QBCC has delivered an Information Data Governance Framework, Information Data Sharing Guideline and Information Exchange Schedule to support clear engagement with other agencies.</p> <p>Developed the Regulatory Intelligence and Insights Approach, to critically analyse data and information.</p>	DELIVERED - 30 June 24 Report
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 have occurred, and the use of artificial intelligence is a key consideration when scoping digital initiatives.	DELIVERED - 30 June 24 Report
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.	<p>The QBCC established an Information and Data Governance Framework and Operating Model to align the QBCC's practices with the QGEA Information Governance Policy and Data Governance Guideline. This work enables the QBCC to ensure the ethical use of data is built into our digital capability, while maximising the value and reducing the risks associated with its most valuable and critical information and data.</p> <p>Further, the QBCC has delivered and enabled QBCC's data warehouse architecture.</p>	DELIVERED - 30 June 24 Report

Report action (delivered)	Achievements	Status
<b>Recommendation 8 – Ensure strategic planning reflects government’s expectations of the regulator and supports continuous improvement from the industry</b>		
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– 31 Dec 23 Report
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– 31 Dec 23 Report
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– 31 Dec 23 Report
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– 31 Dec 23 Report
<b>Recommendation 9 – Foster a culture of continuous improvement, respectful engagement and effective reporting</b>		
Action 9.1 - Adopt staff engagement practices that include clear, purposeful, and consistent communication, active listening and are responsive to emerging issues.	<p>The QBCC has delivered the Communication and Engagement Strategy and Implementation Plan- 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).</p> <p>The QBCC has also 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.”</p> <p>Regular and ongoing engagement with the Agency Consultative Committee (ACC) supports communication on key issues and ongoing organisational change.</p>	DELIVERED - 30 June 24 Report
Action 9.2 - Proactively identify and manage relational issues that could adversely impact the culture, effectiveness and reputation of the QBCC.	<p>The QBCC has analysed and evaluated the Working for Queensland and pulse-check survey 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 programs for employee wellbeing and assistance. We’ve established employee-driven and executive-sponsored affinity groups to further support our people. Implemented the Leading with Clarity program, providing training and materials to leaders to assist with the practical impacts and tactics for managing teams.</p> <p>The QBCC has also 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 lead people. Leadership capabilities are developed through the ongoing Leadership Development program, including the Training Needs Analysis (TNA) completed to identify target areas for Complex Skills training.</p> <p>A Workplace Health and Safety (WHS) Strategy, WHS Roadmap, and WHS Summit have been delivered to enhance QBCC’s workplace health and safety processes and culture.</p> <p>Regular and ongoing engagement with the Agency Consultative Committee (ACC) supports communication on key issues and ongoing organisational change.</p>	DELIVERED - 30 June 24 Report
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.	The QBCC launched new organisational values in July 2023. These values were developed after extensive consultation across the organisation that also identified the aligned behaviors required to enhance the organisational culture. Further, a comprehensive program to develop organisational awareness and capability was delivered to make the values and underpinning behaviors come to life. This was supported with a leaders’ masterclass series and incorporating the values and behaviors into all staff Performance Development Plans.	DELIVERED - 30 June 24 Report

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	<p>A psychosocial risk workshop was conducted in April 2024, to identify key risk areas and mitigations to be developed and implemented.</p> <p>The QBCC maintains its commitment to the ongoing review and development of key people-focused policies and procedures including individual employee grievances policy and procedure.</p>	
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– 31 Dec 23 Report
Action 9.5 - Empower staff to perform their roles and responsibilities with the support of appropriate training.	<p>QBCC Team member Performance and Development Plans for 2023/24 year were 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> <p>Further, A leadership development strategy has been endorsed by the Senior Leadership Team. This strategy focuses on the professional development of leadership across QBCC, the Leading with Clarity training focus areas and the development through leadership training across the organisation of the complex skills identified in the TNA. This includes:</p> <ul style="list-style-type: none"> <li>a series of masterclasses designed to equip leaders with the skills, knowledge, and capability to develop practical tools and resources for embedding the organisational values within their teams,</li> <li>Constructive Conversations, an immersive eight-week program that takes leaders on a journey to develop their leadership skills.</li> </ul> <p>The QBCC has also implemented a new pre-and post-training evaluation process for learning and development programs, as well as a revised approach to recording learning and development feedback. The suitability of programs is further monitored and assessed through surveys/pulse checks.</p> <p>The QBCC Regulatory Academy was launched in July 2023, with recruitment and planning work delivered to support regulatory services group with training and engagement activities, including:</p> <ul style="list-style-type: none"> <li>supporting the development of our front-line Customer Service Officers through revised onboarding training to enable first point of contact resolution of enquiries,</li> <li>review and updating of delegation training,</li> <li>delivered decision-making training for our licensing officers to strengthen appropriate decision-making practices.</li> </ul> <p>Delivered procurement training program to all staff to ensure consistent and structured procurement process.</p>	DELIVERED - 30 June 24 Report
<b>Recommendation 10 – Strengthen and enhance management, licensing, investigative and technical staffing capability</b>		
<p>Action 10.1 - For the QBC Board:</p> <ol style="list-style-type: none"> <li>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.</li> <li>adopt continuous improvement strategies that include ongoing and relevant education and development to enable board members to effectively govern the QBCC.</li> </ol>	<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, 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– 31 Dec 23 Report
<p>Action 10.2 - For QBCC's senior management and leadership team:</p> <ol style="list-style-type: none"> <li>undertake a training needs analysis to understand the technical and management expertise of the leadership and management team.</li> </ol>	The QBCC has completed a training needs analysis and feedback tool for senior leaders. The Senior Leadership Team completed a 360-degree feedback process and have undertaken an extensive leadership development program.	DELIVERED - 30 June 24 Report

Report action (delivered)	Achievements	Status
b. introduce a 360-degree assessment of senior leadership team members.	Further, a broader leadership development program has been developed based on the results of a leadership capability gap analysis and evaluated management and technical expertise with the identification of complex leadership skills and a training gap analysis. Future leadership programs for QBCC will be based on these capabilities.	
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>A Regulatory Capability Strategy and Framework has been developed to support the implementation of leadership and staff development programs.</p> <p>Training programs for staff will continue to be developed and rolled-out to uplift regulatory capability across the QBCC. These programs align to Pathways 2 Excellence which provide structured pathways for improved performance and career progression.</p>	DELIVERED - 30 June 24 Report
Action 10.4 - Establish systems to enable QBCC to access expertise (e.g. past and present employees, builders, certifiers) to assist in performing its functions.	<p>QBCC has delivered multiple initiatives that enhance its ability to perform critical functions and address workforce challenges. Building on previous deliverables, the Building and Technical Inspectorate (BTI) Recruitment and Retention Plan (the Plan) has been developed and implemented. The Plan outlines a comprehensive strategy to strengthen recruitment and retention practices and identifies key areas for improvement including enhancing recruitment channels, improving diversity, and fostering a strong employer brand.</p> <p>The Plan further aligns recruitment strategies with QBCC's values, modernises processes with competency-based recruitment techniques, and adopts proactive strategies to attract and retain high-performing Inspectors. The plan includes the following detailed elements:</p> <ul style="list-style-type: none"> <li>• A personality assessment tool: Introduction of a psychometric tool to evaluate candidates' cultural alignment and suitability beyond technical skills, improving fit and retention.</li> <li>• An employer branding and digital presence: Establishes a clear Employee Value Proposition (EVP) showcasing the QBCC's mission, culture, and impact. Enhance social media and online recruitment to reach a broader audience.</li> <li>• Diversity and inclusion initiatives: Sets specific diversity goals, use inclusive language in recruitment materials, and track hiring data to refine strategies.</li> <li>• A talent advisory function: Establishes a dedicated team to oversee recruitment strategies, manage talent pipelines, and provide market insights to optimise recruitment.</li> <li>• A competency-based recruitment framework: Implements a framework evaluating both technical and non-technical competencies, aligned with QBCC's values and future needs.</li> <li>• Continuous candidate engagement: Builds a year-round, ready, and diverse talent pool rather than focusing solely on recruitment drives.</li> <li>• A dedicated career microsite: Creates a QBCC microsite centralising job descriptions, career resources, and talent pool sign-ups.</li> <li>• Proactive work support: Strengthens proactive work structures by setting targets, scheduling preventive actions, and collecting feedback to ensure a balanced, customer-focused workforce.</li> <li>• Workforce planning: Adjusts Building Inspector-to-Senior Inspector reporting ratios to improve supervision, inspection quality, and workload distribution.</li> <li>• Data-driven recruitment: Uses analytics to track recruitment sources, candidate motivations, and hiring trends, adjusting strategies to improve efficiency and outcomes.</li> </ul> <p>Ultimately, this Plan positions QBCC as an employer of choice in regulatory fields, aiming to establish a modern, engaged, and resilient workforce.</p>	DELIVERED (newly completed) – 30 June 25
Action 10.5 - Enhance practices to boost specialist staff mobility and accessibility to support integrated service delivery across Brisbane and regions.	The QBCC, through the Building and Technical Inspectorate, has initiated and continues to deliver the Capacity Uplift Program. Key initiatives include expanding the scope of the existing QBCC panel of suppliers to cover general building defects, in addition to specialist inspection services across the state. The QBCC also contracts a dedicated panel of engineers to investigate building movement complaints and assess buildings' performance against established standards, ensuring accurate and reliable determinations.	DELIVERED - 30 June 24 Report

Report action (delivered)	Achievements	Status
	<p>The QBCC has increased the number of Building Inspector positions through reset from 45 to 56 inspectors with a focus on travel to high demand locations across the state. These initiatives have significantly reduced building inspection wait times from 20 weeks in June 2023 to 9 weeks in June 2024.</p> <p>QBCC also 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>	
<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>Developed and implemented a targeted communication training program, reviewing key customer correspondence to improve clarity and consistency.</p> <p>Delivered targeted communication training for QBCC Building Inspectors to improve the overall experience for QBCC customers.</p> <p>Delivered a Customer Improvement Plan to create a positive shift in results against the QBCC's key customer measures.</p> <p>The Customer &amp; Strategy Division formed on 1 July 2023 following the organisational structure implementation. Importantly, this Division aligns communication, strategy, performance, business intelligence, communications and customer functions. These functions provide support across QBCC and through their alignment will increase integration between teams and functions, while streamlining processes to improve efficiency and customer outcomes.</p> <p>Established the Customer Experience, Research and Insights Branch, including the Customer Research and Insights Team, to collect, analyse and communicate customer insights to inform the development of customer information and guidance materials. Focus on customer experience is further enhanced by this team's practical actions which support better forms, letters and communication processes for customers including items used by the organisation's officers in communicating with customers.</p>	<p>DELIVERED - 30 June 24 Report</p>
<p><b>Recommendation 11 – Implement a comprehensive and public compliance and enforcement strategy</b></p>		
<p>Action 11.1 - Establish a rigorous and ongoing auditing process to strengthen compliance with regulatory actions taken by the QBCC.</p>	<p>QBCC's Compliance and Enforcement Strategy was launched at the QBCC's 'all staff' event in December 2024 and externally promoted on 6 February 2025 to industry associations, licensees, government agencies, key law and accounting firms. The strategy recognises appropriate compliance methods such as auditing identified by this action.</p> <p>Branch and divisional meetings have occurred to present the Strategy to each of the branch management teams with a focused discussion on how the strategy applies to their individual branches. Branch procedure manuals continue to be updated as part of business-as-usual processes.</p>	<p>DELIVERED (newly completed) – 30 June 25</p>
<p>Action 11.2 - Adopt more proactive compliance strategies.</p>	<p>The launched Compliance and Enforcement Strategy promotes the use of proactive activities which identify risks early and minimise harm to the industry.</p> <p>Additionally, several statewide proactive compliance activities have been delivered, which have already successfully identified potential unlicensed contractors and contractors acting outside their approved scope.</p> <p>Educational and awareness guidance has also been developed to assist licensees to better understand their legislative obligations. This guidance was subsequently shared through a statewide proactive compliance operation in October 2024. The material distributed comprised a two-page flyer providing information on using licensed contractors and Home Warranty Insurance.</p> <p>There are a number of additional proactive initiatives that will be delivered in the 2025/26 financial year. Several additional proactive initiatives are planned for delivery in the 2025/26 financial year, including:</p>	<p>DELIVERED (newly completed) – 30 June 25</p>

Report action (delivered)	Achievements	Status
	<ul style="list-style-type: none"> <li>Developing resources to help customers and stakeholders better understand their obligations and the role of the QBCC;</li> <li>Proactively engaging with licensees and their professional service representatives to provide forensic and advisory support on cashflow, working capital, and compliance matters, in order to strengthen financial compliance and intervene early where there is a high risk of financial failure; and</li> <li>Establishing customer service standards to ensure that customers are regularly updated on the progress of their interactions with the QBCC.</li> </ul>	
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, to develop analytics products which support evidence-based decision making and strategic information analysis.</p> <p>Established the Regulatory Reform and Insights team in the Regulatory Practice and Engagement Division, to provide intelligence and insights to decision makers to support an evidence- and risk-based approach to regulatory and compliance operations and administration.</p>	DELIVERED - 30 June 24 Report
Action 11.4 - Adopt an outcomes-focused performance and reporting framework that is integrated with other organisational planning and management systems.	<p>Developed the new QBCC Compliance and Enforcement Strategy 2024 – 2027 to enhance fair and impartial decision-making. The Strategy is underpinned by individual branch operational plans with outcomes-focused performance metrics and the revised QBCC Strategic Plan 2023-2027.</p> <p>Delivered an improved Regulatory Performance Reporting Framework and practices including:</p> <ul style="list-style-type: none"> <li>quarterly Strategic Plan progress reports with several compliance and enforcement outcomes-focused measures,</li> <li>executive dashboards for monitoring key statistics, trends, and outcomes of QBCC services and compliance activity.</li> </ul>	DELIVERED - 30 June 24 Report
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>Through the Communication and Engagement Strategy, the QBCC delivered enhanced roadshows, presentations and engagement with peak organisations and stakeholder groups, including face-to-face sessions across Queensland to licensees and accountants to educate on Annual Reporting and Minimum Financial Requirement obligations.</p> <p>Conducted regular engagements with peak industry bodies and stakeholder groups, including:</p> <ul style="list-style-type: none"> <li>the Service Trades Council,</li> <li>forums with Plumbing and Drainage licensees,</li> <li>regular meetings with industry bodies,</li> <li>Commissioner Stakeholder Roundtable meetings,</li> <li>the Industry Advisory Committee.</li> </ul>	DELIVERED - 30 June 24 Report
<b>Recommendation 12 – Strengthen and develop the building industry through effective education, support, information and advice</b>		
Action 12.1 - Dedicate officers to meet with and educate businesses and contractors about their legal, financial and technical obligations.	Established the Industry Skills and Continuing Professional Development (CPD) team within the Regulatory Academy and Engagement branch to inform and support education for industry and consumers.	DELIVERED - 30 June 24 Report
Action 12.3 - Recruit additional financial and accounting expertise to support businesses to meet the legislative requirements such as the minimum financial reporting requirements.	QBCC has met the intention of this action by permanently establishing the Advisor, Financial Compliance role. This role was previously temporary and will continue to engage with industry and financial professionals to educate on Financial Compliance requirements. This role is also tasked with developing resources to promote improved awareness of these obligations.	DELIVERED (newly completed) – 30 June 25
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– 31 Dec 23 Report
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.	The QBCC has developed and delivered an Industry Snapshot in May 2025 that is available on the QBCC website to assist government and peak industry associations to design and tailor education programs and services that are responsive to the building industry needs.	DELIVERED (newly completed) – 30 June 25

Report action (delivered)	Achievements	Status
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– 31 Dec 23 Report
Action 12.7- Establish dedicated QBCC extension officers to inform and educate the community, consumers, and industry about the QBCC's regulatory role.	Following the establishment of the Regulatory Academy and Engagement Branch there has been a concerted effort to engage with customers and industry to inform and educate them about the QBCC's regulatory role. This has included dedicated sessions for licensees and accountants on financial compliance; showcasing the QBCC at external and industry events; and engaging with a variety of other industry participants including TAFE and university students and licensees.	DELIVERED - 30 June 24 Report
<b>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</b>		
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 the implementation of the Communication and Engagement Strategy.</p>	DELIVERED– 31 Dec 23 Report
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 license and many more topics.</p>	DELIVERED– 31 Dec 23 Report
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– 31 Dec 23 Report
Action 13.4 - Adopt a continuous improvement program to improve usability of the QBCC website with a particular focus on consumers.	A 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– 31 Dec 23 Report
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– 31 Dec 23 Report
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– 31 Dec 23 Report
<b>Recommendation 15 – Support the independent review of the role of developers within the Queensland building and construction industry</b>		
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– 31 Dec 23 Report

Report action (delivered)	Achievements	Status
<b>Recommendation 16 – Improve building resilience to the impacts of natural disasters</b>		
Action 16.1 - Develop a communication strategy to inform building owners about building resilience through design and construction practices.	<p>The QBCC has 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:</p> <ul style="list-style-type: none"> <li>DHLGPPW's resilient homes fund website with material directly engaging with homeowners.</li> <li>Queensland Reconstruction Authority – Resilient homes program, Building Insurance – Resilient Homes, Industry Guidance and design guidance.</li> </ul> <p>QBCC has issued communication by social media platforms to inform homeowners and communities of mitigation activities to reduce the impact of natural disasters.</p>	DELIVERED - 31 Dec 24
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– 31 Dec 23 Report
<b>Recommendation 17 – Establish an implementation group to monitor and report on the progress of the QBCC Review recommendations</b>		
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– 31 Dec 23 Report
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 was closely monitored by the Director-General and QBCC Commissioner (both the former and current Commissioner) through the steering committee, as well as regular engagement and collaboration by officers within both entities.	DELIVERED (newly completed) – 30 June 25
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, with regular reports published on implementation throughout the program.	DELIVERED (newly completed) – 30 June 25
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.	A two-year evaluation of implementation was completed and has been noted by the Implementation Steering Committee. The QBCC will continue to monitor its performance to ensure ongoing improvement utilising performance measures outlined in the QBCC Strategic Plan 2023–2027 (revised for FY2025–26) and the 2025–26 Service Delivery Statement (SDS).	DELIVERED (newly completed) – 30 June 25
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.	DHPW has undertaken an evaluation of governance arrangements across the relevant committees and Service Trades Council. It was identified that there is adequate representation to support reform.	DELIVERED (newly completed) – 30 June 25

## PART B: Ongoing actions

Report action (ongoing)	Achievements	Status
<b>Recommendation 7 – Invest in an integrated information management system that is contemporary, fit for purpose and aligns with the organisation’s functions</b>		
Action 7.3 - Replace the existing IT systems with fit-for-purpose systems that align with the QBCC functions and reporting framework.	<p>The QBCC has made substantial progress in replacing legacy technology with digital facing systems, with work continuing (subject to funding priorities and availability). Work completed to date includes replacing the legacy case management system and progressing the replacement of legacy licensing system to enable faster delivery of digital licensing services, as well as:</p> <ul style="list-style-type: none"> <li>• Legacy database environments moved to the cloud</li> <li>• Updated SharePoint to power the new Intranet</li> <li>• New data warehouse to provide enterprise data management</li> <li>• Updated network infrastructure to provide business continuity and performance to all QBCC offices</li> <li>• Updated cyber technologies to meet an ever-changing threat landscape</li> <li>• And integrated field services platform to deliver better outcomes for the Building Inspectorate.</li> <li>• An online training system was delivered to allow better customer training opportunities.</li> <li>• Updated QBCC Website for easier customer use.</li> </ul> <p>Continuing activities as part of QBCC BAU, subject to funding priorities and availability:</p> <ul style="list-style-type: none"> <li>• Records (Management) In Place, decommissioning legacy technology with industry standard approach to deliver better records management for QBCC staff</li> <li>• Online Registers – Salesforce Experience Cloud to replace existing online services functionality to enhance QBCCs online customer experience</li> <li>• Updated Online Smart Forms to assist customers when dealing with QBCC</li> <li>• Continued assessment and delivery of technologies that align with QBCC’s objectives and provide secure And customer facing services.</li> </ul> <p>QBCC has endorsed a Technology Strategy (2025-2027) outlining detailed roadmaps including Online Services, Security and Resilience and Business Improvement that ensures IT systems are managed in alignment with the QBCC’s strategic objectives and risk framework.</p>	Ongoing as BAU
<b>Recommendation 14 – Implement a contemporary and sustainable funding model to enable the QBCC to effectively regulate the industry</b>		
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 DHPW with support from the QBCC. Further analysis will be undertaken and will be informed by the outcomes of the Queensland Productivity Commission’s Final Report into productivity within the building and construction industry.	Ongoing as BAU
Action 14.2 - Make funding available for the QBCC to establish a new integrated platform, and address gaps in identified organisational skills and expertise.	Funding has been provided to support delivery of the new integrated platform. As the rollout of digital reforms continue within QBCC, further funding requests may be made.	Ongoing as BAU

## PART C: Closed actions

Report action (closed)	Achievements	Status
<b>Recommendation 12 – Strengthen and develop the building industry through effective education, support, information and advice</b>		
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.	<p>The Mediation and Conciliation pilot is continuing (subject to funding availability). The data collected during the pilot period is demonstrating &gt;70% of cases involved in mediation and conciliation have achieved positive results.</p> <p>The basis for determining 90% as the stretch target identified in the report has not been identified. The new QBCC Commissioner and CEO is setting a new direction for the QBCC where performance will measure outcomes that are customer focussed. This will include stretch targets over the strategic period and taking an integrated approach to delivering value.</p> <p>QBCC will track reduction of cases that proceed to QCAT as part of its strategic performance metrics, which will be achieved through multiple early intervention initiatives to which the Mediation and Conciliation and Internal Review Units will contribute.</p>	CLOSED
Action 12.2 - Introduce a compulsory continuing professional development (CCPD) framework for all of industry.	Detailed policy analysis has been undertaken by DHPW, which included targeted consultation and consideration of the impacts and benefits associated with potential options. The analysis identified that the regulatory action to introduce a CCPD program for the building industry broadly may impose impacts that outweigh the benefits and could potentially have an impact on productivity. DHPW and QBCC will however, continue to consider opportunities for targeted education and engagement to facilitate understanding of the codes and standards, as well as key health and safety matters. It is noted that the outcomes of the Queensland Productivity Commission's review of the building and construction industry may also be relevant to any future consideration of CCPD.	CLOSED
Action 14.3 - The QBCC commit to providing an efficiency dividend over time in return for additional funding.	This action was dependent on the outcome of Actions 14.1 to 14.2. The QBCC is committed to providing an efficiency dividend under a sustainable funding model. This will be considered in line with any further developments regarding the QBCC funding model.	CLOSED