

# REPORTING ON THE QUEENSLAND GOVERNMENT'S REGULATOR PERFORMANCE FRAMEWORK 2022-2023



## INTRODUCTION

The Queensland Building and Construction Commission (QBCC) is Queensland's building and construction regulator. Our mandate is to independently regulate the building and construction sector, and efficiently manage the Queensland home warranty insurance fund (the Queensland Home Warranty Scheme).

The building and construction sector is continually evolving with new challenges and risks. In line with this, the QBCC will continue to respond to these challenges by adapting operational and strategic approaches to ensure the best outcomes for the industry.

We are an independent statutory body established under the *Queensland Building and Construction Commission Act 1991* (QBCC Act) governed by the Queensland Building and Construction Board (QBC Board). Our responsible Minister over the 2022-2023 reporting period was the Honourable Mick de Brenni MP, Minister for Energy, Renewables and Hydrogen and Minister for Public Works and Procurement. The QBCC is responsible for regulating the building and construction industry, while the Public Works portfolio assists the government to develop and progress the government's policy.

Led by the QBCC Chief Executive Officer and Commissioner, Anissa Levy, our vision as published in the QBCC Strategic Plan 2023-2027 is for 'a thriving and resilient building and construction industry inspiring confidence, and supporting sustainable social, environmental and economic outcomes for Queenslanders.' This is a lofty vision and one that we acknowledge requires a collaborative effort from many players. Our role in contributing to this vision is set out in our purpose statement, being to 'deliver excellence in regulatory services to reduce risk and offer protection from harm.'

Our overarching strategies contribute to the Queensland Government's Objectives for the Community, with our activities contributing across the focus areas of 'Supporting jobs', 'Building Queensland', and 'Backing small business'.

Refer to QBCC's 2022-2023 Annual Report (<http://www.qbcc.qld.gov.au/about-us/our-corporate-publications/annual-report>) for more information on our performance.

## OUR STRATEGIC PLAN

Although we published the new QBCC 2023-2027 Strategic Plan in 2023, this report relates to the 2022-2023 financial year during which the QBCC 2020-2024 Strategic Plan (revised for 2022-2023) applied.

The 2020-2024 Strategic Plan, laid out four strategic objectives, associated strategies, and the performance measures which we used to determine if we are achieving the objectives.

The 2020-2024 Strategic Plan also detailed the risks that could hinder achievement of our objectives, and the opportunities that could assist us in achieving them. The 2020-2024 Strategic Plan made it clear that our people matter and committed us to always putting the welfare of our people at the forefront of all we do.

In carrying out our work, over the past four years the QBCC valued the following behaviours in our people:

- professionalism
- integrity
- accountability
- teamwork
- customer focus.

The 2020-2024 Strategic Plan can be downloaded at [www.qbcc.qld.gov.au/about-us/our-corporate-publications/strategic-plan](http://www.qbcc.qld.gov.au/about-us/our-corporate-publications/strategic-plan). (For reference, the 2023-2027 Strategic Plan can also be downloaded [here](#).)

## REGULATOR PERFORMANCE FRAMEWORK

The Queensland Government has published a Regulator Performance Framework<sup>1</sup>, which requires regulators to report annually on the extent to which they are implementing model practices included in the Framework. This document lists evidence of how the QBCC's regulatory practices and activities in 2022-2023 align with the model practices.

1. The Queensland Government Guide to Better Regulation, Queensland Treasury, May 2019, p.27


# QBCC REGULATOR PERFORMANCE FRAMEWORK ASSESSMENT 2022-2023

The following table outlines evidence demonstrating the extent to which the QBCC's regulatory practices align with the regulator model practices, or actions taken in 2022-2023 (or currently being taken) to improve regulator activities and business practices to reflect the regulator model practices.


## 1. ENSURE REGULATORY ACTIVITY IS PROPORTIONATE TO RISK AND MINIMISES UNNECESSARY BURDEN

SUPPORTING PRINCIPLES	QBCC'S REGULATORY PRACTICES AND ACTIONS
<ul style="list-style-type: none"> <li>• a proportionate approach is applied to compliance activities, engagement and regulatory enforcement actions</li> <li>• regulators do not unnecessarily impose on regulated entities</li> <li>• regulatory approaches are updated and informed by intelligence gathering so that effort is focused towards risk.</li> </ul>	<p>The QBCC regulatory approach for the 2022-2023 reporting period featured the following activities:</p> <ul style="list-style-type: none"> <li>• continuing investigations with a focus on unlicensed contracting, advertising breaches, contract offences, home warranty insurance breaches, corporate duties-based offences around non-conforming building products and safety matters. As guided by our Interim Compliance and Enforcement Strategy of 2022-2023, this was achieved through a considered approach which combined education and engagement activities for both licensees and property owners (where appropriate) and more robust enforcement actions where necessary</li> <li>• continuation of a successful public education campaign focused on the importance of using a licensed builder, building an increased awareness among licensees of their responsibilities, and how the QBCC can help licensees get paid. With the building and construction industry experiencing peak intensity, the QBCC had identified the importance of helping home owners avoid unlicensed tradespeople and minimise unlicensed building activity, while also supporting licensees in understanding their compliance requirements</li> <li>• continued discretionary use of the QBCC's regulatory powers to respond appropriately to at risk licensees. Our approach and actions taken are determined by the factors identified in each case, such as the seriousness of the breach identified, the impact on industry stakeholders, and what risk there is to the industry if action is taken or alternatively, not taken. Assessment and action include: <ul style="list-style-type: none"> <li>» analysing annual financial information from licensees and targeting regulatory actions based on risk; identifying those with the most serious breaches and the most at risk of financial failure</li> <li>» combining QBCC data with third party data, identifying licensees most at risk of financial failure and prioritising for appropriate regulatory action</li> <li>» numerous roadshows across Queensland to engage with licensees, industry professionals and industry associations to improve understanding of statutory obligations and internal processes.</li> </ul> </li> <li>• internal development of an Annual Reporting Dashboard for monitoring financial compliance risks. This dashboard provides live data allowing the QBCC to prioritise its investigative and regulatory work proportionate to licensee financial risk. In 2023-2024 this dashboard will undergo further enhancements including using external credit data to support further analysis of licensee financial risk.</li> </ul> <p><b>Additional improvements being targeted</b></p> <p>The QBCC plans to increase the existing suite of educational and advisory resources available to licensees, which are intended to support licensees to better understand what they need to do to comply with their obligations and encourage improved self-regulation. These planned resources include:</p> <ul style="list-style-type: none"> <li>• educational videos on the top 5 defects</li> <li>• educational videos explaining the disputes process, with additional topics scheduled for release</li> <li>• proactive education to licensees that have had DTRs issued against their licences target top ten</li> <li>• proactive advice to Skills Tech on defects occurring in the industry to improve apprentice training</li> </ul>

## 1. ENSURE REGULATORY ACTIVITY IS PROPORTIONATE TO RISK AND MINIMISES UNNECESSARY BURDEN (*CONTINUED*)

SUPPORTING PRINCIPLES	QBCC'S REGULATORY PRACTICES AND ACTIONS
<ul style="list-style-type: none"> <li>a proportionate approach is applied to compliance activities, engagement and regulatory enforcement actions</li> <li>regulators do not unnecessarily impose on regulated entities</li> <li>regulatory approaches are updated and informed by intelligence gathering so that effort is focused towards risk.</li> </ul> 	<ul style="list-style-type: none"> <li>improved access to subject matter experts for our customers and licensees</li> <li>development of educational guidelines on core functions such as Licensing and Financial Compliance</li> <li>enhancements to interactive online tools in relation to Licensing and Notifiable Works</li> <li>publication of a Queensland Civil and Administrative Tribunal (QCAT) Fact Sheet to support applicants in completing and lodging review applications, if deemed necessary after receiving a QBCC decision.</li> </ul> <p>The QBCC is also implementing a data driven tool to help identify where construction site compliance activities could focus. This is intended as a supportive tool during the October 2023 Statewide compliance blitz campaign, conducted to help the QBCC ensure the construction industry is meeting its obligations regarding licensing, including the use of appropriately licensed subcontractors.</p>

## 2. CONSULT AND ENGAGE MEANINGFULLY WITH STAKEHOLDERS

SUPPORTING PRINCIPLES	QBCC'S REGULATORY PRACTICES AND ACTIONS
<ul style="list-style-type: none"> <li>formal and informal consultation and engagement mechanisms are in place to allow for the full range of stakeholder input and Government decision making circumstances</li> <li>engagement is undertaken in ways that helps regulators develop a genuine understanding of the operating environment of regulated entities.</li> <li>cooperative and collaborative relationships are established with stakeholders, including other regulators, to promote trust and improve the efficiency and effectiveness of the regulatory framework</li> </ul> 	<p>The QBCC sought to gain further insights and influence in the sector through numerous channels, stakeholder groups and activities.</p> <p><b>Commissioner led engagement</b></p> <p>During the 2022-2023 period, the QBCC Commissioner continued meeting key industry stakeholders and identifying important issues affecting them, allowing the QBCC to identify opportunities to work together to benefit the industry. The Commissioner met with representatives from a range of peak industry bodies and organisations, including:</p> <ul style="list-style-type: none"> <li>Master Builders Queensland (MBQ)</li> <li>Master Plumbers Association of Queensland (MPAQ)</li> <li>Master Electricians</li> <li>Housing Industry Association (HIA)</li> <li>Service Trades Queensland (STC)</li> <li>Air Conditioning &amp; Mechanical Contractors Association (AMCA)</li> <li>Association of Wall and Ceiling Industries (AWCI)</li> <li>Australian Apartment Advocacy (AAA)</li> <li>National Fire Industry Association (NFIA)</li> <li>Building Products Industry Council (BPIC)</li> <li>Local Government Association of Queensland (LGAQ)</li> <li>National Electrical and Communications Association (NECA)</li> <li>Plumbing and Pipes Trades Employee Union (PPTEU)</li> </ul>


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2. Refer to 'Service Trades Council', page 47 of the 2022-2023 QBCC Annual Report (PDF version).

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<ul style="list-style-type: none"> <li>• formal and informal consultation and engagement mechanisms are in place to allow for the full range of stakeholder input and Government decision making circumstances</li> <li>• engagement is undertaken in ways that helps regulators develop a genuine understanding of the operating environment of regulated entities.</li> <li>• cooperative and collaborative relationships are established with stakeholders, including other regulators, to promote trust and improve the efficiency and effectiveness of the regulatory framework</li> </ul> 	<ul style="list-style-type: none"> <li>• the QBCC also engages regularly with individual key stakeholders to identify opportunities to collaborate on joint educational activities, with some of the key initiatives from 2022-2023 outlined below: <ul style="list-style-type: none"> <li>» 16 information sessions to third and fourth-year apprentices at a variety of Registered Training Organisations (RTO) throughout the State</li> <li>» one information session to construction management students at the Queensland University of Technology providing an overview of the QBCC and its functions</li> <li>» four information sessions to Master of Construction International Students at Bond University providing an overview of QBCC's functions</li> <li>» one presentation to TAFE Queensland Plumbing Industry Sector Panel and industry representatives on topics including important aspects of the plumbing industry and contribution to TAFE Queensland Plumbing Product Strategy</li> <li>» one presentation at the Master Plumbers Association Queensland Plumbing and Gas industry forum, with topics including MFR and project trust accounts</li> <li>» six National Association of Women in Construction (NAWIC) 'Women on Tools' events and two additional NAWIC-organised events</li> <li>» one Master Builders Queensland Sunshine Coast Influencers (Women in Building) Workshop forum presentation providing an overview of the dispute resolution function, the Early Dispute Resolution (EDR) process and options available for contractors via adjudication, and how contractors can effectively engage in the process</li> <li>» one Construction Skills Queensland strategic presentation and discussion on trends in construction in the Brisbane region</li> <li>» participated in two Brisbane Home Show events, three Mitre 10 trade expos and two Bunnings trade expos.</li> </ul> </li> <li>• the QBCC also held monthly catch ups with our respective counterparts in the MBQ and the MPAQ. This encourages open communication between industry stakeholders and their members with the QBCC. It also allows QBCC to become aware of issues impacting licensees as they arise and encourages collaborative problem solving between all parties</li> <li>• as part of informing updates to the QBCC Strategic Plan, an Industry Roundtable forum was held during September 2022 with representatives from the Housing Industry Association, Master Builders Queensland, Master Electricians Australia and the Master Plumbers' Associations of Queensland. Supportive and helpful feedback was given on the QBCC's Vision statement, Purpose statement, Objectives and Strategies. Valuable feedback was also given by the attending representatives of their members' perception of the role the QBCC plays and the types of improvements that would support them better</li> <li>• in line with the QBCC's dedication to customer education and information dissemination, collaborative initiatives with external stakeholders, such as Queensland Treasury, continue to enhance market awareness of consumer-focused educational content.</li> </ul>

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## 2. CONSULT AND ENGAGE MEANINGFULLY WITH STAKEHOLDERS (CONTINUED)

SUPPORTING PRINCIPLES	QBCC'S REGULATORY PRACTICES AND ACTIONS
<ul style="list-style-type: none"> <li>formal and informal consultation and engagement mechanisms are in place to allow for the full range of stakeholder input and Government decision making circumstances</li> <li>engagement is undertaken in ways that helps regulators develop a genuine understanding of the operating environment of regulated entities.</li> <li>cooperative and collaborative relationships are established with stakeholders, including other regulators, to promote trust and improve the efficiency and effectiveness of the regulatory framework</li> </ul>	<p><b>Additional improvements being targeted</b></p> <p>The QBCC will continue to increase the suite of educational and advisory resources available to licensees intended to support licensees to better understand what they need to do to comply with their obligations and encourage improved self-regulation. A key mechanism in this will be the new QBCC Regulatory Academy which will collaborate closely with the industry to provide best practice information on compliance and support the sector by creating learning resources that foster self-regulation and enhance capability. The Academy will actively promote the role of the QBCC to both emerging workers and those already established in the industry.</p> <p>Statewide roadshow events will continue to provide face-to-face awareness building and education to industry participants. In addition, virtual events will augment these efforts to provide more persistent educational offerings.</p>

## 3. PROVIDE APPROPRIATE INFORMATION AND SUPPORT TO ASSIST COMPLIANCE

SUPPORTING PRINCIPLES	QBCC'S REGULATORY PRACTICES AND ACTIONS
<ul style="list-style-type: none"> <li>clear and timely guidance and support is accessible to stakeholders and tailored to meet the needs of the target audience</li> <li>advice is consistent and, where appropriate, decisions are communicated in a manner that clearly articulates what is required to achieve compliance</li> <li>where appropriate, regulatory approaches are tailored to ensure compliance activities do not disproportionately burden particular stakeholders (e.g. small business) or require specialist advice</li> </ul>	<p><b>Education and engagement</b></p> <p>Education and engagement is a regulatory requirement under the QBCC's enabling legislation and fundamental to encouraging compliance, supporting safe practices, and raising awareness of legislative changes. The QBCC provides education and engagement through a variety of mediums to home owners, licensees and other industry participants. In 2022-2023, key engagement activities included:</p> <ul style="list-style-type: none"> <li>49 compulsory retention trust training webinar sessions, required under the trust account framework and BIFOLA reforms</li> <li>five trust information sessions delivered, for current trustees to discuss any issues and show examples of compliant trust records</li> <li>four home owner information webinars delivered providing guidance on the building and renovation process</li> <li>three Service Trades Council industry forums included updates on compliance and education activities and notifiable work</li> <li>29 face-to-face presentations delivered to accountants and licensees on their financial reporting obligations.</li> <li>two Bunnings events aimed at trade contractors to provide an overview of the QBCC's functions, including licensing, the QHWS, compliance and dispute resolution.</li> </ul> <p>Towards the end of the previous reporting period, the QBCC also ran a public education campaign (from April to June 2022) targeted at both home owners and licensees with the objective of educating customers about QBCC's functions and powers. Based upon positive independent market research showing the campaign had achieved its objectives, a second burst of the campaign ran from 6 February 2023 until 6 March 2023.</p> <p>The campaign focused on the importance of using a licensed builder and increased awareness among licensees of their responsibilities, and how QBCC can help them get paid. With the building and construction industry experiencing peak intensity, the QBCC identified the importance of helping home owners avoid unlicensed tradespeople and minimise unlicensed building activity.</p>

### 3. PROVIDE APPROPRIATE INFORMATION AND SUPPORT TO ASSIST COMPLIANCE (*CONTINUED*)


SUPPORTING PRINCIPLES	QBCC'S REGULATORY PRACTICES AND ACTIONS
<ul style="list-style-type: none"> <li>• clear and timely guidance and support is accessible to stakeholders and tailored to meet the needs of the target audience</li> <li>• advice is consistent and, where appropriate, decisions are communicated in a manner that clearly articulates what is required to achieve compliance</li> <li>• where appropriate, regulatory approaches are tailored to ensure compliance activities do not disproportionately burden particular stakeholders (e.g. small business) or require specialist advice</li> </ul> 	<p>As also referenced in section two above, the new QBCC Regulatory Academy is envisaged as a key mechanism in the development of learning pathways within the industry, ensuring a clear understanding of responsibilities related to skill and capability uplift within the construction industry sector. The emphasis is on creating awareness and fostering a commitment to continuous learning within the construction field.</p> <p><b>Customer Service</b></p> <p>During 2022-2023, the QBCC continued to focus on improving the customer experience by upskilling and developing our people's knowledge and skills, optimising our digital channels and making it easier for customers to access information and services. By providing regular training, mentoring, and coaching to our people, we have also supported them in their ability to respond appropriately to customer needs.</p> <p>Improvement is also being targeted with customer research and customer journey mapping, which is shaping the way we interact with customers. A structured approach is being undertaken with the development of a detailed Customer Improvement Plan.</p> <p><b>Notifiable Work – Form 4/4A</b></p> <p>The QBCC has an intuitive tool in place on its website to assist plumbers to better understand when a Form 4/4A registration is required for Notifiable Works.</p> <p>To further support compliance, the QBCC conducted 550 audits of plumber and drainers to ensure licensees are adhering to their responsibilities in relation to submitting Form 4/4As for Notifiable Work, when required. The majority of the non-compliant licensees were then referred for a secondary audit to check their future compliance, with some then also receiving education about their obligations and some referred for further investigation.</p> <p><b>Additional improvements being targeted</b></p> <p>The QBCC and STC will be undertaking surveys and workshops with industry participants to identify opportunities for improvements with the Notifiable Work framework and the QBCC enforcement approach. The QBCC and STC will also utilise the quarterly newsletter released to licensees to improve education and awareness of Notifiable Works and more generally the role of the STC.</p>

## 4. COMMIT TO CONTINUOUS IMPROVEMENT

SUPPORTING PRINCIPLES	QBCC'S REGULATORY PRACTICES AND ACTIONS
<ul style="list-style-type: none"> <li>• regular review of the approach to regulatory activities, collaboration with stakeholders and other regulators to ensure it is appropriately risk based, leverages technological innovation and remains the best approach to achieving policy outcomes</li> <li>• to the extent possible, reform of regulatory activities is prioritised on the basis of impact on stakeholders and the community</li> <li>• staff have the necessary training and support to effectively, efficiently and consistently perform their duties</li> </ul>	<p>One of the QBCC's objectives is to deliver regulatory and insurance services that are timely, accurate, fair and transparent.<sup>3</sup> The QBCC is committed to continuous improvement and in 2022-2023 the organisation:</p> <ul style="list-style-type: none"> <li>• identified through customer research that there is an opportunity to better align licensees and homeowners expectations with the QBCC's role and purpose. In response to the finding, the QBCC is implementing number of initiatives to manage expectations and directly improve communications and service delivery</li> <li>• maintained a detailed focus on customer research and journey mapping, in response to a QBC Board action, to enable the finalisation of a Customer Improvement Plan in the latter half of 2023. This interim work will enable immediate traction on key initiatives that can directly improve customer experience</li> <li>• continued compliance of the Queensland Home Warranty Scheme (QHWS) with various Australian Prudential Regulatory Authority (APRA) standards (to the extent that it is reasonable and prudent to do so), to ensure a solid financial framework for QBCC's insurance operations. This is done even though the QHWS is a regulatory insurance scheme and is therefore not required to comply with the APRA standards</li> <li>• held workshops throughout the year to review and monitor strategic and operational risks, and to further embed a risk-based decision-making culture across the organisation</li> <li>• reviewed policies to strengthen the QBCC's fraud and corruption prevention framework and ensure it aligns with best practice and the requirements of integrity bodies such as the Crime and Corruption Commission (CCC), the Queensland Ombudsman and the Queensland Audit Office (QAO)</li> <li>• progressed implementation of 77 actions corresponding to the 17 recommendations of the independent QBCC Governance Review as published in 2022, with progress reported through the Government's Interdepartmental Steering Committee</li> <li>• in response to a QBCC Governance Review recommendation, the Government developed a Statement of Expectations (SoE) to provide clear guidance to the QBCC on its strategic priorities, emerging risks, engagement philosophy, performance and conduct. The QBCC then prepared a Statement of Intent (Sol) in response, which was provided by the QBC Board Chair to the Minister for Energy, Renewables and Hydrogen, and Minister for Public Works and Procurement on 3 July 2023. The Sol sits alongside the organisation's new Strategic Plan, which outlines how these expectations will be met. The QBCC will publicly report on progress against the Sol on a quarterly basis</li> <li>• developed a Digital Services Business Case concentrating on driving transformation of the QBCC into an efficient and effective outcomes focused, insights-driven regulator</li> <li>• continued decommissioning of legacy technologies to reduce risk and improve QBCC's transition to digital platforms</li> <li>• initiated a pilot service to implement a new type of dispute resolution service with support from external, professional conciliators, to assist consumers who seek help from the regulator each year to navigate issues relating to (particularly residential) building disputes</li> <li>• effective on 1 July 2023, after significant consultation within the organisation and with external stakeholders, implemented a comprehensive structural realignment process to become an outcomes-focused regulator and to better recognise the technical skills of its workforce. This was done through a structural operating model with improved role clarity for corporate services, regulatory support and regulatory services functions.</li> </ul>

3. Refer to page 26 of the 2022-2023 QBCC Annual Report (PDF version).

## 4. COMMIT TO CONTINUOUS IMPROVEMENT (*CONTINUED*)

SUPPORTING PRINCIPLES	QBCC'S REGULATORY PRACTICES AND ACTIONS
<ul style="list-style-type: none"> <li>regular review of the approach to regulatory activities, collaboration with stakeholders and other regulators to ensure it is appropriately risk based, leverages technological innovation and remains the best approach to achieving policy outcomes</li> <li>to the extent possible, reform of regulatory activities is prioritised on the basis of impact on stakeholders and the community</li> <li>staff have the necessary training and support to effectively, efficiently and consistently perform their duties</li> </ul> 	<p><b>Regulatory Assurance Framework (RAF)</b></p> <p>The QBCC developed a regulatory assurance framework comprising of seven key elements, to ensure that its staff have the training, procedures, supervision and other tools and knowledge they need to support QBCC making good regulatory decisions. When operationalised, this framework will ensure a holistic approach and provide improved mechanisms such as reviews and audits of decisions, and enable smarter analysis of data about our decision-making to ensure that we continually improve the quality of our regulatory actions and decisions.</p> <p>The RAF impacts not only operational teams who are making regulatory decisions, but also other teams who may lead and support in the implementation of continuous improvement activities, including Human Resources teams, Digital and Information teams, Regulatory Academy and Engagement teams, Integrity and Risk teams, Communication and Executive Services teams, Legal and Legislation teams, data and analytics teams and project/program teams.</p> <p>The implementation of the framework is a priority body of work for the QBCC and is championed by the Commissioner. A program of work will be developed and implemented over the next two years, and a program management approach will be taken to ensure that the framework becomes embedded in the way the QBCC does its work.</p> <p><b>The Regulatory and Resolution Committee</b></p> <p>Until November 2022, the Regulatory and Resolution Committee<sup>4</sup> supported the QBC Board by overseeing and advising on the QBCC's licensing regulatory framework and systems by:</p> <ul style="list-style-type: none"> <li>ensuring that the licensing framework continues to meet the needs of the industry and practices in the training industry</li> <li>ensuring that the regulatory framework adds value to the building and service trades sectors and continues to protect consumers and industry</li> <li>ensuring that appropriate resolution systems are in place to handle disputes fairly and equitably</li> <li>ensuring that appropriate mechanisms are in place to educate contractors on their rights and responsibilities</li> <li>ensuring that current processes pertaining to dispute resolution, compliance and enforcement deliver effective regulation in response to current legislation.</li> </ul> <p>From December 2022, matters of core importance related to regulatory matters have been reported directly to the QBC Board.</p>


4. Refer to page 46 of the 2022-2023 QBCC Annual Report (PDF version) for more details on the Regulatory and Resolution Committee structure

#### 4. COMMIT TO CONTINUOUS IMPROVEMENT (*CONTINUED*)

SUPPORTING PRINCIPLES	QBCC'S REGULATORY PRACTICES AND ACTIONS
<ul style="list-style-type: none"> <li>• regular review of the approach to regulatory activities, collaboration with stakeholders and other regulators to ensure it is appropriately risk based, leverages technological innovation and remains the best approach to achieving policy outcomes</li> <li>• to the extent possible, reform of regulatory activities is prioritised on the basis of impact on stakeholders and the community</li> <li>• staff have the necessary training and support to effectively, efficiently and consistently perform their duties</li> </ul>	<p><b>Staff training and support</b></p> <p>Objective three from QBCC's Strategic Plan 2020-2024 (revised for 2022-2023) is to put our people first, and support and value them. The QBCC coordinated/delivered the following development/training to our staff during 2022-2023:</p> <ul style="list-style-type: none"> <li>• staff development through a Performance Development Framework</li> <li>• providing staff study assistance through the Study and Research Assistance Scheme, supporting staff to complete further studies appropriate to their roles</li> <li>• providing staff with regulatory training relevant to decision making:             <ul style="list-style-type: none"> <li>» Statutory Interpretation - Crown Law</li> <li>» Human rights training - Crown Law</li> <li>» Good Decisions; Complaints Management; Practical Ethics - Queensland Ombudsman</li> </ul> </li> <li>• providing staff with recruitment and selection training to ensure the right people are successful in obtaining the right jobs within the QBCC:             <ul style="list-style-type: none"> <li>» Selection panel training</li> <li>» How to get that job training</li> </ul> </li> <li>• developing upcoming leaders with training:             <ul style="list-style-type: none"> <li>» QBCC Emerging Leader Programme</li> <li>» Moving from Team Member to Team Leader</li> <li>» Managing Effectively in a Blended Work Environment</li> <li>» Successful Performance Reviews</li> <li>» High performance in Leadership - Corporate Training Solutions Australia</li> </ul> </li> <li>• other training provided to staff:             <ul style="list-style-type: none"> <li>» Microsoft Word - Intermediate and Advanced</li> <li>» Microsoft Excel - Beginners and Intermediate</li> <li>» Meeting Skills</li> <li>» Presentation Skills</li> <li>» Plain English Writing for Government</li> <li>» Writing technical Documents in Plain English</li> <li>» Wellness and Resilience in the Workplace</li> <li>» Staying the Distance</li> <li>» Emotional Intelligence</li> </ul> </li> </ul> <p>The QBCC's future development and training initiatives are focused on:</p> <ul style="list-style-type: none"> <li>• Fundamental expectations and responsibilities, including topics such as Sexual Harassment, Domestic and Family Violence and Psychosocial Hazard Awareness</li> </ul>



#### 4. COMMIT TO CONTINUOUS IMPROVEMENT (*CONTINUED*)

SUPPORTING PRINCIPLES	QBCC'S REGULATORY PRACTICES AND ACTIONS
<ul style="list-style-type: none"> <li>• regular review of the approach to regulatory activities, collaboration with stakeholders and other regulators to ensure it is appropriately risk based, leverages technological innovation and remains the best approach to achieving policy outcomes</li> <li>• to the extent possible, reform of regulatory activities is prioritised on the basis of impact on stakeholders and the community</li> <li>• staff have the necessary training and support to effectively, efficiently and consistently perform their duties</li> </ul> 	<p>A Leadership Development Program, including for emerging and future leaders, with recognition that thinking and evidence around effective leadership continue to evolve</p> <ul style="list-style-type: none"> <li>• A Leaders Onboarding Program, covering topics such as expectations, resources and support for managers and maintaining healthy team relationships</li> <li>• Complex skills in leadership, with a focus on capability uplift across people, strategic, operational and change leadership topics</li> <li>• Effective onboarding processes for our people.</li> </ul> <p>The QBCC Regulatory Academy has also been established to assist regulatory service work areas within the QBCC. The work of the Academy will focus on identifying and developing customised training elements to improve the skills and expertise of our staff in their respective regulatory roles; developing, maintaining and hosting operational policies and procedures to provide consistent regulatory practice; and supporting industry skills and capability through awareness and education activities.</p> <p><b>Additional improvements being targeted</b></p> <p>To further support our people in their duties, the QBCC has also been:</p> <ul style="list-style-type: none"> <li>• coordinating regular internal presentations where teams present their functions, roles, and the purpose they serve in contributing to the QBCC. It is used to help our people gain valuable insights into the work being done within the organisation across different teams, and thereby create greater strength in interactivity and functional collaboration</li> <li>• updating the performance development plans across the organisation to reflect the new QBCC organisational values and to link individual plans with each Division's operational plans, all in support of the implementation of the 2023-2027 Strategic Plan</li> <li>• conducting a gap analysis in relation to complex capabilities for leaders, which has identified capabilities which will underpin future leadership training and be developed through specific development options</li> <li>• implementing a program to help leaders have clarity of the role they have in supporting their people and using key people processes.</li> </ul>

## 5. BE TRANSPARENT AND ACCOUNTABLE IN ACTIONS

SUPPORTING PRINCIPLES	QBCC'S REGULATORY PRACTICES AND ACTIONS
<ul style="list-style-type: none"> <li>• where appropriate, regulatory frameworks and timeframes for making regulatory decisions are published to provide certainty to stakeholders</li> <li>• decisions are provided in a timely manner, clearly articulating expectations and the underlying reasons for decisions</li> <li>• indicators of regulator performance are publicly available</li> </ul>	<p>The QBCC continues to improve its efforts to be transparent and accountable in our actions and to build trust and confidence in all that we do.</p> <p><b>Regulator performance indicators</b></p> <ul style="list-style-type: none"> <li>• following lodgement of an application for adjudication to the QBCC, a decision is made by the Adjudication Registrar as to whether the application is valid, if valid then the application is referred to an Adjudicator within four business days. Applicants are provided with details of the Adjudicator as well as relevant information on the adjudication process</li> <li>• following lodgement of a licence application to the QBCC, and where a decision is made by the QBCC to refuse the application, QBCC applicants are provided the reasons for refusal in writing, along with advice on how to have the decision reviewed</li> <li>• the QBCC has developed a Compliance and Enforcement Strategy which informs the public of the QBCC's regulatory approach and priorities</li> <li>• the QBCC is developing guidelines to assist licence applicants understanding of the application process</li> <li>• an extensive review and updating of Licence applications forms is also underway aimed at providing clearer instructions and transparency and support for licence applicants</li> <li>• a Financial Compliance Regulatory Guideline has been developed to advise licensees about the regulatory approach the QBCC will take in assessing licensee compliance with their financial obligations</li> <li>• following lodgement of a complaint about defective work, and where a decision is made by the QBCC on the complaint, QBCC applicants are provided with a response outlining reasons for the decision and the applicant's options to review those internally and/or proceed to the Queensland Civil and Administrative Tribunal for further consideration</li> <li>• Ongoing development and maintenance of operational policies and procedures to provide clear, consistent, and contemporary operational policies and procedures, in order to improve the consistency of decision making and assist industry and consumers to better understand the rationale behind decisions</li> <li>• the QBCC has a Strategic Plan 2020-2024 (revised for 2022-2023) containing performance measures<sup>5</sup>. These performance measures guide the QBCC on their regulatory frameworks, influencing regulatory timeframes</li> <li>• the QBCC's 2022-2023 Service Delivery Statement is available on the State budget website<sup>6</sup>. The QBCC service standards specifically relate to the performance of key regulatory activities as listed below. The performance of these service standards is provided in the QBCC Annual Report 2022-2023<sup>7</sup>. The service standards include: <ul style="list-style-type: none"> <li>» time taken to process licence applications</li> <li>» time taken to finalise dispute cases</li> <li>» customer perception of the fairness of our decisions</li> <li>» the percentage of decisions that were set aside by the Queensland Civil and Administrative Tribunal.</li> </ul> </li> <li>• the QBCC publishes an Annual Report on our external facing website as soon as practicable after tabling in Parliament.</li> </ul>

5. Refer to our website at <https://www.qbcc.qld.gov.au/resources/corporate-publication/qbcc-strategic-plan-2020-2024-revised-2022-23>

6. [www.budget.qld.gov.au](http://www.budget.qld.gov.au)

7. Refer to page 26 of the 2022-2023 QBCC Annual Report (PDF version).



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Visit [qbcc.qld.gov.au](http://qbcc.qld.gov.au), call **139 333** or write to us at **GPO Box 5099, Brisbane Qld 4001**.

