

REGULATOR PERFORMANCE FRAMEWORK REPORT

2023-2024

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INTRODUCTION

The Queensland Government Regulator Performance Framework¹ requires regulators to report annually on the extent to which they are implementing regulator model practices that have been designed to achieve positive regulatory outcomes for Queensland through effective and efficient regulatory practice.

The Queensland Building and Construction Commission (QBCC) Regulator Performance Framework Report provides evidence of how the QBCC's regulatory practices and activities in the 2023-24 financial year align with the model practices.

The QBCC is Queensland's regulator for the building and construction industry. As a statutory body established under the *Queensland Building and Construction Commission Act 1991* (QBCC Act), the QBCC is governed by the Queensland Building and Construction Board (QBC Board).

Due to machinery-of-government changes, its responsible Minister changed on 18 December 2023 from the former Minister for Energy, Renewables and Hydrogen and Minister for Public Works and Procurement, the Honourable Mick de Brenni MP, to the former Minister Honourable Meaghan Scanlon MP, Minister for Housing, Local Government and Planning, and Minister for Public Works.

Over the 2023-24 financial year, the QBCC worked with the then Department of Housing, Local Government, Planning and Public Works (DHLGPPW) to implement and progress government policy, while exercising its legislative responsibilities impartially, effectively and consistently to reduce risk and offer protection from harm.

Led by the Chief Executive Officer (CEO) and Commissioner, the QBCC is committed to supporting the growth of the state through its contribution to a thriving and resilient building and construction industry that inspires confidence.

Under the leadership of the Chief Building Regulator, the QBCC's Regulatory Services Group (the Group) delivers frontline regulatory services to address the most significant risks and harms impacting consumers and stakeholders in the building and construction industry. By employing a comprehensive suite of regulatory tools and approaches, the Group ensures a targeted and effective response to safeguard the industry and its community.

The QBCC organisational objectives are focused on supporting sustainable social, environmental and economic outcomes for Queenslanders.

THE QBCC STRATEGIC PLAN²

The strategic objectives outlined in the QBCC Strategic Plan 2023-2027 that guided activities through the 2023-24 financial year are:

- **Objective 1** – Support a strong, safe and sustainable industry through responsive regulatory activity to reduce risk and harm
- **Objective 2** – Improve the customer experience through the provision of information, advice and decisions that are practical, clearly communicated, transparent and timely
- **Objective 3** – Educate and inform customers to support continuous quality improvement
- **Objective 4** – Be a sustainable and digitally enabled organisation
- **Objective 5** – Be an organisation that supports, values and empowers our people

¹ Queensland Treasury (2023) Website: [The Queensland Government Regulator Performance Framework](#)

² The QBCC (2024) Website: [The QBCC Strategic Plan 2023-2027 \(revised for 2024-25\)](#)

MODEL PRACTICES

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

In 2023-24, the QBCC was committed to:

- leveraging data driven insights to target compliance activities
- delivering risk-based proactive audit activities
- providing balanced and fair decisions.

The QBCC launched a comprehensive, statewide building site audit program, featuring monthly site visits and an intense, month-long compliance campaign. The building site audit program aimed to protect property owners from the risks of unlicensed building work. To support the audit program, the QBCC adopted a risk-based approach to prioritising its compliance and enforcement activities, ensuring targeted interventions and efficient allocation of resources. In addition, the QBCC leveraged a data-driven tool for identifying construction sites to target for inspection. By analysing trends and patterns within the industry using the data-driven tool, the QBCC identified the activities and sectors where non-compliance was most prevalent. This risk-based approach ensures that priority is given to the types of matters posing the greatest risk of harm to Queenslanders and the industry.

Where non-compliance was identified during site visits, the QBCC tailored its regulatory activities—including education, engagement, monitoring and enforcement—based on the seriousness of the breach identified. The risk-based, statewide building site audit program uses education and support to address potential issues early, before they escalate into significant problems, thereby enhancing overall industry compliance and consumer protection. In addition, site visits provide opportunities to engage with contractors and property owners and uplift their education about their rights and obligations during the building process.

To support financial stability of licensees, the QBCC continued to enforce reporting obligations and early intervention activities. The QBCC analysed the annual financial information submitted by licensees and prioritised regulatory actions based on varying levels of risk, focusing on the most serious breaches and those at highest risk of financial failure. To ensure the appropriate regulatory approach and actions were pursued, the QBCC considered the severity of any identified breach, the impact on industry stakeholders, and the risk to the industry if actions were (or were not) taken. The outcomes of these deliverables helped reduce the financial risks and impact on industry and relevant stakeholders.

In addition, the QBCC held several roadshows across Queensland to engage with licensees, industry professionals and industry associations, with the aim of improving their understanding of statutory obligations and regulatory processes. The QBCC also delivered several awareness-raising campaigns targeting licensees, property owners and stakeholders. These campaigns promote positive behaviour change, while strengthening the QBCC's reputation and fostering trust as a regulator.

Moving forward, the QBCC plans on launching the recently approved Compliance and Enforcement Strategy, which will strengthen its focus on a risk-based approach to regulation and prioritise actions more effectively. The data-driven tool to support compliance audit programs will undergo further enhancements to include specific external data, which will support audits on commercial sites.

To enhance the analysis of licensee solvency, the QBCC is developing an internal risk dashboard that integrates external industry data.

The QBCC plans to increase the existing suite of educational and advisory resources available, which are intended to support home owners and licensees to better understand their rights and responsibilities and encourage improved self-regulation. These planned resources include a new educational video for home owners on building and renovation, as well as educational videos detailing the Queensland Home Warranty Scheme (QHWS).

To enhance the skills and capabilities of its regulatory officers, the QBCC will continue to develop its educational guidelines on core functions, such as licensing and financial compliance.

2. CONSULT AND ENGAGE MEANINGFULLY WITH STAKEHOLDERS

In 2023-24, the QBCC was committed to:

- conducting meaningful customer consultations
- actively participating in collaborative stakeholder engagements
- building trust and influencing regulatory change
- understanding industry challenges and opportunities for improvement.

The QBCC continued to engage with a diverse range of stakeholders to collaborate and share information that impacts the building and construction industry. Where formal arrangements are required by legislation, the QBCC entered into Memorandums of Understanding with other parties. These agreements establish a framework for cooperation and facilitating information exchange. An overview of the key engagement activities undertaken by the QBCC throughout the financial year is provided below.

CUSTOMER ENGAGEMENT

The QBCC conducted a range of customer engagement activities to enhance customer experience and gain a deeper understanding of their needs and expectations. These activities include establishing a dedicated customer research function, which forms the foundation for improving customer interactions and advocating for their needs. Annual customer surveys are conducted to gather feedback on customer satisfaction, experiences and opportunities for improvement. These surveys provide actionable insights, guide targeted enhancements, and track progress over time. Ongoing customer research will continue to inform future service improvements through identifying changes in customer preferences and promptly addressing customer pain points.

In addition, customer journey maps have been developed to visually represent customer interactions with QBCC services, capturing their thought processes and feelings throughout their service journey. These maps offer valuable insights and enable the QBCC to identify and implement strategies to improve customer interactions. By delivering these activities and fostering a culture focused on customer outcomes, the QBCC is ensuring that the customer remains central to the decision-making process and demonstrating its commitment to continuous improvements in services delivery.

INDUSTRY ENGAGEMENT

Engagement activities conducted with key industry stakeholders provided valuable insights into the operating environment of regulated entities. By maintaining active connections with industry representatives, the QBCC enhanced its understanding of the challenges and issues facing the sector. This collaborative approach enabled the QBCC to be a more effective regulator by focusing efforts on areas of greatest risk. Key formal consultation and engagement mechanisms included the Industry Advisory Committee (IAC), Service Trades Council (STC), and Stakeholder Roundtable meetings.

The IAC serves as a key forum for the QBCC Board to engage formally with the building and construction industry on current and emerging issues. Discussions addressed several key topics, including the introduction of compulsory continuing professional development for business leaders, the building certification industry challenges, and the impact of defective work on delivering quality projects.

The STC continued to provide advice to the responsible Minister and Commissioner on matters relating to the plumbing and drainage trade, as well as serving as the internal reviewer for licensees facing disciplinary action under the *Plumbing and Drainage Act 2018*. The STC acts as the voice of the service trades, and hosts industry forums across the state to provide information and seek feedback from attendees.

The STC also provides oversight to the Service Trades Licensing Advisory Panel and the Notifiable Works Panel, which advise the STC and the QBCC on industry matters relating to occupational licensing and the notifiable work framework.

Stakeholder Roundtable meetings, hosted by the QBCC CEO and Commissioner, provided a solid foundation for facilitating productive discussions and strengthening relationships with key industry stakeholders. The key topics of discussion included the QHWS, legislative reform and fire licensing. The QBCC also continued to engage directly with individual stakeholders, including regular meetings with respective counterparts in the Master Builders Queensland and the Master Plumbers Association of Queensland. These engagements foster collaboration and enable diverse perspectives to be considered in the QBCC's regulatory approach.

The QBCC remained committed to maintaining positive industry relationships through ongoing sponsorship of the National Association of Women in Construction and Australian Apartment Advocacy. The QBCC CEO and Commissioner took the opportunity to attend various industry events and actively participated in panel discussions, conferences and workshops.

COLLABORATION WITH GOVERNMENT

The QBCC continued to collaborate with government and other regulatory agencies to share information, promote consistency and best practices in regulation, and advance common goals to benefit the community. The QBCC participated in meetings with senior representatives of various government departments within Queensland, as well as with interstate counterparts. Specifically, the QBCC engaged with the DHLGPPW to establish protocols regarding operational implementation of legislative changes and supporting industry understanding and compliance. The QBCC remained actively engaged as a member of several established inter-governmental groups, including the QBCC Governance Review Implementation Steering Committee (ISC) and Ministerial Construction Council (MCC).

Administered by DHLGPPW, both the ISC and the MCC are key inter-governmental platforms for the QBCC. The ISC provided oversight on the progress of implementing the recommendations from the QBCC Governance Review 2022. The MCC served as an important platform for stakeholders and regulatory agencies to discuss critical industry matters, including the QHWS and the trust account framework.

Representatives from the QBCC also attended the Building Regulators Forum, which provided the opportunity for state building regulators to discuss and address common challenges, share best practices, and develop strategies for effective regulation and oversight. This forum aimed to promote consistency, transparency and innovation in building regulation across different regions. Additionally, the QBCC participated in the Building Functional Recovery and Resilience Group, a collaborative group focused on natural disaster recovery that brings together government agencies, local government, the building industry and insurance providers to identify and resolve issues in post-disaster rebuilding of dwellings.

KNOWLEDGE-SHARING SESSIONS

Education is a regulatory requirement under the QBCC's enabling legislation and is fundamental to encouraging compliance, supporting safe practices and raising awareness of legislative changes. The QBCC continued to engage with a range of stakeholder groups, including industry, government departments, and registered training organisations to identify opportunities to collaborate on joint educational activities.

In addition, the QBCC Regulatory Academy and Engagement team was established to deliver external events, including trade expos and home shows. The team also visited TAFEs and training organisations to build awareness of the QBCC's functions and provide education about building and construction generally.

The QBCC worked closely with educational institutions and professional bodies to explore effective information sharing. Feedback from these sessions has informed planning for future learning and engagement activities to support a strong and resilient building and construction industry. The QBCC continued to enhance market awareness of consumer-focused educational content, including guiding first home buyers from the Queensland Treasury webpage to the QBCC website for information on building and renovating.

Looking ahead, the QBCC will continue to collaborate closely with the industry to provide best practice information on compliance and support the sector by creating learning resources that promote self-regulation and enhance industry capability. The QBCC Regulatory Academy and Engagement team will lead these efforts by delivering targeted training programs, facilitating industry workshops, developing educational materials to strengthen compliance, and actively promoting the role of the QBCC to both emerging and established industry professionals.

3. PROVIDE APPROPRIATE INFORMATION AND SUPPORT TO ASSIST COMPLIANCE

In 2023-24, the QBCC was committed to:

- implementing tailored education and engagement campaigns
- providing clear and accessible information and advice
- ensuring streamlined and consistent service delivery across Queensland.

The QBCC delivered a series of targeted engagement campaigns to educate licensees, property owners and stakeholders on compliance obligations, financial reporting and trust accounts, and provide guidance on the building and renovation process. These campaigns increased knowledge, raised awareness of key regulatory requirements, and drove positive behaviour change, while also strengthening the QBCC's reputation and reinforcing trust in its regulatory role. In addition, the QBCC trialled a new approach to engaging and informing customers through a series of short, 'on-demand', educational videos. The benefit of these videos is their long-term accessibility, allowing the QBCC customers to access the content beyond the initial release and promotional period.

The QBCC also implemented its new Statewide Operating Model to enhance consistency and flexibility in service delivery across the state. This model enables the QBCC to standardise processes and improve work distribution, increasing adaptability and effectiveness by allowing for efficient case redistribution, which optimises resources and addresses workload imbalances. A review of the model has identified additional opportunities for enhancement moving forward.

To further enhance customer service, the QBCC continued to upskill customer service officers and improve consistency in service delivery across the state. Early in 2024, the QBCC introduced the Subject Matter Expert (SME) Roster initiative to provide specialised support for intricate cases requiring escalation. The SME Roster initiative allows customers to schedule appointments and connect directly with SMEs for complex enquiries, improving access to information and advice. In addition, the QBCC established the Building and Technical Inspectorate, which amalgamated technical officers from across the state into a unified operating model to provide consistent building inspection services. The introduction of the Building and Technical Inspectorate has significantly reduced building inspection wait times for home owners and improved efficiencies in the construction industry. To enhance building safety and quality, the Building and Technical Inspectorate also provided education to builders and contractors through proactive on-site audits of residential and commercial building work.

The QBCC also offers an interactive online licensing information tool to help licensees, home owners and industry bodies determine the appropriate licences for various types of building and construction work, along with common exceptions to the rules. The tool improves licensees' understanding of their obligations, enhanced compliance, and delivered clear and accessible licensing information to stakeholders, including licensees, home owners and industry bodies. An intuitive online tool was also made available to help plumbers determine when a Form 4/4A registration is required for notifiable works. This notifiable work tool supports plumbers in understanding and meeting their compliance obligations. To further support compliance, the QBCC conducted audits of plumbers and drainers to ensure proper submission of Form 4/4A for notifiable works. Non-compliant licensees identified through these audits were referred for secondary audits to ensure future compliance, and were provided with additional education on their obligations regarding Form 4/4A submissions. The QBCC is also finalising a new resource guide to help builders of low-rise constructions understand the technical qualification and experience requirements for obtaining a low-rise builder and supervisor licence.

The QBCC remains dedicated to delivering tailored education and engagement campaigns, providing clear and accessible information and advice, and ensuring consistent service delivery across Queensland. The QBCC is consulting with industry stakeholders to develop an Industry Learning Strategy aimed at enhancing understanding of building and construction standards and legislation, supporting regulatory compliance, and minimising risk and harm to consumers. Improvements to the online licence information tool and notifiable work tool are also underway to further improve access to critical information. In addition, the QBCC will actively engage with the industry to enhance education and awareness of notifiable works through quarterly newsletters, comprehensive guides for licensees and local governments, and participation in industry events. The STC will continue conducting surveys and workshops with industry participants to identify opportunities for improving the notifiable work framework and refining the QBCC's approach to enforcement.

4. COMMIT TO CONTINUOUS IMPROVEMENT

In 2023–24, the QBCC was committed to:

- delivering operational and functional enhancements
- advancing digital services and capabilities
- providing relevant training and development opportunities for staff.

The QBCC Governance Review 2022 provided the QBCC with the opportunity to elevate its practices and strengthen its governance frameworks. The review also allowed the organisation to identify areas for improvement, showcasing its commitment to continuously enhancing regulatory processes and organisational performance.

The QBCC made substantial progress, with 8 of 17 Governance Review recommendations—or 59 of 77 actions—now complete. Progress was regularly reported to the Queensland Government’s Interdepartmental Steering Committee, and the QBCC remains on track to deliver all QBCC-led actions. In response to the recommendations, the QBCC successfully launched its Reset initiative in July 2023 to foster greater cohesion, streamline customer interactions, and provide clearer definition of functions and purpose. An overview of the QBCC’s key continuous improvement initiatives delivered during the financial year are provided below.

STREAMLINED DISPUTE RESOLUTION SERVICES

The QBCC Reset introduced new—and realigned some existing—functions to enhance operational efficiencies, including in dispute resolution. The Building and Technical Inspectorate significantly reduced building inspection wait times during the reporting period. In addition, the Mediation and Conciliation Pilot Service, launched in October 2023, offered a tailored alternative approach to dispute resolution, alleviating the burden on formal adjudicative processes. This pilot enables home owners and licensees to collaboratively resolve building disputes with the guidance of a qualified and independent conciliator. In just over eight months of operation during the 2023–24 financial year, the pilot service successfully resolved 763 building dispute complaints for 342 home owners and licensees.

To further improve efficiency, the QBCC also worked to develop the Claims Management Improvement Project (CMIP) to deliver functional enhancements and streamline the handling of insurance claims. The CMIP was launched on 3 July 2024. Both the Mediation and Conciliation Pilot and the CMIP will continue throughout the 2024–25 financial year, with a focus on refining processes and enhancing the effectiveness of dispute and claims management, contributing to a more agile and responsive regulatory environment and supporting a better customer experience.

ENHANCED CUSTOMER EXPERIENCE

The QBCC introduced the Customer Improvement Plan to enhance customer experience. The plan focused on five key pillars:

- Listen to the voice of the customer.
- Build a customer-centric culture.
- Optimise external information.
- Improve services and processes.
- Enhance digital and technology.

The plan established a foundation for the QBCC to evolve as a more customer-centric regulator and provided the organisation the opportunity to implement several initiatives to improve customer interactions. Customer journey maps were developed to gain deeper insights into customer perceptions and identify opportunities for enhancement. A new licensing tool was introduced to assist customers in making informed decisions about licensing requirements for various building and construction activities. In addition, clear and accessible communication materials were developed to ensure customers understand what to expect from the QBCC services.

Looking ahead, the QBCC will maintain its emphasis on customer research and data analysis to gain actionable insights and inform its priorities and improvements in customer experience. From the 2024–25 financial year onwards, the organisation will launch a three-year Customer Experience Strategy, ensuring a continued focus on delivering better outcomes for customers.

CONTINUED FOCUS ON BEST PRACTICE IN GOVERNANCE

The QBCC continued to maintain the compliance of the QHWS with relevant Australian Prudential Regulatory Authority (APRA) standards, ensuring adherence where practical and prudent. Although the QHWS, as a statutory insurance scheme, is not mandated to meet APRA standards, this provides added assurance of financial stability and resilience.

As part of the organisation’s ongoing efforts to enhance governance and accountability, the QBCC held regular workshops and discussions with senior leaders to review and monitor operational and strategic risks. These activities strengthened the QBCC’s risk management processes, enabling the organisation to proactively address challenges and build resilience. In addition, the QBCC reviewed its policies to reinforce its fraud and corruption prevention framework, aligning with best practices and meeting the requirements of integrity bodies. These initiatives collectively reflect the QBCC’s dedication to fostering trust, accountability and operational excellence.

DIGITAL CAPABILITY UPLIFT

The QBCC developed a Digital Services Business Case in response to Recommendation 7 of the QBCC Governance Review 2022 to *'Replace the existing IT systems with fit-for-purpose systems that align with the QBCC functions and reporting framework'*. The ISC endorsed the Digital Services Business Case in January 2023 to support the QBCC in enhancing its digital services. A multi-year phased approach was established to address the organisation's digital needs across a series of project horizons. As part of the initial foundation phase, the QBCC established the Digital Portfolio Office to manage the Digital Services Roadmap. The foundation phase also saw the QBCC delivering digital uplift programs focused on enhancing digital and automation capabilities, improving business practices, simplifying access to information, and strengthening internal systems to better support staff in delivering quality services.

STAFF TRAINING AND SUPPORT

The QBCC continued to coordinate and deliver training opportunities for staff across a range of topics, including targeted training enhancing role-specific skills, technology proficiency and recruitment capabilities. In addition, training in cultural education, preventing sexual harassment, and addressing domestic and family violence promotes a supportive and safe work environment. Integrating values and aligned behaviours into staff Performance Development Plans as part of goals setting also helps to embed the QBCC's core values into everyday work practices and fosters a stronger alignment between employee actions and cultural and behavioural expectations. The availability of the Study and Research Assistance Scheme provides extra support to staff in pursuing further education relevant to their roles. Leadership development programs focus on building the complex capabilities essential for success, and equipped leaders with tools for delivering effective coaching, embedding QBCC values, navigating difficult conversations and fostering psychosocial safety.

In addition, the QBCC developed the Regulatory Assurance Framework (RAF) to provide assurance that its decisions will result in good regulatory outcomes and sound risk management. The framework comprises key elements for good decision-making, with a focus on training, procedures and supervision. The RAF supported the establishment of the QBCC Regulatory Academy, which provides the QBCC's regulatory staff with targeted training. The QBCC also commenced the auditing of regulatory decisions to gather insights to support continuous improvement, further enhancing the quality and consistency of decision making. The implementation of the RAF will continue throughout the 2024-25 financial year, with a focus on adopting a more holistic approach to decision making through improved reviews and audits, and more effective data analysis.

The QBCC also implemented new initiatives to further engage staff and continue to foster a connected, inclusive and productive workplace. To improve understanding of functions across the organisation, regular internal presentations are held where teams present their functions, roles and the purpose they serve in contributing to the QBCC's operations. Other initiatives and network groups, including the Innovation Factory, Health and Wellbeing network, PRIDE network and Reconciliation Action Plan, were also established to encourage employees to participate in idea generation and implementation of initiatives aimed at enhancing customer service and improving operational efficiencies.

5. BE TRANSPARENT AND ACCOUNTABLE IN ACTIONS

In 2023-24, the QBCC was committed to:

- providing services in accordance with its corporate regulatory framework
- making timely and clearly communicated decisions
- ensuring transparency through comprehensive reporting.

The QBCC reinforced its commitment to transparency and accountability in its delivery of services to customers. The QBCC actively published clear strategies and guidelines to assist licensees in meeting compliance requirements. For example, the Financial Compliance Regulatory Guideline provided detailed principles and procedures for assessing licensee compliance with financial obligations. In addition, a comprehensive review of licence application forms was completed, with work underway to create new guidelines that provide clear instructions to applicants. Setting clear expectations allows the QBCC to demonstrate its commitment to transparency and accountability, while enhancing compliance, maintaining industry integrity and safeguarding consumers.

To further promote fairness and accountability, the QBCC consistently communicated the rationale behind its decisions and outlined available recourse options. For example, when licence applications were refused, applicants received written explanations for the decision, along with guidance on how to request a review. Similarly, when complaints regarding defective work were lodged and then resolved, applicants were provided with detailed responses, including options for internal review or escalation to the Queensland Civil and Administrative Tribunal.

Adjudication applications were also promptly assessed, with valid applications referred to an adjudicator within four business days. Applicants were informed of their assigned adjudicator and given relevant details about the adjudication process.

In addition, the QBCC continued to meet its mandatory performance management requirements and implemented robust corporate-level regulatory frameworks to guide planning and reporting activities. A review of the QBCC Strategic Plan 2023-2027 was conducted to ensure responsiveness to the evolving environment, with updates aligned to the former Minister's Statement of Expectations. Performance measures were actively tracked and reported, demonstrating progress towards achieving the QBCC's five strategic objectives. The QBCC 2023-24 Service Delivery Statement (SDS) outlined service standards for key regulatory activities, reinforcing transparency.³

To ensure accountability, the QBCC will continue to commit to publicly reporting its progress in achieving the QBCC Board's Statement of Intent, through quarterly performance reports aligned with the Strategic Plan and SDS performance measures. The results of these measures continue to be published in the QBCC annual reports, and made available on the QBCC website after being tabled in Parliament. These outputs will continue to demonstrate the QBCC's dedication to maintaining transparent operations and upholding public trust.

³ The Queensland Government (2023) Website: [Queensland Budget 2023-24 Service Delivery Statements, Department of Energy and Public Works](#)

CONCLUSION

Over the 2023-24 financial year, the QBCC delivered a range of activities and initiatives to fulfil its regulatory responsibilities and align with the model practices outlined in the Queensland Government Regulator Performance Framework. By publishing clear guidelines, including the Financial Compliance Regulatory Guideline, the QBCC strengthened its commitment to providing regulatory transparency and demonstrating accountability. Conducting comprehensive reviews of licence application forms and creating new applicant guidelines further enhanced accessibility and understanding of regulatory requirements for licensees. Finally, annual reviews of the QBCC Strategic Plan, along with the delivery of quarterly and annual performance reporting, reinforced the organisation's accountability and responsiveness to emerging challenges and stakeholder needs. The highlights across the 2023-24 financial year outlined in this Regulator Performance Framework Report reflect the QBCC's ongoing commitment to delivering effective, transparent and accountable regulatory services.

Need more information?

Visit qbcc.qld.gov.au, call 139 333 or write to us at GPO Box 5099, Brisbane Q 4001.

