

QBCC Governance Review – 6-month Implementation Report

As at 31 March 2023

On 29 June 2022, the Queensland Government (the government) released its response to the Queensland Building and Construction Commission (QBCC) Governance Review 2022 Report (Review Report). The government immediately established an Implementation Steering Committee (steering committee) to oversee delivery of the government response, which included a 90-day action plan to deliver several immediate actions. Chaired by the Director-General, Department of Energy and Public Works (EPW) and comprising senior executives from across government and the QBCC, the steering committee fully delivered the 90-day action plan on time and is now focused on delivering the remaining recommendations in the program timeframe. Achievements under the 90 day action plan report card are available here: [QBCC Governance Review – 90-day Action Plan Report](#). This report card provides a 6-monthly update on achievements of the implementation program.

Report action	Achievements	Status
Recommendation 1 - Refocus the QBCC's regulatory role to licensing and compliance of the industry		
Action 1.1 - Transfer administration of the Queensland Home Warranty Scheme (QHWS) to another government department or agency, such as Queensland Treasury, to improve transparency and enable the QBCC to refocus its regulatory role to licensing and compliance. Under this restructured model the QBCC would investigate complaints managed under the QHWS and charge a service fee or be remunerated for services undertaken for the Scheme.	Work on the business case to consider the appropriate administration arrangements for the QHWS is underway.	WORK CONTINUING
Action 1.2 - Expand the Terms of Reference of the QHWS Review to consider the best approach to implementing Action 1.1 above.	The steering committee agreed that the QHWS Review and the business case referred to in Action 1.1 could occur concurrently, with no change to the Terms of Reference required.	DELIVERED
Action 1.3 - Transfer responsibility for prescribing technical qualification requirements across all QBCC licensees to EPW to clarify and distinguish the policy and regulatory responsibilities.	All three deliverables in the 90-day action plan were completed to schedule. Work on legislative amendments to transfer responsibility for prescribing technical qualification requirements has commenced. .	WORK CONTINUING
Action 1.4 - Establish a committee comprising the training ombudsman and representatives from EPW, QBCC, Construction Skills Queensland (CSQ), Department of Employment, Small Business and Training (DESBT), industry representatives and other experts as required to assist in assessing and prescribing the technical qualification requirements for QBCC licensees.	This action is fully implemented, with the two deliverables in the 90-day action plan completed to schedule.	DELIVERED
Action 1.5 - Refer comments about the Queensland Home Warranty Scheme (QHWS), which are out of scope for this review, to the QHWS review team.	This action is fully implemented, with the deliverable in the 90-day action plan completed to schedule.	DELIVERED
Recommendation 2 – Establish an independent, quarantined Mediation, Resolution and Review Unit within the QBCC		
Action 2.1 - As a priority, amend the relevant legislation to establish an independent, quarantined Mediation, Resolution and Review Unit within the QBCC.	EPW is working closely with the QBCC as a detailed business case related to Action 2.2 is developed.	WORK CONTINUING
Action 2.2 - Separate and quarantine the functions of the Mediation, Resolution and Review Unit from the QBCC licensing and compliance functions.	An options paper to inform decisions about the most appropriate method of implementation has been produced, with work on a business case underway.	WORK CONTINUING
Action 2.3 - Incorporate the existing functions of the adjudication registry, internal review unit and resolution services into the Mediation, Resolution and Review Unit.	This action is related to Action 2.2, and as a result will be delivered in conjunction with that action.	WORK CONTINUING

Report action	Achievements	Status
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.	Dependent on outcome of previous Actions 2.1 to 2.3.	NOT YET SCHEDULED TO START
Recommendation 3 – Reduce the size of the Queensland Building and Construction (QBC) Board and realign measures to demonstrate alignment with continuous improvement practices		
Action 3.1 - In accordance with best-practice, right-size the QBC Board to seven persons, including the Chair.	The Executive Government process to fully implement this action item was finalised in December 2022.	DELIVERED
Action 3.2 - The composition of the reformed board must have an appropriate mix of relevant skills and experience.	This action is fully implemented, with the recruitment panel for the Board considering qualifications and expertise, along with applicant's skills and experience when assessing the suitability of nominees.	DELIVERED
Action 3.3 - Apply the principles of gender equality, diversity and inclusiveness in selecting members of the QBC Board.	This action is fully implemented, with the Board recruitment process actively promoting diversity, gender equality and inclusiveness.	DELIVERED
Action 3.4 - Establish an industry advisory body to allow the QBC Board to effectively engage with the sector.	This action is fully implemented, with the three deliverables in the 90-day action plan completed to schedule.	DELIVERED
Recommendation 4 – Realign structure and recognise specialist skills		
Action 4.1 - Undertake a structural realignment within the QBCC that supports an outcomes-focused regulator.	The deliverable in the 90-day action plan was completed to schedule. Development of the structural realignment has been completed in three phases, including stakeholder consultation. A plan to implement the new structure across all areas has been developed.	WORK CONTINUING
Action 4.2 - Recognise and promote specialist career pathways and attract specialist skills and expertise.	All three deliverables in the 90-day action plan were completed to schedule. Implementation of a specialist skills roadmap is underway with the structural realignment being a key enabler of this action.	WORK CONTINUING
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.	A proposed structure for the unit has been established following consultation, with the structural realignment being a key enabler of this action.	WORK CONTINUING
Recommendation 5 – Enhance the QBCC's reputation based on consistency, transparency, fair and impartial decision making		
Action 5.1 - Develop and document operational procedures for all key regulatory activities, which provide clear guidance about consistent, fair and impartial decision-making. These procedures should reflect model litigant principles and recognise the importance of reconciliation.	Action being scoped.	NOT YET SCHEDULED TO START
Action 5.2 - Streamline processes and refocus operational priorities on core business.	Action being scoped.	NOT YET SCHEDULED TO START
Action 5.3 - Improve the customer experience through responsive and timely investigation, accurate advice and managing expectations through guidance and communication material.	The two deliverables in the 90-day action plan were completed to schedule. Review and revision of guidance and communication material is underway, incorporating research findings and other feedback.	WORK CONTINUING
Action 5.4 - Establish a precedent register to improve consistency of disciplinary action, including fines and education requirements.	This action is fully implemented, with the deliverable in the 90-day action plan completed to schedule.	DELIVERED
Action 5.5 - Actively report on the outcomes of QBCC decisions.	This action is fully implemented, with the two deliverables in the 90-day action plan completed to schedule.	DELIVERED

Report action	Achievements	Status
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.	The deliverable in the 90-day action plan was completed to schedule. Consultation between QBCC, Workcover and the Office of Industrial Relations to define preferred option for enhanced reporting on safety incidents is underway.	WORK CONTINUING
Action 5.7 - The Transport and Resources Committee support the amendments in the BOLA Bill to improve consumer rights to information.	This action is fully implemented, with the deliverable in the 90-day action plan completed to schedule.	DELIVERED
Recommendation 6 – Enhance the transparency and accountability of the conflicts of interest framework		
Action 6.1 - Establish a public-facing conflict of interest register for the QBC Board.	This action is fully implemented, with the two deliverables in the 90-day action plan completed to schedule.	DELIVERED
Action 6.2 - Promote and monitor the disclosure of all forms of conflicts of interest including unreasonable and unacceptable forms of private interest for individuals in decision-making but should not be able to decide a matter likely to impact an industry practitioner or organisation.	This action is fully implemented, with the deliverable in the 90-day action plan completed to schedule.	DELIVERED
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.	Development of an internal induction program to manage conflicts of interest has been completed. A training audit has been undertaken, with refresher training provided to QBCC Senior Leadership and QBC Board.	WORK CONTINUING
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 reviewed internally. Due to the Public Service Act being repealed, the Conflict-of-Interest Policy has also required external review to align with the new <i>Public Sector Act 2022</i> (Qld). Planning for consultation has commenced.	WORK CONTINUING
Recommendation 7 – Invest in an integrated information management system that is contemporary, fit for purpose and aligns with the organisation’s functions		
Action 7.1 - Develop an organisational transformation strategy to support increased capability in leading change and systems to monitor and evaluate outcomes.	Strategy to support increased organisational transformation capability has been developed and incorporated into a digital strategy and the structural realignment planning (action 4.1).	WORK CONTINUING
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
Action 7.3 - Replace the existing IT systems with fit-for-purpose systems that align with the QBCC functions and reporting framework.	A plan and justification for replacing the IT systems has been included in a digital strategy business case, with consultation underway.	WORK CONTINUING
Action 7.4 - Develop staff capability to critically analyse data and information to support transitioning to an insights-driven regulator.	A plan for developing the staff capability has been incorporated into the structural realignment planning (Action 4.1), with consultation continuing.	WORK CONTINUING
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 a digital strategy and business case, with consultation underway.	WORK CONTINUING
Action 7.6 - Ensure the ethical use of data is built into all assumptions across digital capability to reflect QBCC’s functions, values, principles and ethics.	The development of a procedure and process that ensures ethical use of data been included in a digital strategy, with drafting of the documentation underway.	WORK CONTINUING
Recommendation 8 – Ensure strategic planning reflects government’s expectations of the regulator and supports continuous improvement from the industry		
Action 8.1 - Realign the QBC Board strategic plan and supporting documents to reflect key outcomes.	The QBC Board strategic plan has been realigned to ensure it reflects Government’s expectations of the regulator and supports continuous improvement of the industry. Consultation with central agencies has commenced.	WORK CONTINUING

Report action	Achievements	Status
Action 8.2 - Incorporate QBCC employee consultation into the strategic planning process.	This action is fully implemented. Staff consultation has been completed and incorporated into the strategic planning process.	DELIVERED
Action 8.3 - Consult with industry to ensure the strategic plan is contemporary and responsive to industry challenges and promotes a financially viable, robust, and best-practice industry.	This action is fully implemented. Industry consultation has been completed and incorporated into the strategic planning process.	DELIVERED
Action 8.4 - Update the service charter to include an education program about the roles, responsibilities, and functions of the QBCC	This action is fully implemented, with the deliverable in the 90-day action plan completed to schedule.	DELIVERED
Recommendation 9 – Foster a culture of continuous improvement, respectful engagement and effective reporting		
Action 9.1 - Adopt staff engagement practices that include clear, purposeful, and consistent communication, active listening and are responsive to emerging issues.	Enhanced staff engagement practices piloted as part of the consultation and communication for the structural realignment (Action 4.1) and other projects. Improved communication and engagement practices are ongoing.	WORK CONTINUING
Action 9.2 - Proactively identify and manage relational issues that could adversely impact the culture, effectiveness and reputation of the QBCC.	Review of data completed, with action planning underway.	WORK CONTINUING
Action 9.3 - Develop a collaborative and effective organisational culture through policies and protocols to engage with each other respectfully and provide clear, fair and impartial avenues for resolution of matters.	Analysis of existing policies and protocols, and development of revised documentation is underway.	WORK CONTINUING
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
Action 9.5 - Empower staff to perform their roles and responsibilities with the support of appropriate training.	All three deliverables in the 90-day action plan were complete to schedule. Feedback mechanism to evaluate effectiveness of programs continues to be implemented.	WORK CONTINUING
Recommendation 10 – Strengthen and enhance management, licensing, investigative and technical staffing capability		
Action 10.1 - For the QBC Board: a. review and update the annual self-assessment process of the QBC Board members to include external facilitation, ensuring skills and experience remain relevant and contemporary for a governing board b. adopt continuous improvement strategies that include ongoing and relevant education and development to enable board members to effectively govern the QBCC.	Review of the annual self-assessment process for the QBC Board is underway.	WORK CONTINUING
Action 10.2 - For QBCC's senior management and leadership team: a. undertake a training needs analysis to understand the technical and management expertise of the leadership and management team b. introduce a 360-degree assessment of senior leadership team members.	Training needs analysis method has been identified, with the assessment tool being introduced.	WORK CONTINUING
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.	Consultation on training and development needs has commenced.	WORK CONTINUING
Action 10.4 - Establish systems to enable the QBCC to access expertise (e.g. past and present employees, builders, certifiers) to assist in performing its functions.	Analysis and investigation into framework options is underway.	WORK CONTINUING

Report action	Achievements	Status
Action 10.5 - Enhance practices to boost specialist staff mobility and accessibility to support integrated service delivery across Brisbane and regions.	Revised operating model is being introduced to boost specialist staff mobility and accessibility. This will support integrated service delivery, which has been designed and incorporated into the structural realignment planning (Action 4.1).	WORK CONTINUING
Action 10.6 – Develop QBCC staff written and oral communication skills to improve messaging about decisions, including the rationale for making a decision.	Development of the training program has commenced.	WORK CONTINUING
Recommendation 11 – Implement a comprehensive and public compliance and enforcement strategy		
Action 11.1 - Establish a rigorous and ongoing auditing process to strengthen compliance with regulatory actions taken by the QBCC.	The two deliverables in the 90-day action plan were completed to schedule. Development of the annual compliance plan is underway.	WORK CONTINUING
Action 11.2 - Adopt more proactive compliance strategies.	Development of the annual compliance plan is underway.	WORK CONTINUING
Action 11.3 - Employ dedicated intelligence staff to interrogate and analyse information and data to refocus operational activities and address sectoral risk.	Action being scoped.	NOT YET SCHEDULED TO START
Action 11.4 - Adopt an outcomes-focused performance and reporting framework that is integrated with other organisational planning and management systems.	Development of the annual compliance plan is underway.	WORK CONTINUING
Action 11.5 - Enhance the delivery of roadshows, presentations at industry events, engagement with peak organisations and stakeholder groups to support an outcomes and client-focused regulator.	A working group has been established, with an enhanced delivery approach developed and being adopted.	WORK CONTINUING
Recommendation 12 – Strengthen and develop the building industry through effective education, support, information and advice		
Action 12.1 - Dedicate officers to meet with and educate businesses and contractors about their legal, financial and technical obligations.	Action being scoped.	NOT YET SCHEDULED TO START
Action 12.2 - Introduce a compulsory continuing professional development framework for all of industry.	Work on the draft consultation regulatory impact statement is underway.	WORK CONTINUING
Action 12.3 - Recruit additional financial and accounting expertise to support businesses to meet the legislative requirements such as the minimum financial reporting requirements.	Skills and resource needs have been identified. Expertise is being established, with needs considered during structural realignment planning (Action 4.1).	WORK CONTINUING
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.	Identification of agencies able to provide assistance to at-risk businesses completed. Procedures and processes have been updated for roll out.	WORK CONTINUING
Action 12.5 - Collect and distribute appropriate data to assist government and peak industry associations to design and tailor education programs and services that are responsive to the building industry needs.	QBCC data collated, reviewed and consolidated for sharing with industry stakeholders to better understand the sector. Data sharing is ongoing with industry and government stakeholders.	WORK CONTINUING
Action 12.6 - Engage with apprentices and school leavers to encourage participation in and promotion of the building and construction industry.	Plan to engage with apprentices and school leavers has been developed.	WORK CONTINUING
Action 12.7- Establish dedicated QBCC extension officers to inform and educate the community, consumers, and industry about the QBCC's regulatory role.	Action being scoped.	NOT YET SCHEDULED TO START

Report action	Achievements	Status
Recommendation 13 – Embed co-operative and collaborative relationships with stakeholders that promote trust, improve customer service which leads to a better understanding of the operating environment		
Action 13.1 - Develop and implement educational strategies to better inform consumers about their rights and obligations.	Educational strategy has been developed with educational activities underway.	WORK CONTINUING
Action 13.2 - Develop and implement proactive communication material to manage consumer expectations about the QBCC functions and powers.	Action being scoped.	NOT YET SCHEDULED TO START
Action 13.3 - Take immediate steps to improve clarity and communication about the regulatory role of the QBCC and policy role of EPW.	Clear summaries outlining EPW and QBCC roles and responsibilities have been developed and key communication materials updated. This action is fully implemented, with materials to continue to be updated to reflect clarified roles and responsibilities as part of business-as-usual activities.	DELIVERED
Action 13.4 - Adopt a continuous improvement program to improve usability of the QBCC website with a particular focus on consumers.	Continuous improvement plan has been drafted and a new approach to continuous improvement is being adopted.	WORK CONTINUING
Action 13.5 – Establish protocols between the QBCC and EPW regarding the respective roles and responsibilities in policy development.	This action is fully implemented, with the deliverable in the 90-day action plan completed to schedule.	DELIVERED
Action 13.6 - The government develop a statement of expectations or similar which provides clear guidance to QBCC on the strategic priorities, emerging risks, engagement philosophy, performance and conduct. Consideration should also be given to the incorporation of the statement of expectations into QBCC's existing business planning processes and these processes should include milestones for reporting on progress.	This action is fully implemented, with the deliverable in the 90-day action plan completed to schedule.	DELIVERED
Recommendation 14 – Implement a contemporary and sustainable funding model to enable the QBCC to effectively regulate the industry		
Action 14.1 - Priority be given to establishing a sustainable funding model, that includes activity-based funding and fixed revenue base e.g., levy and licensing fees.	Work on the business case has commenced, which includes analysis of the costs and benefits of sustainable funding model options.	WORK CONTINUING
Action 14.2 - Make funding available for the QBCC to establish a new integrated platform, and address gaps in identified organisational skills and expertise.	This action is related to the actions outlined in Recommendation 7, and as a result, will be delivered in conjunction with Recommendation 7.	WORK CONTINUING
Action 14.3 - The QBCC commit to providing an efficiency dividend over time in return for additional funding.	Dependent on outcome of previous Actions 14.1 to 14.2	NOT YET SCHEDULED TO START
Recommendation 15 – Support the independent review of the role of developers within the Queensland building and construction industry		
Action 15.1 - Inform the independent review panel of the findings of this review, the unique identity of developers, and liaise as appropriate with the proposed review implementation working group.	This action is fully implemented, with the deliverable in the 90-day action plan completed to schedule.	DELIVERED
Recommendation 16 – Improve building resilience to the impacts of natural disasters		
Action 16.1 - Develop a communication strategy to inform building owners about building resilience through design and construction practices.	The communication strategy has been reviewed and updates to guidance materials identified. Information for homeowners and communities regarding mitigation activities in natural disasters will be disseminated through social media channels.	WORK CONTINUING
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

Report action	Achievements	Status
Recommendation 17 – Establish an implementation group to monitor and report on the progress of the QBCC Review recommendations		
Action 17.1 - Establish a steering committee comprising the Director-General of EPW (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
Action 17.2 - The steering committee will ensure regular reports are published on the progress of the implementation, and upon request give the Parliamentary Transport and Resources Committee information about the implementation process to ensure transparency and accountability.	The steering committee has delivered on this action and will continue to ensure regular reports are published.	WORK CONTINUING
Action 17.3 - The Director-General of EPW and the QBCC Commissioner monitor and foster a shared understanding of how recommendations are being implemented.	Implementation of program outcomes is being closely monitored by the Director-General and QBCC Commissioner through the steering committee, as well as regular engagement and collaboration by officers within both entities.	WORK CONTINUING
Action 17.4 - After two years, conduct an assessment of implementation to evaluate the efficiency and effectiveness of the recommendations in transforming the QBCC into a financially sustainable, outcomes-focused independent regulator that promotes confidence in the industry and strong economic growth.	Preparation of an evaluation framework to assess implementation effectiveness is progressing.	WORK CONTINUING
Action 17.5 - Evaluate the integration, effectiveness and potential efficiencies in the governance arrangements of the ministerial, QBCC and EPW committees and the Service Trades Council to ensure all building and construction industry sectors are adequately represented in the Government's building, plumbing and drainage reform agenda.	An assessment/evaluation model will be developed in line with program timeframes.	NOT YET SCHEDULED TO START