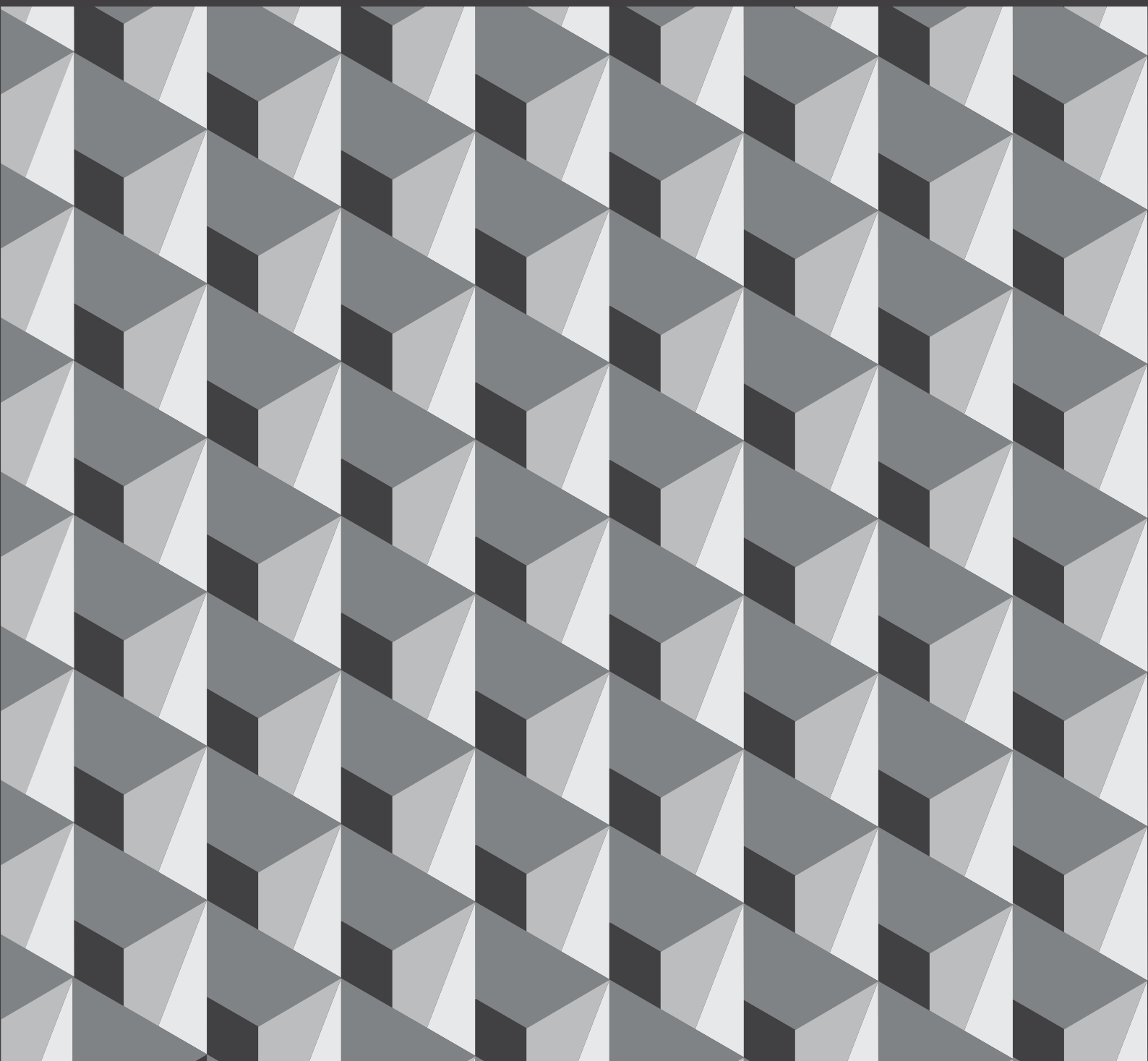


# ANNUAL REPORT

2024-2025



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### Interpreter service statement

The QBCC is committed to providing accessible information and services to Queenslanders from all cultural and linguistic backgrounds. To talk to someone about the Queensland Building and Construction Commission Annual Report 2024–2025 (QBCC Annual Report) in your preferred language, call 139 333 and an interpreter will be arranged.

## Enquiries

The QBCC Annual Report is available for download at [www.qbcc.qld.gov.au/about-us/our-corporate-publications](http://www.qbcc.qld.gov.au/about-us/our-corporate-publications). Printed copies can be requested by visiting a QBCC office or by contacting the QBCC via phone or email.

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## Open data

In accordance with Queensland Government requirements, the QBCC publishes specific annual report content through the Open Data Portal at [www.data.qld.gov.au](http://www.data.qld.gov.au).

The published information covers the following areas:

- Use of consultancy services.
- Expenditure on overseas travel.
- Spending on language services.
- Complaints related to the Charter of Victims' Rights.

## Acknowledgement of Country

The QBCC acknowledges the Aboriginal and Torres Strait Islander Traditional Custodians of Country throughout Australia and recognises the continuing connection to lands, water, and communities. We pay our respect to Aboriginal and Torres Strait Islander cultures and to Elders past and present.

The QBCC is dedicated to advancing reconciliation and building a diverse workplace by adopting inclusive practices, encouraging learning, supporting tolerance and understanding, and respecting the diversity and traditions of Aboriginal and Torres Strait Islander communities. Our approach as an organisation will demonstrate commitment and enhance adoption within the wider community.

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# LETTER OF COMPLIANCE



22 September 2025

The Honourable Sam O'Connor MP  
Minister for Housing and Public Works and Minister for Youth  
1 William Street  
Brisbane Qld 4000

Dear Minister,

I am pleased to submit for presentation to the Parliament the Annual Report 2024-2025 and financial statements for Queensland Building and Construction Commission.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the Financial and Performance Management Standard 2019, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements is provided at page 109 of this annual report.

Yours sincerely

A handwritten signature in dark ink, appearing to read 'Greg Chemello', is written over a light grey, stylized signature graphic.

Greg Chemello  
Chair  
Queensland Building and Construction Board

## CHAIR'S MESSAGE

I am honoured to have been appointed as the Chair of the Queensland Building and Construction Board in April 2025, and to present the Queensland Building and Construction Commission Annual Report 2024–2025.

2024–25 marks a period of renewal and transformation for the Queensland Building and Construction Commission (QBCC). The appointment of the Honourable Sam O'Connor as the Minister for Housing and Public Works in November 2024, followed by Mr Angelo Lambrinos as the QBCC Chief Executive Officer and Commissioner at a similar time to myself, signals a strong commitment to revitalising the organisation to have a stronger focus on our customers.

As Queensland's building and construction regulator, the QBCC plays a vital role in supporting a safe, transparent and sustainable industry. Fulfilling this responsibility requires balancing firm regulatory oversight to ensure compliance with legislation and standards, while also maintaining trust and building constructive collaborative relationships with industry stakeholders and consumers.

The QBCC Strategic Plan 2023–2027, revised for 2024–25 (Strategic Plan), reflects this dual role and outlines the organisation's key priorities and long-term vision. A comprehensive review of the Strategic Plan will take place later in 2025 to ensure the QBCC meets the evolving expectations of its stakeholders while promoting the long-term sustainability of the industry.

The nature of the QBCC's regulatory work is inherently complex, requiring careful balancing of competing priorities, legislative requirements and customer expectations. Individuals engaging with the QBCC are often navigating difficult circumstances, such as home owners seeking resolution for insurance claims or licensees responding to defective work.

Acknowledging that such complexity is a constant aspect of the regulatory environment, a key part of my role is to ensure the QBCC responds with empathy and a strong focus on meeting customer expectations.

A renewed focus on the customer has been widely embraced across the organisation and will continue to shape key priorities. Enhancing the customer experience remains central to the QBCC's efforts, with a focus on delivering timely, respectful and outcomes-driven services. Prioritised initiatives have included improving access to clear and accurate information, streamlining processes, upgrading digital systems and equipping staff to provide consistent and responsive support.

While challenges are an inherent part of regulatory work, they also present valuable opportunities. With strong direction and support, the QBCC is committed to transforming its service model and driving meaningful progress with focus and determination.

Already, I have witnessed a strong appetite across the QBCC to drive improvements and embrace change. The dedication and professionalism of the QBCC's staff is evident in their commitment to deliver greater value to customers and strengthen the organisation from within. I am confident that, together, we will achieve meaningful progress and deliver tangible benefits to both industry and the broader Queensland community.

I invite you to follow our journey as we continue working towards a stronger, more responsive and customer-focused QBCC.



Greg Chemello

Chair

Queensland Building and Construction Board

## CHIEF EXECUTIVE OFFICER AND COMMISSIONER'S FOREWORD

It is a privilege to contribute my first foreword to the Queensland Building and Construction Commission Annual Report 2024-2025. I joined the Queensland Building and Construction Commission (QBCC) at a pivotal moment for Queensland's building and construction industry, an era poised for transformative growth and opportunity.

My decision to take on this role stems from a deep commitment to helping the QBCC seize a unique, once-in-a-generation moment in Queensland's building and construction industry, one that offers unprecedented opportunities for growth, innovation and positive change. Together with all our stakeholders, we are focused on developing a reputation grounded in trust and respectful partnerships that will shape the future of the industry.

Since commencing with the QBCC in May 2025, one of my key priorities has been to engage actively with our stakeholders. Through multiple meetings, forums and discussions with customers, industry professionals and community representatives, I have gained invaluable insights into the challenges and opportunities facing the industry.

The feedback gathered has been instrumental in identifying areas where our service delivery and stakeholder experience have not always met expectations. Consistent themes emerged, including transparency, productivity, integrity, customer outcomes, accountability and fairness. These values reflect the core priorities of the industry and community we serve, forming the foundation of my expectations for the QBCC's role and performance.

In response, the QBCC is undertaking a focused effort to enhance customer service and decision-making processes. Existing systems are being reviewed, barriers identified, and targeted initiatives implemented that are designed to improve the overall customer experience. A clear imperative exists to make it easier for customers to do business with us. Shifting and sharpening our organisational focus, practical and common-sense changes are underway to support greater productivity and efficiency within the building and construction industry. Ongoing engagement with stakeholders is central, including prioritising initiatives that deliver measurable benefits, building trust through modernisation, reducing unnecessary red tape and demonstrating continuous improvement. Our priority will be to deliver on the 'brilliant basics'.

An essential driver of transformation is the strategic use of technology and data to improve outcomes. Accordingly, the QBCC is reviewing and refining its digital roadmap. Embracing digital innovation enables us to become a more customer-focused organisation by streamlining processes, reducing red tape, improving our responsiveness, supporting consistent evidence-based decisions and improving access to our services. Our ongoing focus on modernisation is key to achieving greater efficiency, transparency and customer satisfaction.

Looking ahead, I am confident in the capability, dedication and professionalism of our people to deliver meaningful change. My vision is for the QBCC to be recognised as a responsive and contemporary organisation that listens, responds and remains firmly focused on its core purpose to protect home owners and the broader Queensland community from building work that fails to meet required standards.

Equally, I also want us to be recognised as a consultative and proactive organisation that collaborates with all our stakeholders, and continues to enhance our services, strengthen regulatory performance and contribute to a safer, more productive and sustainable building and construction industry for Queensland. Our efforts will remain focused on delivering value and positive impact, simplifying and modernising the way we work and making it easier for our customers to do business with us. By doing these things, the QBCC will play its part in making Queensland the building capital of the nation.



Angelo Lambrinos

CEO and Commissioner

Queensland Building and Construction Commission

# INTRODUCTION

## ABOUT THE QBCC

The Queensland Building and Construction Commission (QBCC) serves as the regulator of Queensland's building and construction industry. The organisation was established under the *Queensland Building and Construction Commission Act 1991* (QBCC Act) to support and oversee the building and construction industry, ensuring high standards of professionalism, safety and consumer protection.

Governed by the Queensland Building and Construction (QBC) Board, the QBCC operates as an independent statutory authority, providing clear oversight and transparent decision making.

The QBCC Chief Executive Officer (CEO) and Commissioner leads the organisation's day-to-day operations, ensuring the effective implementation of the QBC Board's strategic direction and the delivery of the QBCC regulatory responsibilities. The QBCC CEO and Commissioner (the Commissioner) also provides leadership across the organisation, engages with key stakeholders and ensures strong governance, accountability and performance.

The QBC Board works with the responsible minister and department to ensure coordinated governance and policy alignment across the building and construction industry.

On 1 November 2024, the Honourable Sam O'Connor, Minister for Housing and Public Works and Minister for Youth assumed portfolio responsibility for the QBCC. The QBCC has continued to strengthen its collaboration with the Department of Housing and Public Works (DHPW) to support the effective delivery of regulatory services, enhancing transparency, integrity, responsiveness and outcomes for customers and the industry. Together, the QBCC and DHPW are working to deliver coordinated policy outcomes that provide more Queenslanders with places to call home, build a more prosperous state, and strengthen the building and construction industry.

The key services delivered by the QBCC include:

- **Licensing:** Issuing and maintaining licences for building and trade contractors, plumbers and drainers, certifiers and Pool Safety Inspectors (PSIs) and Owner Builder Permits.
- **Education and engagement:** Providing tailored education, information and advice to licensees, home owners and industry.
- **Compliance and enforcement:** Conducting proactive regulatory activities to monitor, enforce and promote compliance with legislative obligations.
- **Dispute resolution:** Offering services to help resolve complaints that arise during building and construction projects.
- **Home warranty insurance management:** Administering the Queensland Home Warranty Scheme (QHWS) for eligible residential construction work.
- **Adjudication:** Facilitating the resolution of disputes over progress payments and financial obligations in building and construction projects.
- **Frontline service:** Connecting customers and providing clear guidance to help them understand their rights, responsibilities and regulatory obligations.

## THE QBCC STRATEGIC PLAN 2023-2027 (REVISED FOR 2024-25)

### VISION

A thriving and resilient building and construction industry, inspiring confidence and supporting sustainable social, environmental and economic outcomes for Queenslanders.

### PURPOSE

To deliver excellence in regulatory services to reduce risk and offer protection from harm.

### OBJECTIVES AND STRATEGIES

The QBCC Strategic Plan 2023-2027, revised for 2024-25 (Strategic Plan) outlines the QBCC's strategic direction through to 2027, focusing on five key objectives:

- **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 and stakeholders to support continuous quality improvement.
- **Objective 4:** Be a sustainable and digitally enabled organisation.
- **Objective 5:** Be an organisation that supports, values and empowers its people.

The Strategic Plan also details the strategies the QBCC will implement to achieve its objectives, respond to emerging challenges and support the long-term sustainability of Queensland's building and construction industry. It identifies key organisational risks and opportunities, supported by performance measures to assess and report on progress.

Through the work of the organisation, the QBCC contributes to three of the Queensland Government's objectives for the community:

- Safety where you live.
- A better lifestyle through a stronger economy.
- A plan for Queensland's future.

The Strategic Plan is available for download from the QBCC website.<sup>1</sup> The Queensland Government's objectives for the community can be found on the Queensland Government website.<sup>2</sup>

### CORPORATE VALUES

The QBCC's six values shape its organisational culture, guide decision making and underpin the delivery of effective regulatory services:

- Pursue excellence.
- Be helpful.
- Be courageous.
- Focus on people.
- Be connected.
- Value customers.

### LOOKING AHEAD

The QBCC remains committed to enhancing the customer experience by ensuring tradespeople and home owners have timely access to accurate information. Aligned with the Queensland Government's objectives for the community and the strategic priorities of the DHPW, the QBCC will remain focused on implementing measures that contribute to safety, economic prosperity and sustainable growth within the building and construction industry.

The Building Regulation Renovation (Building Reg Reno) reform is an important step towards modernising and simplifying building processes across Queensland. As further tranches of the reform are implemented, the QBCC will continue to contribute to their delivery by administering relevant regulatory functions and processes.

<sup>1</sup> [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)

<sup>2</sup> [www.qld.gov.au/about/how-government-works/our-priorities/governments-objectives-for-the-community](http://www.qld.gov.au/about/how-government-works/our-priorities/governments-objectives-for-the-community)



## REACH ACROSS QUEENSLAND

The QBCC plays an important role in supporting a strong, safe and sustainable building and construction industry across Queensland. With a presence in both metropolitan and regional areas, the QBCC ensures its services are accessible to tradespeople and home owners throughout the state.

The number of active licensees recorded in 2024-25 under licences regulated by the QBCC Act, the *Building Act 1975* (Building Act) and the *Plumbing and Drainage Act 2018* (PD Act) is outlined in Table 1.

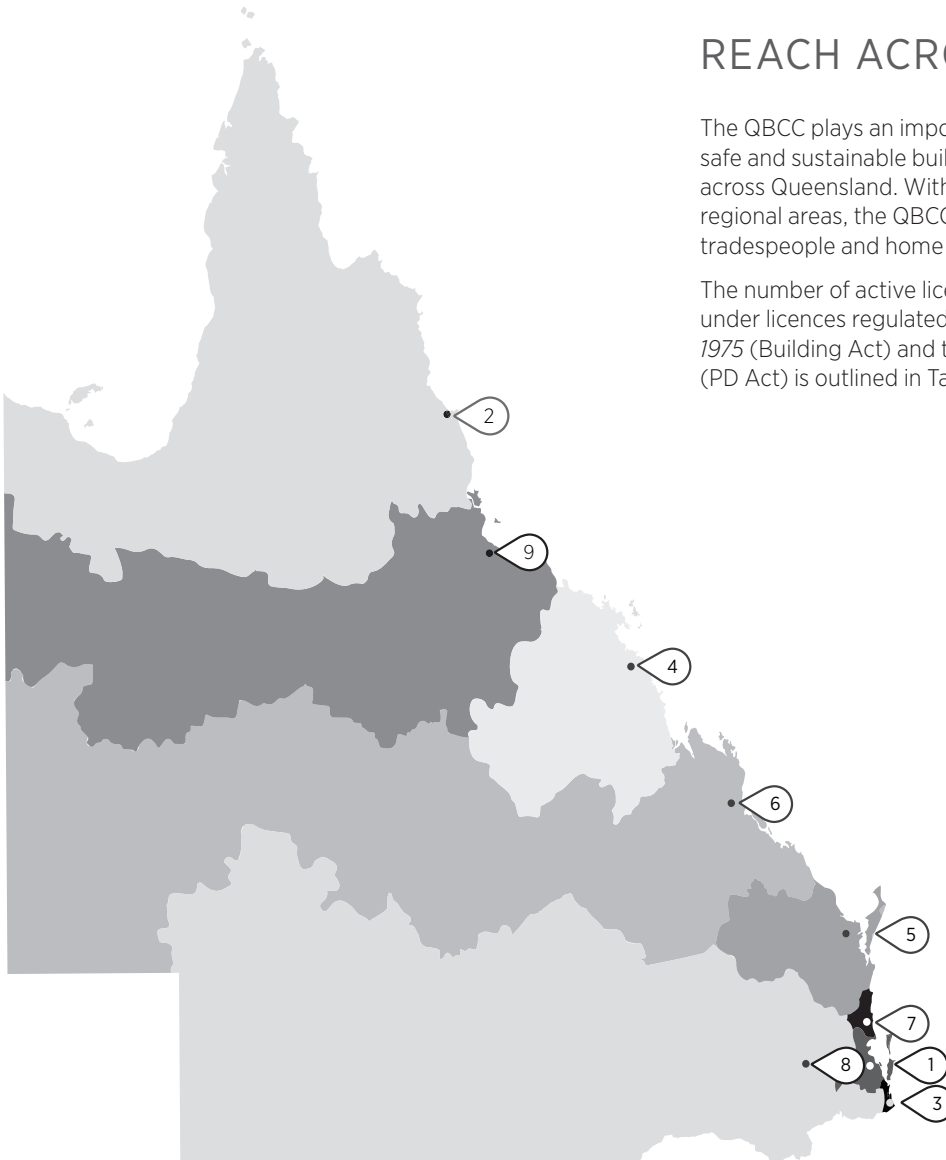


TABLE 1: ACTIVE LICENSEES UNDER THE QBCC ACT, BUILDING ACT AND PD ACT RECORDED STATEWIDE OVER THE PAST TWO FINANCIAL YEARS

SERVICE CENTRE LOCATION		ACTIVE LICENSEES							
		QBCC ACT		PD ACT		BUILDING ACT			
						CERTIFIER		POOL SAFETY INSPECTOR	
		2023-24	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24	2024-25
1	BRISBANE	51,684	53,879	8,900	8,990	304	289	210	209
2	CAIRNS	5,352	5,470	897	926	20	20	38	35
3	GOLD COAST	12,312	12,622	1,818	1,893	71	68	48	49
4	MACKAY	2,730	2,809	529	543	11	10	18	20
5	MARYBOROUGH	4,441	4,665	808	864	22	20	28	29
6	ROCKHAMPTON	2,991	3,038	664	704	13	13	29	25
7	SUNSHINE COAST	11,044	11,309	1,611	1,664	40	43	63	63
8	TOOWOOMBA	6,217	6,415	1,096	1,194	23	23	27	29
9	TOWNSVILLE	3,922	3,976	732	760	16	16	33	32
TOTAL		100,693	104,183	17,055	17,538	520	502	494	491

# RESPONSIBILITIES

## LICENSING

The QBCC is responsible for administering a comprehensive licensing framework under the QBCC Act, PD Act and Building Act that ensures individuals and companies possess the necessary qualifications, experience and financial stability to operate within the industry. Its licensing framework covers a wide range of operators, including builders, contractors, subcontractors, fire protection professionals, mechanical services professionals, plumbers, drainers, building certifiers and PSIs.

To further strengthen licensing oversight, the QBCC collaborates with a range of national and state bodies and forums:

- **Australian Skills Quality Authority:** Regulates Registered Training Organisations (RTOs) and provides advice in relation to fraudulent qualifications including when issued by RTOs.
- **Department of Customer Services, Open Data and Small and Family Business:** Supports the development of digital licensing and photo-ID licence cards to enhance anti-fraud protections.
- **National Regulator Forum:** Brings together regulators from all Australian jurisdictions and New Zealand to align approaches and share insights.
- **BuildSkills Australia:** Reviews and develops courses relevant to the building industry.

The QBCC licensing framework underpins a trusted, skilled and resilient building and construction industry that delivers safe and high-quality outcomes for Queenslanders. An overview of the licensing framework administered under the relevant legislation is outlined below:

- **QBCC Act:** Provides licences for contractors and supervisors carrying out building work, as well as occupational licences for fire protection work and mechanical services work.
- **PD Act:** Regulates plumbing and drainage work.
- **Building Act:** Applies to building certifiers and PSIs.

The licensing framework allows individuals and businesses to hold multiple licences, enabling them to perform a range of regulated roles. Table 2 shows the number of licensees holding at least one active licence under the relevant legislation.

TABLE 2: NUMBER OF ACTIVE LICENSEES UNDER THE QBCC ACT, PD ACT AND BUILDING ACT IN 2024–25

LICENCES	LEGISLATION			TOTAL
	QBCC ACT	PD ACT	BUILDING ACT	
Number of active licensees	104,183	17,538	993	122,714

## MUTUAL RECOGNITION

The QBCC processes mutual recognition applications in accordance with the *Mutual Recognition Act 1992* (Cth) and the *Trans-Tasman Mutual Recognition Act 1997* (Cth). Mutual recognition supports the mobility of licensed tradespeople across Australian states and territories and New Zealand by allowing individuals who hold a licence in another jurisdiction to be granted an equivalent QBCC licence without having to undergo an assessment of their qualifications and experience. Mutual recognition supports a more flexible and efficient workforce, helping to meet industry demands while maintaining consistent standards of safety, quality and compliance across jurisdictions. In 2024–25, the QBCC processed 2,108 mutual recognition applications.

## QBCC ACT LICENCES

In 2024–25, the QBCC granted QBCC Act licences to 8,175 entities not previously licensed. Table 3 outlines the number of active builder and trade licences current at the conclusion of the reporting period, while Table 4 provides details on the active fire protection and mechanical services licences.

Each licensee can hold multiple licence classes within or across different licence streams and can also hold more than one type of licence. For example, a fire protection licensee might hold both a nominee supervisor licence and an occupational licence. In addition, fire protection licences are not issued under the site supervisor licence type, as site supervision responsibilities are covered under occupational licences. Therefore, a specific count of site supervisor licences for fire protection is not available.

TABLE 3: NUMBER OF ACTIVE BUILDER AND TRADE LICENSEES IN 2024–25

LICENCE TYPE	COMPANY	INDIVIDUAL	TOTAL
Builder	11,033	17,812	28,845
Trade Contractor	14,291	34,990	49,281
Nominee Supervisor	N/A	16,039	16,039
Site Supervisor	N/A	5,402	5,402
Occupational	N/A	4,616	4,616

TABLE 4: NUMBER OF ACTIVE FIRE PROTECTION AND MECHANICAL SERVICES LICENSEES IN 2024-25

LICENCE CLASS	LICENCE STREAM	LICENCE TYPE				TOTAL
		CONTRACTOR	NOMINEE SUPERVISOR	SITE SUPERVISOR	OCCUPATIONAL	
FIRE PROTECTION	Electrical	473	471	N/A	1,841	2,785
	Fire Safety Professional	37	36	N/A	14	87
	Passive	541	420	N/A	1,113	2,074
	Portables	432	376	N/A	1,653	2,461
	Special hazard	198	192	N/A	424	814
	Water based	756	461	N/A	517	1,734
MECHANICAL SERVICES	Air-conditioning and refrigeration	2,338	1,111	115	3,008	6,572
	Mechanical plumbing	512	216	30	1,135	1,893
	Medical gas	150	52	13	263	478

OWNER BUILDER PERMITS

Owner builder permits allow property owners to take direct responsibility for managing and carrying out significant building work instead of engaging a contractor. To be eligible for an owner builder permit, applicants must meet specific criteria including completion of a qualification to demonstrate adequate knowledge of building regulations, safety protocols and construction practices, and to understand their responsibilities and legal obligations under the permit.

While permits enable property owners to undertake a wide range of building activities and coordinate themselves, there are limitations. Owner builder permits do not apply to multiple dwellings and do not authorise work that requires an occupational licence, such as plumbing, fire protection or mechanical services work. Through the administration of owner builder permits, the QBCC supports property owners to actively participate in their building projects while upholding building standards. In 2024-25, the QBCC processed 3,226 new applications for owner builder permits and approved 3,005 of these. At the end of the reporting period, there were 15,961 active owner builder permits issued across the state.

PD ACT LICENCES

The QBCC also administers occupational licences under the PD Act, authorising individuals to carry out regulated plumbing and drainage work across Queensland. PD Act licences ensure that only qualified and competent individuals perform critical services that impact public health and environmental safety. Applicants must demonstrate the necessary technical qualifications, practical experience and knowledge of relevant legislation and standards to be eligible for a plumbing and drainage licence. Table 5 provides a summary of the number of active PD Act licences at the completion of the reporting period.

TABLE 5: NUMBER OF ACTIVE PD ACT LICENCES IN 2024-25

OCCUPATIONAL LICENCE TYPE	CLASSES OF LICENCE
Provisional Plumber	1,077
Provisional Drainer	1,058
Plumber	14,627
Drainer	14,730
Restricted (limited to specific scopes of work)	2,239
TOTAL	33,731

BUILDING ACT LICENCES

The QBCC administers licences under the Building Act for building certifiers and PSIs. Building Act licences ensure operators meet professional standards. Among building certifier licences, Level 1 permits certification of all classes of buildings and structures, while Level 2 and Level 3 licences impose increasing restrictions on the scope of work. Through regulating building certifiers and PSIs, the QBCC helps to ensure the delivery of safe and compliant buildings and pools, supporting public safety and community wellbeing across Queensland. Table 6 summarises the number of active Building Act licences at the end of the reporting period.

TABLE 6: NUMBER OF ACTIVE BUILDING ACT LICENCES IN 2024-25

BUILDING ACT LICENCE TYPES	NUMBER OF LICENCES
Building Certifier Level 1	236
Building Certifier Level 2	131
Building Certifier Level 3	135
Pool Safety Inspector	491
TOTAL	993

## FINANCIAL COMPLIANCE AND MONITORING

An integral part of the QBCC's licensing framework is ensuring that licensees possess the financial stability and capability to meet their obligations and operate responsibly within Queensland's building and construction industry. The QBCC is responsible for assessing whether individuals and companies comply with the minimum financial requirements (MFR) set out in the Queensland Building and Construction Commission (Minimum Financial Requirements) Regulation 2018. Meeting MFR is a key indicator that a licensee operates a financially sustainable business with adequate working capital. By upholding these requirements, the QBCC helps mitigate financial risks to creditors, enhance payment protections and promotes a more resilient, transparent and trusted building and construction industry.

In 2024–25, the QBCC undertook the following activities to uphold regulatory standards:

- **Monies owed and security of payment investigations:** Responded to complaints and undertook compliance action under the *Building Industry Fairness (Security of Payment) Act 2017* (BIF Act) to support fair payment practices and protect the industry.
- **Financial compliance monitoring:** Conducted financial audits and monitored compliance with MFR obligations and trust account requirements.
- **Trust account audit programs:** Delivered approved audit programs targeting both project trust accounts and retention trust accounts to ensure proper management and oversight of project funds.
- **Insolvency impact investigations:** Examined the implications of insolvency events on trustee companies and assessed the risk posed to trust account beneficiaries.
- **Proactive financial risk intervention:** Engaged early with licensees exhibiting signs of financial distress to mitigate potential risks to the industry, supply chain and consumers.

## FINANCIAL REPORTING

The reporting of financial information from licensees to the QBCC helps to identify those who may be operating unsustainably. Financial reporting obligations vary depending on the licensee's financial category.

In 2024–25, 99.6 per cent of Category 4–7 licensees submitted their annual financial information to the QBCC by 31 December 2024. For Category 1–3 licensees, 95 per cent met the reporting deadline.

Following the commencement of the *Building and Other Legislation Amendment Regulation 2025* in March 2025 as part of the Building Reg Reno, annual reporting requirements were removed for Self-Certifying Category (SC) 1 and SC2 individual licensees. As a result, the administrative burden has been eased for approximately 50,000 low-risk licensees who no longer need to submit annual financial reports to the QBCC.

Where appropriate, the QBCC takes licensing or regulatory action to address financial risks. Priority is given to matters that present the greatest risk of harm. The QBCC focuses on applying

a balanced regulatory response that considers education, engagement, monitoring and enforcement actions to ensure compliance. One such regulatory response is taking disciplinary action under Part 6A of the QBCC Act, which is determined by assessing the licensee's past compliance with annual financial reporting obligations and may result in one of the following decision outcomes:

- **Imposition of condition:** A condition is added to the licence requiring the licensee to meet specific obligations within a defined timeframe.
- **Suspension:** The licence is suspended, restricting the licensee from undertaking work until compliance is achieved.
- **Cancellation:** The licence is permanently cancelled due to repeated or serious non-compliance.

The QBCC takes disciplinary actions according to procedures set out in the QBCC Act, including:

- **Proposed disciplinary action:** The QBCC notifies the licensee of the intended action and provides an opportunity for them to respond and rectify the issue.
- **Disciplinary action decision:** A formal decision is made and communicated to the licensee.
- **Disciplinary decision effected:** The decision is enforced and reflected on the licensee's record.

Regulatory actions delivered by the QBCC demonstrates its regulatory response to non-compliance with financial reporting requirements, ensuring enforcement actions are fair, transparent and consistent. Table 7 provides an overview of disciplinary decisions issued during the reporting period for licensees who did not meet their annual financial reporting obligations.

TABLE 7: NUMBER OF FINANCIAL COMPLIANCE-RELATED DISCIPLINARY ACTIONS ISSUED IN 2024–25 BY STAGE

STAGE	OUTCOMES			TOTAL
	IMPOSITION OF CONDITION	SUSPENSION	CANCELLATION	
1. Proposed disciplinary action	95	3	9	107
2. Disciplinary action decision	27	2	3	32
3. Disciplinary decision effected	10	5	0	15

The commencement of the *Building and Other Legislation Amendment Regulation 2025* in March 2025 removed the requirement for SC1 and SC2 individual licensees to submit annual financial reports. Notwithstanding this, Table 8 outlines the number of regulatory actions taken in response to suspected non-compliance with audit requirements or failure to meet MFR, based on the financial information provided as part of annual reporting.

TABLE 8: NUMBER OF REGULATORY ACTIONS TAKEN IN 2024-25 AS PART OF ANNUAL FINANCIAL REPORTING

REGULATORY ACTION	LICENSEE CATEGORY			TOTAL
	SC1 AND SC2	CATEGORY 1-3	CATEGORY 4-7	
INITIATION ACTIVITY				
Request for internal management accounts	47	4	3	54
Financial audit commenced	58	101	10	169
NON-COMPLIANCE WITH FINANCIAL AUDIT				
Show cause notice	22	25	6	53
Licence suspension	2	4	1	7
Licence cancellation	2	2	1	5
NON-COMPLIANCE WITH MFR				
Show cause notice	11	25	45	81
Licence suspension	2	4	2	8
Licence cancellation	3	3	2	8

Outside of annual financial reporting, the QBCC conducts proactive regulatory activities to ensure ongoing compliance, identify emerging financial risks and safeguard consumers and industry from potential financial distress. Table 9 provides an overview of the regulatory actions taken for non-compliance cases outside of annual financial reporting.

TABLE 9: NUMBER OF REGULATORY ACTIONS TAKEN IN 2024-25 OUTSIDE OF ANNUAL FINANCIAL REPORTING

REGULATORY ACTION	LICENSEE CATEGORY			TOTAL
	SCI AND SC2	CATEGORY 1-3	CATEGORY 4-7	
INITIATION ACTIVITY				
Request for internal management accounts	82	157	9	248
Financial audit commenced	89	138	8	235
NON-COMPLIANCE WITH FINANCIAL AUDIT				
Show cause notice	40	72	4	116
Licence suspension	25	27	1	53
Licence cancellation	16	11	0	27
NON-COMPLIANCE WITH MFR				
Show cause notice	17	47	2	66
Licence suspension	5	14	1	20
Licence cancellation	4	6	0	10

<sup>3</sup> <https://my.qbcc.qld.gov.au/myQBCC/s/excluded-individual-register>

## MONIES OWED COMPLAINTS

The QBCC offers a monies owed complaints service to assist subcontractors and suppliers of the building and construction industry who are owed money by a licensed contractor. The monies owed complaints service is intended for situations where payment is overdue. Complaints can be lodged with the QBCC when the debtor is a QBCC licensed contractor, and either:

- there is no dispute regarding the amount owed or disputes about the debt are finalised
- payment has been ordered by an adjudicator, the court or tribunal, and the due date has passed.

While the QBCC cannot enforce or resolve disputes about the validity of the debt, it investigates potential breaches of financial obligations by licensees, as well as indicators of financial distress. Where appropriate, the QBCC can take regulatory action in response to non-payment. Outcomes from adjudicated non-rectification or unjustified non-payment of monies owed can include:

- applying demerit points for unsatisfied judgment debts
- imposing infringement notices and fines
- suspending or cancelling the contractor's licence.

Lodging a monies owed complaint may lead to regulatory consequences that incentivise the debtor to pay the outstanding amount. Monies owed complaints also help the QBCC identify signs of financial instability or non-compliance with MFR among licensees. In 2024-25, the QBCC received 854 monies owed complaints, resulting in the payment of \$5 million in outstanding debts to creditors.

## LICENCE EXCLUSIONS

Under the QBCC Act and the Queensland Building and Construction Commission Regulation 2018, individuals or companies may be initially prohibited and/or subsequently excluded from holding a QBCC licence if they have:

- serious criminal convictions
- engaged in financial misconduct
- been involved in a relevant bankruptcy or insolvency event
- failed to comply with licensing conditions
- a history of disciplinary action related to their conduct within the building and construction industry.

Excluded individuals can be identified using the QBCC Excluded Individual Register.<sup>3</sup> In 2024-25, a total of 239 individuals were excluded from licensing, including 130 whose licences were cancelled. In addition, 15 individuals were permanently excluded due to their involvement in a second financial failure. During the same period, 90 companies were excluded as a result of concerns relating to individuals in key management roles at those excluded companies.

## TRUST ACCOUNT AUDIT PROGRAMS

Licensed builders and contractors are required to establish and maintain trust accounts to protect payments intended for construction work, particularly on behalf of subcontractors. To promote responsible management of trust account funds, the QBCC administers three approved trust account audit programs:

- **Retention trust accounts:** Used to hold retention money withheld from subcontractors until their contractual obligations are fulfilled.
- **Project trust accounts:** Used to hold project funds for payment to subcontractors and suppliers involved in a specific construction project.
- **Payment claims:** Formal payment requests submitted under a construction contract for completed work or supplied materials.

The QBCC audit programs provide oversight to ensure licensees manage trust accounts in accordance with legislative requirements. In 2024–25, the QBCC completed 114 trust account audits across the audit programs, with a further 16 still in progress. In addition, 109 unplanned audits were conducted in response to external intelligence identifying operators at risk of financial failure or insolvency. During the financial year, the QBCC also commenced eight investigations into potential breaches related to the improper administration of trust accounts, with two investigations remaining ongoing.

## OFFENCE PROVISIONS

Under the BIF Act, the QBCC is authorised to enforce offence provisions to uphold the integrity of financial systems within Queensland's building and construction industry. Offence provisions are legally enforceable rules embedded in the BIF Act that deem certain financial breaches or prohibited conduct as unlawful, including:

- failing to maintain proper financial records
- misusing trust funds
- submitting false or misleading financial information
- failing to comply with mandatory reporting obligations.

Penalties may include infringement notices resulting in monetary fines, official warnings and, in more severe cases, criminal prosecution. By clearly defining prohibited behaviours and associated consequences, offence provisions play a critical role in promoting financial accountability, and supporting effective oversight and protecting subcontractors, and supporting home owners and the wider community from financial risk and misconduct.

The QBCC is required under the BIF Act to report breaches of the following sections:

- **Section 19:** All payments from contracting party must be deposited into a project trust account.
- **Section 75:** Making a payment claim.
- **Section 76:** Responding to a payment claim.
- **Section 88:** Adjudicator's decision.
- **Section 90:** Respondent required to pay adjudicated amount.
- **Part 4A:** Payment withholding.
- **Part 6A:** Charge over property.

Table 10 below outlines the number of compliance actions undertaken during the reporting period, as required under the relevant sections of the BIF Act. No actions were taken under Section 75, Part 4A and Part 6A.

TABLE 10: NUMBER OF COMPLIANCE ACTIONS TAKEN AGAINST OFFENCE PROVISIONS IN 2024–25 BY REQUIRED BIF ACT SECTIONS

OUTCOME	BIF ACT SECTION			TOTAL
	SECTION 19	SECTION 76	SECTION 90	
Opened	6	98	68	172
Closed	6	79	67	152
Infringement notice	0	3	6	9
Warning	0	58	41	99
Prosecution	0	0	0	0

## SUSPENSIONS AND CANCELLATIONS

Under the QBCC Act, the QBCC has the authority to suspend or cancel licences in response to various forms of non-compliance. Grounds for suspending or cancelling a licence include financial misconduct, breaches of licence conditions, being deemed unfit to hold a licence, conviction for an indictable offence or the absence of a nominee supervisor. Table 11 provides a summary of the number of licences suspended or cancelled during the reporting period.



TABLE 11: NUMBER OF LICENCE SUSPENSIONS AND CANCELLATIONS ISSUED IN 2024-25 BY REASONS UNDER THE QBCC ACT

REASON	REGULATORY DECISION OUTCOME		TOTAL
	SUSPENSION	CANCELLATION	
ACTIVE REGULATORY ACTIONS			
Breach of MFR, other than monies owed	29	19	48
Failure to comply with a financial audit	60	32	92
Failure to pay debts, including monies owed	62	24	86
Breach of a licence condition	5	8	13
Unfit to hold a licence, including interstate or New Zealand licence cancellation or suspension	0	4	4
Convicted of an indictable offence	0	1	1
Owed an amount to the QBCC and failed to comply with a demand to discharge the debt	2	1	3
Company ceased to have a nominee supervisor	172	73	245
Renewal refused—not entitled to a licence	0	3	3
Disciplinary action	5	5	10
Immediate suspension	2	0	2
Failure to comply with a written request	0	1	1
Disqualified	0	2	2
Deceased	0	77	77
Obtained by fraud	0	1	1
Licence exclusion	0	222	222
SUBTOTAL	337	473	810
VOLUNTARY REGULATORY ACTIONS			
Licence surrender	0	1,339	1,339
Failure to renew	10,909	4,488	15,397
SUBTOTAL	10,909	5,827	16,736
TOTAL	11,246	6,300	17,546

## SAFETY-RELATED LICENSING INVESTIGATIONS

In 2024-25, the QBCC conducted 219 safety-related licensing investigations triggered by notifications. These investigations involved assessing legislative criteria to determine whether an investigation was warranted, as well as a risk-based assessment including examining the causes of incidents and the behaviours of licensees. Disciplinary action was taken in nine cases, including:

- three licensees who received a reprimand and were required by imposed licence condition to undertake remedial training
- three licensees who received a reprimand with no further action
- three licensees who were required by imposed licence condition to undertake remedial training with no further action.

In a further nine cases, no disciplinary action was taken after licensees responded to show cause notices. Of these:

- eight licensees voluntarily undertook remedial training in line with the proposed training condition
- one licensee provided a submission that was accepted and the proposed reprimand did not proceed.

Two investigations remain active with decisions pending.

## DISPUTE RESOLUTION

The QBCC provides a range of dispute resolution services to assist home owners and contractors in resolving building-related issues. Dispute resolution services prioritise early intervention and practical outcomes to help prevent disputes from escalating to the Queensland Civil and Administrative Tribunal (QCAT). The three primary services offered are:

- **Early dispute resolution:** An informal and accessible pathway for resolving residential building disputes before the completion of a contract.
- **Defective building work complaints:** Often involving multiple issues, such as cracked tiles, poor plastering, leaking roofs, unfinished work, foundation movement, framing errors and waterproofing failures.
- **Mediation and Conciliation:** A pilot initiative that provides a structured forum for early and open communication to support the timely resolution of suitable disputes.

Each complaint item is individually assessed to determine if the work is defective or incomplete, and to establish responsibility. Resolving disputes effectively helps prevent the need for further regulatory enforcement or legal proceedings and supports continued public confidence in the building and construction industry. Table 12 outlines the number of disputes received and directions to rectify (DTR) issued over the past five years.



TABLE 12: DISPUTES CASES RECEIVED AND DIRECTIONS TO RECTIFY ISSUED OVER THE PAST FIVE YEARS

DISPUTE CASES	2020–21	2021–22	2022–23	2023–24	2024–25
Defective building work complaints	4,792	5,450	5,344	6,115	5,771
Early dispute resolution	657	1,050	962	899	801
Directions to rectify issued	1,156	979	1,009	1,301	1,223
QCAT application submitted for independent review of QBCC dispute decisions	179	166	255	296	274

## MEDIATION AND CONCILIATION PILOT SERVICE

In October 2023, the QBCC launched the Mediation and Conciliation Pilot Service (MCPS) project to support the timely resolution of defective building work complaints and help reduce wait times for complainants. Operated as a pilot through to June 2025, the service was offered on a trial basis for suitable dispute cases awaiting review by the Building and Technical Inspectorate. For complex matters where disputes remained unresolved, in-principle or procedural agreements were discussed to facilitate progress towards a resolution and clarify the next steps for all parties involved. Table 13 provides an overview of the dispute cases identified as suitable for the MCPS since its launch, along with the outcomes achieved.

TABLE 13: THE NUMBER OF DISPUTE CASES IDENTIFIED FOR MCPS IN 2024–25 AND OUTCOMES ACHIEVED

DISPUTE CASES	2024–25
Identified as suitable for MCPS	424
Processed through MCPS	164
Total complaint items resolved	1,278
Resolved with full or partial resolution	100
Fully resolved (all complaint items in dispute withdrawn)	72
Partial resolution (one or more complaint items in dispute withdrawn)	28
Unresolved	64
In-principle or procedural agreement	32
No agreement	32

The 2024–25 development of the MCPS has enhanced the QBCC's ability to manage and conciliate disputes internally, with access to a panel of well-established external conciliators as needed. In 2024–25, the MCPS resolved 1,278 residential defective building work complaint items, bringing the total number of items resolved to 2,300 since its inception. For cases that proceeded to a conciliation conference, the average time to finalise a matter was 30 business days. In total, 1,278 complaint items in dispute were withdrawn in 2024–25 as a result of customers using the MCPS.

Survey findings have been very positive, with most licensees and home owners indicating that they were pleased to hear about the QBCC's trial of mediation and conciliation services (88 per cent and 85 per cent respectively).

## INTERNAL REVIEW

The QBCC provides an independent internal review service to promote fairness, transparency and accountability in regulatory decision making. Established under the QBCC Act, the service allows individuals or businesses dissatisfied with certain regulatory decisions to request an independent review of the original decision. The QBCC Internal Review Unit operates independently of the original decision maker and reassesses matters as if no previous decision had been made.

The internal review process applies to a range of specified regulatory decisions made by the QBCC, with a full list of reviewable decisions available on the QBCC website.<sup>4</sup>

The internal review process has four possible outcomes:

- **Upheld:** The original decision and reasoning are confirmed.
- **Varied:** The same outcome is reached, but with different reasoning.
- **Overtaken:** A different or partially different outcome is determined.
- **Deemed:** If a decision is not made within the legislated timeframe, the original decision becomes the new review decision by law at the end of the review period.

The QBCC internal review process helps reduce the need for matters to escalate to QCAT. In 2024–25, the QBCC received 1,211 requests for internal review of a decision and finalised 967 internal reviews. The outcomes from the completed internal reviews are presented in Table 14.

TABLE 14: DECISION OUTCOMES FROM THE COMPLETED INTERNAL REVIEW IN 2023–24 AND 2024–25

INTERNAL REVIEW DECISION OUTCOME	2023–24 NUMBER (%)	2024–25 NUMBER (%)
1. Upheld	538 (54.5)	644 (66.6)
2. Varied	111 (11.2)	150 (15.5)
3. Overtaken	128 (13.0)	149 (15.4)
4. Deemed	210 (21.2)	24 (2.5)

<sup>4</sup> [www.qbcc.qld.gov.au/complaints-disputes/review-qbcc-decision/what-can-be-reviewed](http://www.qbcc.qld.gov.au/complaints-disputes/review-qbcc-decision/what-can-be-reviewed)

## COMPLIANCE AND ENFORCEMENT

Exercising its legislative authority, the QBCC monitors and enforces compliance with building laws, codes and standards to ensure tradespeople operate lawfully and meet their obligations.

In 2024-25, the QBCC launched its Compliance and Enforcement Strategy 2024-2026 to reinforce its commitment to proactive and risk-based regulation of Queensland’s building and construction industry. The strategy outlines a targeted approach focused on reducing harm, improving industry compliance and safeguarding consumers, licensees and the wider community. Central to the strategy is a shift towards proactive regulatory activity—identifying and addressing emerging risks early through education, engagement and enforcement. Resources are strategically allocated to areas of greatest potential harm, such as non-compliant building work and materials, unlicensed contracting and pool safety concerns.

### PROACTIVE AUDITS AND SITE INSPECTIONS

As part of its compliance and enforcement activities, the QBCC undertakes proactive audits and site inspections as a key initiative under the QBCC Compliance and Enforcement Strategy 2024-2026. Proactive audits and inspections help reduce the likelihood of defective work, safety breaches and financial harm to consumers. The QBCC’s forward-looking approach also supports the organisation’s broader regulatory objective to prevent harm before it occurs, rather than responding only after issues arise.

### PROACTIVE INSOLVENCY AUDIT PROGRAM

In February 2024, the QBCC launched the Proactive Insolvency Audit Program to identify, review and monitor companies at risk of insolvency. Using risk-based indicators to assess the likelihood of insolvency, the program has supported the reinjection of funds into businesses to help stabilise their financial position. Following the success of Phase 1, Phases 2 and 3 were implemented throughout 2024-25.

Across Phase 1 to 3, the program has delivered:

- \$107 million increase in voluntary cash reserves
- \$258 million increase in operating cash flows.

Phase 4 commenced in February 2025, with 29 licensees selected for review based on 2024-25 financial year reporting data. As of June 30, Phase 4 has delivered:

- \$31 million increase in voluntary cash reserves
- \$60 million increase in operating cash flows.

The Proactive Insolvency Audit Program has achieved a 96 per cent success rate to date, with vast majority of participating licensees continuing to demonstrate solvency following intervention.

## LICENSING COMPLIANCE AUDITS

The QBCC conducts comprehensive monthly licensing compliance audits across the state, which include on-site inspections to verify that contractors and tradespeople are appropriately licensed and complying with their legislative obligations. These visits also provide valuable opportunities to engage directly with contractors, offering education and guidance to support industry understanding and compliance. Where potential unlicensed activity is identified during site visits, the QBCC undertakes further investigation to determine whether enforcement action is warranted. To safeguard consumer interests and maintain industry integrity, the QBCC will adopt a strong regulatory approach in dealing with unlicensed contracting employing its full suite of regulatory tools to address this issue.

In 2024-25, the QBCC carried out targeted site visits across Queensland, focusing on unlicensed contracting and licensed contractors operating outside their approved scope of work. These activities were supported by a month-long compliance campaign in October 2024 to raise awareness about licensing requirements and to promote regulatory compliance. Table 15 summarises the number of site visits conducted and the resulting outcomes during the reporting period.

TABLE 15: SITE VISIT ACTIVITIES AND OUTCOMES FOR 2024-25

COMPLIANCE ACTIVITY AND OUTCOME	SITE VISITS		TOTAL
	OCTOBER CAMPAIGN	TOTAL MONTHLY SITE AUDITS (EXCLUDING OCTOBER)	
Sites visited	713	403	1,116
Licensing audits completed	2,337	1,345	3,682
Total staff involved in campaign	35	N/A	35
Unlicensed contracting investigations	18	5	23
Licensee contracting with unlicensed person investigations	4	3	7
Site sign offences investigations	227	22	249

## BUILDING CERTIFIER AUDITS

The QBCC conducts certifier compliance audits to assess whether building certifiers are meeting their statutory obligations under the Building Act. Audits are undertaken as part of the QBCC’s proactive compliance program and may also be triggered by complaints or indications of potential non-compliance. During each audit, the QBCC identifies high-risk areas of non-compliance and provides education and early intervention opportunities.

Proactive certifier audits fall into two categories:

- **Assessment audits:** Involve reviewing a certifier's files, including approval and inspection documentation, as well as administrative practices to ensure compliance with legislative requirements.
- **Technical audits:** Involve on-site inspections of building work at key stages that require certification sign off.

In 2024–25, the QBCC commenced 16 assessment audits and 57 technical audits. The audits identified two instances of unsatisfactory conduct and 65 instances of satisfactory conduct. Through proactive auditing of certifiers, the QBCC has made recommendations to improve certifier performance in 43 cases.

## SAFER BUILDINGS AUDITS

Part 4A of the Building Regulation 2021 related to combustible cladding was introduced in 2018 to help identify privately owned buildings in Queensland that might contain potentially combustible cladding. Using a phased approach, the Safer Buildings Program was established for building owners to assess the materials used in their external wall cladding through a series of checklists and register with the QBCC.

In 2024–25, the QBCC received 13 additional registrations, bringing the total number of registered buildings to 20,028. None of the new registrations were identified as posing a cladding fire risk. In addition, the QBCC conducted 171 site audits during the reporting period (a total of 600 audits since the program's inception) with the following outcomes:

- Five sites were brought into compliance.
- Five investigations remain ongoing.
- Eight sites were provided with education.

## SITE INSPECTIONS

The QBCC conducts proactive site inspections across residential and commercial construction sites to monitor compliance with building codes and standards. These inspections provide valuable opportunities to engage directly with licensees and educate them on legislative obligations and building requirements. By identifying potential defects early, proactive site inspections help contractors to address issues before they escalate, reducing risks to building occupants and improving overall construction quality.

Where non-compliance is detected, contractors are given the opportunity to rectify defects before any formal regulatory action is taken. Through its proactive approach, the QBCC continues to support licensees in maintaining proper building standards across Queensland. In 2024–25, the QBCC conducted 4,354 proactive site inspections and identified 556 non-compliant sites that were rectified without regulatory action.

Inspectors continue to prioritise building elements that present the highest risk to consumer safety and industry standards, with a focus on both fire protection systems and high-risk water ingress areas. In line with the Compliance and Enforcement Strategy, proactive audits have included roofing, facades, internal and external waterproofing, slab edge dampness, and stormwater systems.

Of the 57 proactive fire audits of completed buildings, 22 identified non-compliance related to fire protection systems. This reflects our commitment to undertaking proactive inspections focused on fire protection and ensuring these systems are installed and maintained by appropriately licensed entities, and educating building owners of their obligations to properly maintain fire systems.

## NOTIFIABLE WORK AUDITS

Notifiable work refers to plumbing and drainage work that does not require local council approval or inspection but must still meet the same safety and quality standards. It must be performed by a licensed plumber or drainer, who is required to submit a Notifiable Work Notification (Form 4/4A) to the QBCC within 10 business days of finishing the work. Notifiable work supports faster project delivery while ensuring regulatory compliance.

A comprehensive audit program ensures that the relevant notice is being given when notifiable work is completed, with approximately 75 per cent of plumbing and drainage work in Queensland covered by this scope of work. The QBCC audits licensees through random and targeted checks to make sure licensed plumbers are registering Form 4/4As where required.

In 2024–25, the QBCC received 109,689 Form 4/4As and conducted 550 notifiable work audits of plumbers and drainers, including 50 re-audits of licensees who were found to be non-compliant in the previous financial year. Of the audits completed:

- 330 (71 per cent of completed audits) were found to be compliant
- 137 (29 per cent of completed audits) were identified as non-compliant.

An additional 75 audits (14 per cent of total audits) were withdrawn or cancelled due to the licensee not actively contracting for work. Six audits (one per cent of total audits) were also referred for investigation due to failing to respond to the audit request in accordance with Section 48(5) of the PD Act. Following education and guidance from the QBCC, 80 per cent of the reaudited licensees achieved compliance.

INVESTIGATIONS

The QBCC conducts a wide range of investigations to uphold the integrity, safety and standards of Queensland’s building and construction industry. Guided by the QBCC Compliance and Enforcement Strategy 2024-2026, conducting investigations to ensure compliance across various building activities is a core component of the QBCC’s regulatory responsibilities.

During 2024-25, the top five offences identified through these investigations accounted for 50 per cent of all cases:

- unlicensed contracting (46 per cent)
- breaches of domestic building contract requirements (22 per cent)
- insurance-related non-compliance (18 per cent)
- improper use of a licence (10 per cent)
- false or misleading advertising (4 per cent).

By detecting and addressing unlawful conduct, the QBCC plays a key role in protecting consumers and industry from harm. Table 16 provides a summary of the top five alleged offences opened for investigation over the past five years, highlighting the most frequently occurring types.

TABLE 16: NUMBER OF ALLEGED OFFENCES (TOP FIVE) OPENED FOR INVESTIGATION OVER THE PAST FIVE YEARS

ALLEGED OFFENCE	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
Breaches of domestic building contract requirements	563	719	812	470	413	2,977
Unlicensed contracting	565	651	735	836	864	3,651
Insurance-related non-compliance	386	312	339	316	339	1,692
False or misleading advertising	243	354	320	124	77	1,118
Improper use of a licence	125	172	204	179	181	861
TOTAL	1,882	2,208	2,410	1,925	1,874	10,299

PLUMBING INVESTIGATIONS

The QBCC investigates complaints related to plumbing and drainage work to help reduce risks to public health, safety and the environment. A dedicated team of specialist investigators monitor and enforce compliance with the PD Act and the QBCC Act, primarily focusing on three key areas:

- **Licensing:** Ensuring all plumbing and drainage work is carried out by qualified individuals.
- **Permits:** Regulating the approval framework for certain types of plumbing and drainage work.
- **Compliance:** Verifying that work meets legislative requirements, guidelines and relevant codes.

In 2024-25, the QBCC finalised 44 plumbing and drainage investigations, resulting in six penalty infringement notices totalling \$7,207 in penalties. No disciplinary orders were issued in 2024-25.

BUILDING CERTIFIER INVESTIGATIONS

Under the Building Act, the QBCC is authorised to monitor certifier compliance and investigate written complaints involving alleged unsatisfactory conduct by current or former building certifiers. In 2024-25, the QBCC finalised 125 investigations into building certifiers. Of the finalised investigations, 16 resulted in findings of unsatisfactory conduct, one matter was referred for disciplinary proceedings, and 18 were assessed as satisfactory conduct. A further 90 complaints were dismissed, withdrawn or not progressed due to failing to meet minimum submission requirements or lacking sufficient evidence. In addition, during the reporting period, QCAT determined two instances of professional misconduct involving building certifiers, following disciplinary proceedings initiated by the QBCC. In both cases, fines were issued, and one individual was disqualified from applying for a certifier’s licence for a period of 12 months.

LICENSING DEMERIT POINTS

The QBCC administers a licence demerit point system designed to deter non-compliant and unlawful behaviour among licensees. Under the system, licensed contractors who breach provisions of the QBCC Act may incur up to 10 demerit points per offence depending on the severity of the breach. The most common breaches that result in demerit points include:

- contractual breaches
- failure to rectify defective work
- failure to pay insurance premium
- building certification offences.

Licensees who accumulate 30 demerit points within a three-year period are disqualified from holding a licence for three years. A second disqualification within the following 10 years results in a lifetime ban from holding a QBCC licence. Table 17 provides a summary of the type of licence breaches and demerit points issued over the past five years, highlighting the most frequent types of non-compliance.

TABLE 17: NUMBER OF DEMERIT POINTS ISSUED OVER THE PAST FIVE YEARS

BREACH	2020-21	2021-22	2022-23	2023-24	2024-25
Contractual	1,720	1,866	1,454	908	984
Failure to rectify defective work	2,556	2,768	3,092	2,948	3,220
Failure to pay insurance premium	258	332	430	388	456
Other	162	178	208	348	222
<b>TOTAL</b>	<b>4,696</b>	<b>5,144</b>	<b>5,184</b>	<b>4,592</b>	<b>4,882</b>

## NON-CONFORMING BUILDING PRODUCT INVESTIGATIONS

The QBCC plays a critical role in investigating non-conforming building products (NCBPs) to protect the safety, compliance and integrity of Queensland's built environment. NCBPs are materials or components that are unsafe, non-compliant with regulatory standards or do not perform as intended.

Where NCBPs are identified following a technical audit, the QBCC undertakes a formal investigation for potential breach of duties under Part 6AA of the QBCC Act, engaging directly with responsible parties to ensure removal or the implementation of appropriate remedial action. These investigations can result in a range of regulatory outcomes, including:

- formal warnings
- prosecution
- remedial action orders
- public warnings
- educational materials
- published information
- ministerial warning
- recalls
- disciplinary action.

The QBCC proactively educates product designers, manufacturers, importers, suppliers, installers, architects and engineers across the chain of responsibility to improve awareness and compliance with NCBP laws. These combined efforts support product safety standards, protect consumers and help detect and disrupt serious harm. Table 18 outlines the number of NCBP complaints assessed through the QBCC triage and technical audit processes during the reporting period, along with their corresponding outcomes.

TABLE 18: NUMBER OF NCBP CASES ASSESSED IN 2024-25 AND THEIR OUTCOMES

ASSESSMENT		2024-25
STAGE	CASE OUTCOME	
TRIAGE	Escalated to technical audit	11
	Resolved through general education without formal findings of non-conformance	20
	Resolved through retaining information as general intelligence	38
	Not related to NCBP, referred to other QBCC functions	10
	Not related to NCBP, referred to other agencies	4
TECHNICAL AUDIT	Confirmed as NCBP and referred for formal investigation	5
	Resolved through specialised education following technical audit	3
	Insufficient or no evidence of NCBP following technical audit	3

## POOL SAFETY INVESTIGATIONS

The QBCC is responsible for enforcing pool safety laws under the Building Act, which aims to reduce the risk of drowning and injury by ensuring pool owners and PSIs comply with the pool safety standards. The QBCC conducts pool safety investigations that focus on:

- responding to complaints about PSIs and pool owners
- monitoring and enforcing compliance among licensed PSIs to ensure professional conduct.

Under its regulatory responsibilities, the QBCC maintains registers of regulated pools and licensed PSIs. The QBCC audits PSI activities and investigates complaints relating to both non-compliant pools and inspector conduct.

In addition, the QBCC promotes voluntary compliance by educating home owners, PSIs and other stakeholders about their pool safety obligations.

Where pools are found to be unsafe, the QBCC refers cases to local governments for further inspection and enforcement action. Issued by PSIs, pool safety certificates are legally required when selling, buying or leasing a property with a regulated pool. The QBCC investigates cases where pool owners fail to obtain a certificate within the required timeframe or neglect to notify the QBCC when a property with a regulated pool is sold without an active pool safety certificate. Table 19 provides an overview of pool safety and inspector investigation outcomes over the past five years.



TABLE 19: NUMBER OF POOL SAFETY AND PSI INVESTIGATIONS AND OUTCOMES OVER THE PAST FIVE YEARS

TYPE	OUTCOME	2020-21	2021-22	2022-23	2023-24	2024-25	TOTAL
POOL OWNER INVESTIGATIONS	Investigations	6	3	109	36	3	157
	Warning notice	3	1	64	2	N/A	70
	No action	3	2	45	34	3	87
PSI INVESTIGATIONS	Investigations	65	43	20	42	46	216
	Disciplinary action	42	18	11	26	25	122
	Reviewed by Internal Review Unit	2	N/A	1	3	3	9
	No action	1	1	0	18	1	21
	Withdrawn	7	1	0	2	4	14

In 2024-25, the QBCC referred 51 investigations to local governments for further inspection or enforcement and received 117 immersion incident reports from Queensland Health involving young children. Investigations identified 17 sites where a regulated pool was not recorded on the QBCC’s pool register.

CONTRACT COMPLIANCE INVESTIGATIONS

The QBCC reviews domestic and commercial building contracts to ensure compliance with the statutory requirements of the QBCC Act. Most reviews arise from complaints made by home owners, contractors or other parties involved in residential building work. Common breaches identified through these reviews include non-compliance with contract requirements, deposit amounts, variations and progress payments. Although the QBCC reviews both domestic and commercial contracts, priority is given to complaints concerning domestic contracts due to their complexity and the greater vulnerability of home owners, many of whom have limited experience with building contracts. By focusing on domestic contracts, the QBCC seeks to reduce non-compliance and strengthen protections for home owners. Where breaches are identified, the QBCC has the authority to take regulatory action. Table 20 provides a summary of compliance investigations and outcomes for the reporting period.

TABLE 20: CONTRACT COMPLIANCE OUTCOMES IN 2024-25

OUTCOME	CONTRACTS		TOTAL
	DOMESTIC	COMMERCIAL	
Investigations	413	14	427
Warnings	131	2	133
Infringement notices	98	4	102

QUEENSLAND HOME WARRANTY SCHEME

The QBCC administers the QHWS, a consumer protection initiative covering eligible residential construction projects in Queensland valued over \$3,300. The QHWS serves as a safety net for home owners by providing financial protection against incomplete and defective building work. The QHWS provides compensation of up to \$200,000. By default, and up to \$300,000. If the home owner opts for additional cover, to protect against costs associated with completing or rectifying defects that arise within the specified warranty period.

By doing so, it protects home owners from unexpected expenses and provides peace of mind.

Where a contractor fails to complete or rectify defective work, the QHWS steps in to resolve the issue and seek reimbursement of the costs of doing so directly from the responsible contractor. This process saves the home owner the time, cost and effort of pursuing legal action themselves and holds the responsible contractor accountable. Table 21 outlines key activities delivered under the QHWS.

TABLE 21: QHWS ACTIVITIES ADMINSTRATED OVER THE PAST FIVE YEARS

QHWS ACTIVITIES	2020-21	2021-22	2022-23	2023-24	2024-25
Total value of notified works (\$B)	16.8	15.9	16.1	18.3	21.5
Issued policies (total number)	168,468	150,171	150,164	150,825	164,050
Renovations (%)	76.6	79.7	82.4	80.7	79.4
New construction (%)	23.4	20.3	17.6	19.3	20.6
Premiums (\$M)	140.9	142.7	150.3	169.1	198.3
Received claims (total number)	1,537	1,856	2,745	2,299	1,964
Approved claims (\$M)	31.3	35.1	68.6	88.7	60.7
Defective work (\$M)	16.6	16.9	17.3	21.7	23.5
Non-completion (\$M)	9.9	13.4	47.5	62.9	31.4
Subsidence (\$M)	4.8	5.7	3.8	4.1	5.8
Recovered paid-out costs (\$M)	3.2	2.3	4.8	3.9	4.3

## ADJUDICATION

Adjudication provides a timely, efficient and cost-effective method for resolving payment disputes within the industry. Established under the BIF Act, adjudication helps ensure individuals working in the building and construction industry are paid promptly for the work they do, thereby supporting cash flow and financial stability across the industry. Adjudication decisions are made by independent qualified adjudicators registered with the Adjudication Registry (Registry). In 2024-25, the Registry recorded 1,946 enquiries.

### ADJUDICATION APPLICATIONS AND DECISIONS

Individuals are entitled to lodge an adjudication application to resolve payment disputes under the BIF Act. Adjudication applications may arise from failure to provide a payment schedule in response to a payment claim. They may also result from the provision of a payment schedule for less than the claimed amount, or from payments not being made in full by the due date.

Adjudication applications are categorised based on the claimed amount:

- **Standard:** For payment claims of up to \$750,000
- **Complex:** For payment claims exceeding \$750,000

After a decision is made, the claimant and respondent must pay the adjudicator's fees for their time in making the decision. Once fees are paid, the adjudicator releases their decision to the claimant, respondent and the Registry. Table 22 provides an overview of the total number of valid adjudication applications received by the Registry during the reporting period, along with the corresponding value of claims.

TABLE 22: TOTAL NUMBER OF VALID ADJUDICATION APPLICATIONS RECEIVED IN 2024-25 AND VALUE OF CLAIMS

APPLICATION TYPE	2024-25
Standard	273
Complex	51
VALUE OF CLAIMS (\$)	
Maximum	80,960,568.29
Minimum	234.09
Average	1,594,665.80
<b>TOTAL</b>	<b>516,671,718.86</b>

While the Registry is responsible for appointing adjudicators, it records adjudication decisions and related content only after they are released by the adjudicator. Table 23 summarises the number of adjudication decisions released during the reporting period, along with the total values claimed and awarded.

TABLE 23: TOTAL NUMBER OF ADJUDICATION DECISIONS RELEASED IN 2024-25, INCLUDING VALUE OF CLAIMS AND AMOUNT AWARDED UNDER ADJUDICATION

APPLICATION TYPE	2024-25
Standard	179
Complex	35
VALUE OF CLAIMS (\$)	
Maximum	633,969,448.12
Minimum	234.09
Average	4,471,805.11
<b>TOTAL</b>	<b>956,966,293.88</b>
AMOUNT AWARDED UNDER ADJUDICATION (\$)	
<b>TOTAL AWARDED</b>	<b>81,873,482.13</b>

To provide further insight into the distribution of claims across Queensland, Table 24 presents a regional breakdown of valid adjudication applications received by the Registry, including the total value of claims submitted during the reporting period. The table also includes an overview of decisions released and the corresponding amounts awarded for all applications assessed within the same period.

TABLE 24: TOTAL NUMBER AND VALUE OF VALID ADJUDICATION APPLICATIONS MADE, AND DECISIONS RELEASED IN 2024-25 BY REGION

DECISIONS BY REGION	APPLICATIONS MADE	DECISIONS RELEASED			
		VALUE OF CLAIMS (\$)	DECISIONS RELEASED	VALUE OF CLAIMS (\$)	ADJUDICATED AMOUNT (\$)
Brisbane	190	167,800,026.47	119	42,538,993.10	15,765,840.36
Cairns	6	5,562,111.08	3	1,267,634.50	10,334.50
Gold Coast	58	166,782,055.68	40	211,046,322.20	41,445,010.53
Mackay	9	16,307,406.45	5	15,086,617.89	11,141,639.45
Maryborough	4	3,804,152.37	3	182,729.70	62,166.71
Rockhampton	11	82,511,737.22	6	1,462,019.30	964,392.82
Sunshine Coast	28	10,443,174.36	22	8,578,928.47	2,885,911.37
Toowoomba	13	30,048,038.88	10	641,058,767.08	3,148,055.56
Townsville	5	33,413,016.35	6	35,744,281.64	6,450,130.83
<b>TOTAL</b>	<b>324</b>	<b>516,671,718.86</b>	<b>214</b>	<b>956,966,293.88</b>	<b>81,873,482.13</b>

## ADJUDICATION APPLICATION FEES

Application fees are payable by the claimant at the time of lodgement and vary according to the value of the claim. Table 25 provides an overview of the received adjudication application fees over the financial year.

TABLE 25: NUMBER OF VALID ADJUDICATION APPLICATIONS AND CORRESPONDING APPLICATION FEES RECEIVED IN 2024-25

CLAIM VALUE (\$)	APPLICATIONS	AVERAGE CLAIMED AMOUNT (\$)	AVERAGE APPLICATION FEES (\$)
0-10,972.65	59	5,346.02	64.34
10,972.65-54,863.45	112	28,841.78	193.08
54,863.45-109,726.90	38	78,695.82	321.82
109,726.90-274,317.25	42	185,683.11	450.71
274,317.25-548,634.50	19	373,535.70	579.40
548,634.50-822,951.80	3	606,010.35	708.13
822,951.80-1,195,558.00	7	989,814.91	836.92
> 1,195,558.00	44	11,056,658.61	3,620.28

## ADJUDICATOR FEES

For progress payment claims under \$25,000, maximum fees are predetermined based on the claim value. For claims over \$25,000, fees are agreed between the adjudicator and the parties, taking into account the work performed, and expenses incurred. Table 26 provides a summary of decisions released by the adjudicator and the associated fees.

TABLE 26: NUMBER OF ADJUDICATION DECISIONS AND CORRESPONDING ADJUDICATOR FEES RECEIVED IN 2024-25

CLAIM VALUE (\$)	TOTAL RELEASED DECISIONS	AVERAGE CLAIMED AMOUNT (\$)	AVERAGE ADJUDICATOR FEES (\$)
0-10,972.65	38	5,243.26	655.56
10,972.65-54,863.45	61	30,393.49	3,188.62
54,863.45-109,726.90	33	78,119.56	8,463.71
109,726.90-274,317.25	30	189,003.72	16,467.55
274,317.25-548,634.50	14	386,876.52	21,868.56
548,634.50-822,951.80	3	581,957.09	14,168.33
822,951.80-1,195,558.00	2	1,106,803.89	7,820.00
> 1,195,558.00	33	28,402,704.24	60,868.88

## ADJUDICATORS

Adjudicators are independent qualified professionals appointed to make court-enforceable decisions in payment disputes under the BIF Act. Individuals seeking registration as adjudicators must apply through the Registry, where all applicants are assessed against the relevant legislative requirements. Registrations are valid for three years and must be renewed to remain active. Table 27 outlines adjudicator registrations and renewals processed by the Registry during the reporting period, along with the associated fees received.

TABLE 27: NUMBER OF ADJUDICATOR APPLICATIONS AND ASSOCIATED FEES RECEIVED IN 2024-25

APPLICATION TYPE	TOTAL NUMBER	TOTAL FEES
Registration	8	\$7,152.48
Renewal	34	\$30,398.04

Note. Renewal fees represent renewal paid on a cash basis (i.e. when debt is paid) as opposed to on an accrual basis as reported in the financial statements.

## ADJUDICATOR GRADING

Adjudicators are categorised as either Grade 1 or Grade 2, depending on their level of experience. While Grade 1 adjudicators undergo annual classification review, no ongoing review is required for Grade 2 adjudicators. To be appointed as a Grade 2 adjudicator or to progress from Grade 1 to Grade 2, individuals must meet both of the following criteria or demonstrate equivalent experience:

- Have delivered at least 10 adjudication decisions.
- At least five of the 10 delivered decisions have involved progress payments exceeding \$25,000.

At the time of the annual review completed on 31 October 2024, the Registry listed a total of 51 Grade 1 and 80 Grade 2 adjudicators. As part of the adjudicator grade review conducted during the reporting period, four Grade 1 adjudicators were elevated to Grade 2 status.

## PROFESSIONAL DEVELOPMENT

Under the BIF Act, adjudicators must undertake continuing professional development (CPD) to maintain their registration. Participation in CPD activities, such as seminar, lectures, workshop and conferences, ensures adjudicators remain up to date with legislative changes and industry best practices. Eligible activities are outlined in the CPD Adjudicators Policy,<sup>5</sup> and compliance is assessed annually. During the 2025 CPD reporting period, 1-14 April 2025, there were a total of 136 adjudicators registered. Of these, 131 submitted their CPD records, three were suspended due to non-compliance, one was granted an exemption and one was not required to submit records under BIF provisions.

<sup>5</sup> [www.qbcc.qld.gov.au/sites/default/files/2021-10/publication-adjudicator-cpd-policy.pdf](http://www.qbcc.qld.gov.au/sites/default/files/2021-10/publication-adjudicator-cpd-policy.pdf)



## FORECAST OF REGISTRY OPERATIONS

The Registry continues to review all systems and processes to ensure efficiency in meeting its statutory mandate. To further improve the customer experience across Brisbane and regional areas, the Registry works collaboratively with the QBCC staff to conduct annual training on the adjudication process and develop associated procedures. For the next financial year, Registry priorities are likely to include, but not be limited to:

- implementation of any legislative reform as required
- meeting the demand for consumer advisory services
- providing education and engagement with industry and registered adjudicators.

By providing the industry with access to fair, transparent and accessible adjudication services, the Registry continues to play a critical role in safeguarding the financial interests of stakeholders. Timely resolution of payment disputes supports business continuity, maintains healthy cash flow throughout the supply chain, and reduces the risk of costly project delays or legal escalation. In doing so, the Registry strengthens confidence in the payment system, promotes financial certainty, and contributes to a more resilient and sustainable building and construction industry in Queensland.

## FRONTLINE SERVICE

Delivering accessible, timely and helpful frontline customer support is central to the QBCC's commitment to serving Queensland's building and construction industry. Customer service teams play a vital role in engaging with a wide range of customers, including home owners, builders, contractors, subcontractors, industry professionals and the broader community.

As the first point of contact for many, frontline service teams provide guidance, resolve queries and help customers understand their rights and responsibilities. Frontline services are delivered through multiple channels, including phone support, face-to-face service centres and online platforms. Through its frontline services, the QBCC promotes safety, fairness and informed decision making.

## CONTACT CENTRE

The QBCC contact centre serves as a vital frontline channel for engaging with customers across Queensland. As the primary channel for customer enquiries, the QBCC contact centre delivers consistent, timely and informative services that enhance the customer experience, support regulatory compliance and strengthen public trust in the QBCC's role within the building and construction industry.

Table 28 provides an overview of customer interactions managed by the QBCC contact centre during the reporting period, along with comparisons to the previous four years.

Introduced in January 2024, the Subject Matter Expert (SME) roster is designed to strengthen frontline service capability. The initiative ensures customers have timely access to accurate advice from operational experts when specialised support is required.

TABLE 28: NUMBER OF CUSTOMER INTERACTIONS OVER THE PAST FIVE YEARS

SERVICE CENTRE INTERACTIONS	2020–21	2021–22	2022–23	2023–24	2024–25
Phone calls	238,479	188,644	151,987	147,560	138,618
Emails	20,683	10,761	9,540	9,145	9,466
SME referrals	N/A	N/A	N/A	308	634
FRONT COUNTER ENQUIRIES					
Brisbane	3,878	5,873	5,471	4,877	6,471
Regional	15,063	15,025	14,262	14,362	15,846

CUSTOMER FEEDBACK

The QBCC values customer input as an important tool for improving service delivery and strengthening customer trust. Feedback received from customers provides insights into their experiences, expectations and opportunities for improvement. Table 29 presents an overview of feedback received through the customer feedback and enquiry form on the myQBCC portal, broken down by category, and compared with feedback from previous years.

TABLE 29: VOLUME OF CUSTOMER FEEDBACK RECEIVED THROUGH THE MYQBCC PORTAL OVER THE PAST FOUR YEARS

FEEDBACK CATEGORY	2021-22	2022-23	2023-24	2024-25
Suggestions	471	426	222	265
Compliments	94	64	76	48
Complaints	1,175	697	741	640

In 2024-25, the QBCC also commenced the Complaints Management Review Project to strengthen its handling of complaints about the QBCC. The initial phase of the project streamlined processes, standardised data and enhanced internal management of complaints.

SERVICE IMPROVEMENT

The QBCC is committed to providing high-quality, customer-focused services and continues to deliver a range of service improvement initiatives.

CUSTOMER EXPERIENCE STRATEGY

At the centre of improving the customer experience is the implementation of the QBCC Customer Experience Strategy 2024-2027 (CX Strategy). The CX Strategy provides a structured approach to enhancing customer interactions, improving responsiveness and strengthening trust in the QBCC’s regulatory services. Developed with input from customers, staff and industry stakeholders, the CX Strategy provides a clear roadmap to improve customer interactions, increase service accessibility and build stronger trust in the QBCC’s regulatory functions.

The CX Strategy aims to enhance communication, streamline service delivery and deepen the understanding of customer needs to better inform decision making and drive continuous improvement. To achieve these outcomes, the strategy centres around five key focus areas:

- **Learn from customers:** Gather insights to better understand customer needs and their experience.
- **Put customers first:** Develop a culture where customer needs guide decision and action across all teams.
- **Make impactful improvements:** Design and prioritise changes that simplify processes and improve clarity for customers.

- **Support CX with technology:** Enhance tools, systems and processes to deliver smooth, reliable and user-friendly experiences.
- **Strengthen governance and leadership:** Build leadership capability, improve reporting and support staff to deliver consistently high service standards.

By embedding the five areas into day-to-day operations, the QBCC is working to deliver clearer communication, faster response times and more reliable services.

## EDUCATION AND ENGAGEMENT

The QBCC plays an important role in educating and engaging with customers and stakeholders across Queensland's building and construction industry. In line with its legislated responsibilities under the QBCC Act, the QBCC is required to provide support, education and advice to promote a safer, more compliant and better-informed building and construction industry. Through targeted education and meaningful engagement activities, the QBCC helps home owners, tradespeople and industry understand their rights, responsibilities and regulatory obligations.

### COMMUNITY ENGAGEMENT

The QBCC's staff actively engage with communities across Queensland, regularly interacting with TAFE institutions, industry bodies, home owners and disaster management groups at both local and state levels. In 2024–25, the QBCC delivered five online information sessions to help home owners, tradespeople and industry stay informed about emerging issues and updates to regulatory requirements. Table 30 provides a summary of webinars delivered during the reporting period.

TABLE 30: WEBINARS DELIVERED IN 2024–25

WEBINAR	ATTENDEE COUNT	DELIVERY DATE	TARGET AUDIENCE	SURVEY FEEDBACK ON LEVEL OF UNDERSTANDING	
				PRE-SESSION (%)	POST-SESSION (%)
Home owner information session: Guidance on building and renovation	6	August 2024	Home owners	50.0	90.0
Building smarter together: Compliance in Queensland through energy	20	September 2024	Energy Queensland professionals	47.0	70.0
Construction Industry Trust Account Framework	133	October 2024	Licensees	58.0	77.0
Service Trades Council: Notifiable work, annual reporting and home warranty insurance requirements	45	November 2024	Plumbing, drainage, fire protection and mechanical services licensees and members	68.0	78.0
NCBP: Roles and legal duties in eliminating NCBPs	256	April 2025	Engineers	62.0	80.0

## HOME OWNER ENGAGEMENTS

The QBCC actively engages with home owners to support informed decision making and strengthen their understanding of their rights and responsibilities when undertaking building or renovation projects. Through tailored communications, information delivery initiatives and direct support services, the QBCC offers practical guidance on working with licensed contractors, navigating the building process, and accessing dispute resolution and home warranty insurance services. Attendee feedback from these engagements has consistently indicated a positive experience. In addition to participating in the Brisbane Home Shows, the QBCC exhibited at three Bunnings Trade Expos and one Mitre 10 Trade Expo during the reporting period.

### ON-DEMAND INFORMATION VIDEOS

In 2024–25, the QBCC expanded its customer engagement efforts by launching a series of short, on-demand, informative videos, published to YouTube. Publishing short videos on the YouTube platform demonstrates the QBCC's commitment to providing accessible and flexible learning opportunities for customers and the wider community, enabling them to better understand key regulatory processes at a time and place that suits them. Designed to be clear, concise and easy to follow, the videos cover a range of important topics, including home owner information, financial compliance obligations, pool safety requirements and entitlements under the QHWS.

### BLACKBOARD LEARNING MANAGEMENT SYSTEM

The Blackboard Learning Management System (LMS) is a digital platform designed to deliver structured, accessible and scalable learning for licensees and industry stakeholders through the myQBCC portal. In 2024–25, the QBCC progressed the development of the LMS. During the reporting period, the QBCC established key collaborative partnerships with the Housing Industry Association, Master Plumbers Association of Queensland and other industry bodies. These partners expressed strong interest in co-developing future learning initiatives aligned with the QBCC Compliance and Enforcement Strategy 2024–2026 and its top 10 defect priorities. The first topic under development is focused on waterproofing, with further foundational work progressing to ensure the successful public release of the LMS.

### COMMUNICATION CAMPAIGNS

The QBCC delivers strategic communication initiatives to drive awareness and understanding among home owners, tradespeople, industry and the broader community. These initiatives play an important role in improving knowledge of regulatory responsibilities, promoting compliance and encouraging best practices across Queensland's building and construction industry. By leveraging a mix of digital, print and in-person channels, the QBCC ensures its communications are accessible, timely and tailored to a broad range of audiences.

In 2024–25, the QBCC delivered a range of targeted communications to licensees on key industry topics.

Clear guidance was provided on changes introduced through the *Building and Other Legislation Amendment Regulation 2025* and its implications for various licence classes. Licensees also received updates and resources related to amendments to the National Construction Code, particularly the new residential energy efficiency requirements. To support a month-long series of statewide on-site compliance audits, the QBCC shared practical information to help licensees meet their building site obligations. Timely reminders were also issued to support compliance with mandatory financial reporting. Key priorities outlined in the QBCC Compliance and Enforcement Strategy 2024-2026 were also communicated to industry stakeholders.

To assist home owners, the QBCC released new resources describing the owner builder permit process, including eligibility criteria and the types of work permitted. A new Home Owner Hub was also launched on the QBCC website, guiding home owners through the five key stages of the building and renovation process. The QBCC further extended its community engagement efforts by issuing joint messages to home owners and licensees regarding responsibilities and recovery steps following natural disasters. Clarification was also provided to customers regarding eligibility under the QHWS, including confirmation that coverage excludes multi-dwelling buildings over three storeys.

## DISASTER RESPONSE

In response to multiple natural disasters during 2024-25, the QBCC significantly increased its presence and support across affected regions, with some regional offices recording a 20 per cent rise in enquiries compared to the previous months. Targeted assistance included presentations on licensing and permits, a recovery factsheet with QR code distributed through recovery hubs and industry partners, and a dedicated flood recovery webpage. Information was also provided on QHWS eligibility and the importance of engaging licensed trades.

Following events such as ex-Tropical Cyclone Alfred and the Far North Queensland declared flood disaster, regional staff from the QBCC were deployed to recovery centres in Hervey Bay, the Gold Coast, Ingham, Tully and Cardwell. The QBCC regional offices in affected areas saw continued high demand, with most enquires related to trade and occupational licences and owner builder permits. The QBCC also undertook targeted data-driven inspections as rectification work commenced, and supported home owners and owner builders with information about the newly launched Home Owner Hub.

## INDUSTRY ENGAGEMENT

The QBCC maintains strong collaborative relationships with industry stakeholders to support a safe, compliant and high-performing building and construction industry in Queensland, while also driving continuous quality improvement. Through regular engagement with licensees, peak bodies, professional associations, government agencies and community groups, the QBCC seeks to build mutual understanding, gather feedback, and share timely information on regulatory changes, emerging issues and industry priorities. Collaboration helps to ensure regulatory approaches are well-informed, practical and responsive to the needs of industry as well as the broader community.

In 2024-25, the QBCC delivered a range of engagement activities, including information sessions and digital communications. The QBCC also actively participated in various industry-specific forums, visited training organisations and attended active building sites to engage directly with licensees, apprentices and industry professionals. These efforts created valuable opportunities for two-way dialogue, enabling the QBCC to remain responsive to emerging issues and community expectations. Regional QBCC staff across the state actively engaged with industry and communities through attendance at events and trade shows, and formal interactions with organisations such as TAFE, peak industry bodies, and disaster management groups at the local and state levels. Engagement activities included presenting at trade shows and to final-year TAFE students on licensing responsibilities and pathways, the QBCC's educational resources, and the role of the QBCC as a regulator.

## SERVICE TRADES COUNCIL INDUSTRY ENGAGEMENTS

Established under the PD Act, the Service Trades Council (STC) provides a dedicated voice for service trades professionals and operates as part of the QBCC. To support engagement with the service trades industry, the STC regularly hosts forums across Queensland to connect with stakeholders and share important updates.

In 2024-25, the STC held several industry forums in Brisbane, Sunshine Coast, Gold Coast and Townsville. Attendees included licensed service trades professionals, representatives from RTOs and relevant local council members. Key topics covered during the forums included updates from the QBCC on compliance matters, notifiable work, licensing and inspectorate activities. Each forum featured a question-and-answer session with panel members from the QBCC, DHPW and local councils, which encouraged dialogue between the regulator and the industry. These events offered licensees valuable opportunities to stay informed and up to date with regulatory and industry developments. They also enabled the QBCC to gather feedback and identify areas for continuous improvement in the delivery of information and resources to support the industry.

In addition, the STC hosted a World Plumbing Day event in partnership with TAFE Queensland to celebrate the vital role plumbing plays in safeguarding community health. The event was a platform for promoting the role of the QBCC, sharing the latest updates in plumbing and drainage, and strengthening engagement with industry stakeholders.

## INDUSTRY EVENTS AND OUTREACH

In 2024–25, the QBCC delivered a broad range of engagement activities through industry events and outreach initiatives. Notable activities included 57 TAFE Industry Stakeholder Coffee Cart events, held across TAFE campuses for students, as well as active commercial and residential building sites for industry participants. The QBCC also supported the National Association of Women in Construction (NAWIC) 'Women on Tools' and 'Launch' events.

Regional engagement was a key focus, with the QBCC collaborating with stakeholders to exhibit and support several expos and roadshows across Queensland. Partners included TAFE Queensland, the Master Painters Association, Master Builders Queensland, Housing Industry Association and Australian Institute of Refrigeration, Air Conditioning and Heating. Events were supported in multiple locations, including Cairns, Townsville, Mackay, Rockhampton, Bundaberg, Toowoomba, Sunshine Coast and Gold Coast. These interactions provided valuable opportunities for two-way communication, allowing the QBCC to share information, gather feedback and stay informed about emerging trends and challenges within the industry.

In addition, the QBCC delivered a variety of educational initiatives to increase awareness, promote compliance and encourage positive behavioural change. These activities were delivered through multiple formats, including information sessions and webinars. Ongoing engagement with industry stakeholders enabled the QBCC to share insights, respond to concerns and support a better understanding of rights, responsibilities and regulatory obligations across the industry.

## NON-CONFORMING BUILDING PRODUCTS ENGAGEMENT

The QBCC plays an important role in increasing awareness of NCBPs and supporting industry compliance with legislative obligations. Through targeted engagement activities, the QBCC collaborated with manufacturers, suppliers, builders and other industry stakeholders to strengthen understanding of the risks associated with NCBPs and clarify the responsibilities of participants across the building product supply chain. These efforts are designed to improve product safety, enhance industry accountability and protect consumers from the use of substandard or unsafe materials.

In 2024–25, the QBCC's NCBP team continued to promote awareness of the NCBP legislation. Activities included publishing two factsheets, delivering a webinar for engineers, and conducting 300 visits to building product suppliers in Brisbane and surrounding regions as part of an education program on NCBP laws.

## POOL SAFETY ENGAGEMENT

Pool safety remains a priority for the QBCC, with continued efforts to educate pool owners, certifiers and industry professionals about their obligations under Queensland's pool safety laws. Targeted engagement activities aim to increase awareness of compliance requirements, reduce the risk of preventable drownings and promote safe pool environments, particularly for families with young children.

By delivering up-to-date information, practical resources and direct support, the QBCC helps ensure pool safety standards are clearly understood and consistently applied across both residential and commercial settings.

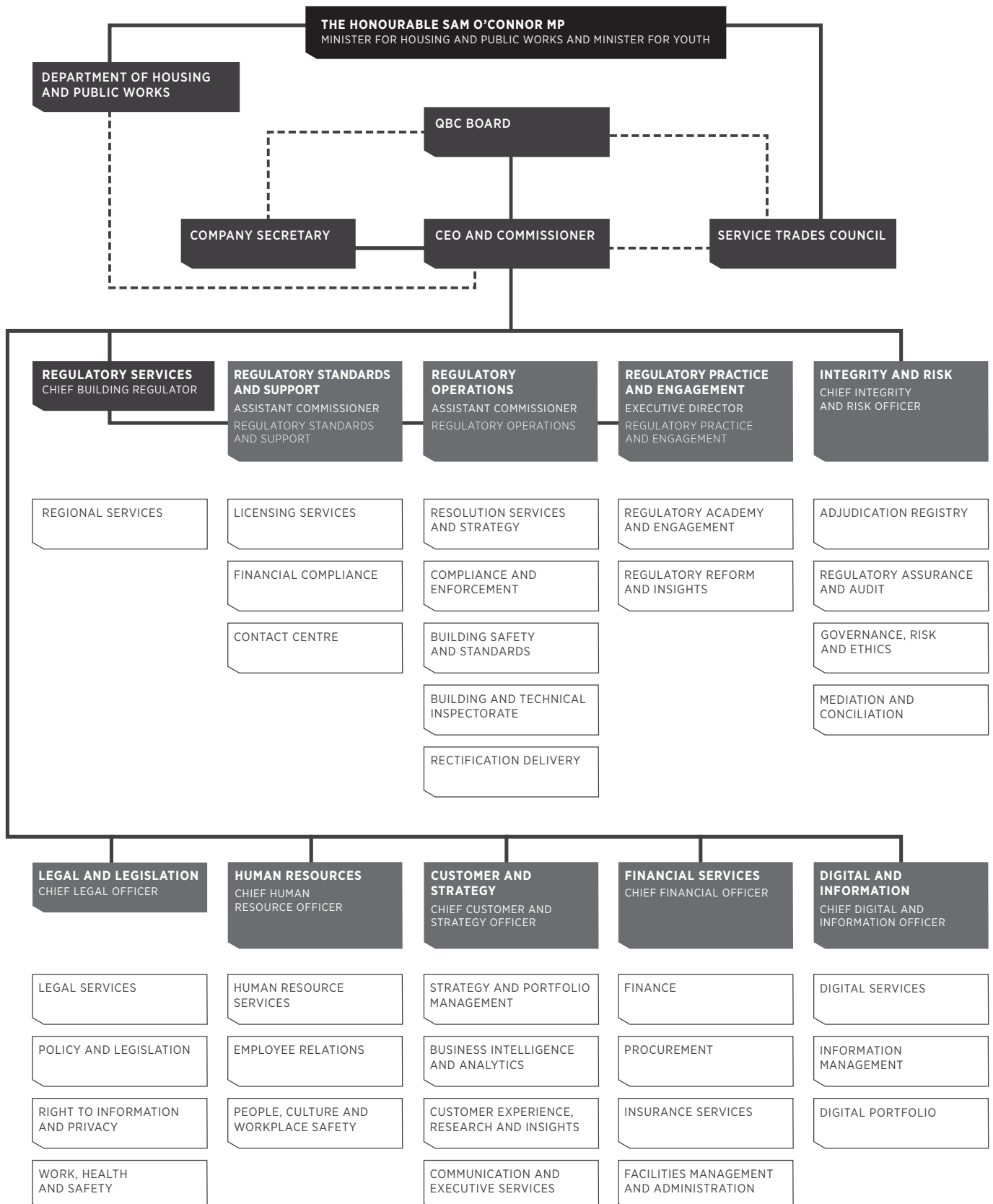
In 2024–25, the QBCC strengthened its engagement with local government authorities and industry stakeholders to support the effective management of pool safety investigations, with particular attention given to matters involving shared regulatory responsibilities. The QBCC held several meetings with local councils to address emerging issues and provide guidance on complex matters, including the development and implementation of pool safety management plans for regulated premises. Other pool safety engagements included:

- **Office of Fair Trading:** A forum to share intelligence and align investigative efforts in addressing non-compliance matters related to pool safety.
- **Targeted educational materials:** Resources for home owners and property agents promoting awareness of legal responsibilities and encouraging greater compliance within the property sector.
- **Royal Life Saving Society Australia:** Review assessment requirements for aquatic centres.

Through delivering these engagement activities, the QBCC continued to build collaborative relationships, deliver consistent regulatory guidance, and promote a proactive and informed approach to pool safety across Queensland.

# ORGANISATION

# ORGANISATIONAL STRUCTURE



**LEGEND:** — Direct Report    - - - - - Advisory



## QBC BOARD

The QBC Board is established as a requirement of the QBCC Act and serves as the governing body of the QBCC. It is responsible for setting the strategic direction and overseeing the operational, administrative and financial policies that guide the QBCC.

The board ensures the QBCC performs its functions and exercises its powers appropriately, effectively and efficiently.

The QBC Board is composed of independent, non-executive members appointed by the Governor in Council for terms of up to three years. In April 2025, Greg Chemello was appointed as the new QBC Board Chair and Amelia Hodge joined as a board member. During the reporting period, the former QBC Board Chair departed on 26 February 2025. Separately, board member Suzanne Baker also concluded their term on 15 December 2024.

The QBC Board members act in accordance with the QBCC Act and the QBC Board Charter. To support timely and effective governance, there were 10 board meetings held in 2024-25 and the QBC Board also addressed urgent or complex matters outside scheduled meetings through circular resolutions.

## QBC BOARD MEMBERS

As recorded on 30 June 2025, the QBC Board comprises seven members. Collectively, their expertise spans public and private sector leadership, stakeholder engagement, infrastructure delivery, corporate governance and construction law. The QBC Board members and their profiles are described in Table 31.

TABLE 31: QBC BOARD MEMBERS AND THEIR PROFILES AS OF 30 JUNE 2025

NAME AND POSITION	PROFILE
<b>GREG CHEMELLO</b> BRT(P)(Hons), MSc(EnvMgt), MBA, FAICD Chair	Greg brings more than 30 years of board experience and has been a member—and now Fellow—of the Australian Institute of Company Directors (AICD) since 1992. Over the past decade, he has combined executive leadership and CEO roles with board appointments across Queensland's public and private sectors. Greg's expertise covers land use and infrastructure planning, property development, project delivery, economic development, stakeholder and community engagement, and corporate governance.
<b>JOHN ANDERSON</b> GCSocSC(IP), BA, ADCE, MAICD, MAIGM Deputy Chair	John is a respected Aboriginal Elder with tertiary qualifications and extensive experience in board and leadership roles. He serves as the Chair of Coexistence Queensland and as a Community Member of the Board of Professional Engineers Queensland. After a 30-year career with the Queensland Government, John has been the Executive Director of Pi-CaTS Pty Ltd since 2005, and also operates as a sole trader. His public service includes roles with the Queensland Department of Transport and Main Roads and the Rail and Ports Division.
<b>AMELIA HODGE</b> LLB, GAICD, GradCert Prop Eco, MAPI Board member	As a new QBC Board member, Amelia brings a unique blend of expertise in law, governance, risk management, human-centred stakeholder engagement and commercial skills. Amelia has served as the Chair and Non-Executive Director on a variety of boards and finance, risk and audit committees across both the public and private sector, including holding global V20 leadership roles. As a consultant, Amelia acted as the transaction director on major government infrastructure projects and has worked within the oil, gas, energy and transmission industries. Amelia was also honoured to serve for four years on the Council for the Order of Australia, supporting the Office of the Governor General.
<b>COLIN CASSIDY</b> PSM, GAICD Board member	Colin serves on the Metro South Hospital and Health Board and two of its committees, and has substantial board and committee experience. Colin has enjoyed a long public sector career, including several senior executive positions within the Queensland Government. In recognition of his contributions to town planning, corporate services and economic development in Queensland, Colin was awarded the Public Service Medal in the 2020 Australia Day Honours.
<b>CHRISTOPHER EDWARDS</b> FAICD, MBA, PMP, PMI-RMP, PMI-PBA Board member	Christopher is an executive and non-executive director with more than 30 years' experience delivering major projects and programs across Queensland, totalling more than \$30 billion in capital investment. He is the Executive Director of Programs at Jacobs, where he leads the national infrastructure delivery strategy and collaborates with government on complex capital programs focused on assurance, value and outcomes. Christopher is a Fellow of the AICD and serves on several government boards, including Racing Queensland, Community Enterprise Queensland and Aviation Australia.
<b>MEG FRISBY</b> LLB, GAICD Board member	Meg is the Director of Meg Frisby Consulting, a stakeholder relations consultancy based in North Queensland. Meg brings extensive experience from both the private and public sector, having worked as a lawyer, Chief of Staff in state and local government, and as a stakeholder relations specialist in the resources industry. Meg is a strong advocate for regional and remote Queensland.
<b>ROBYN PETROU</b> Bec, CPA, FAICD, FGIA, ASFA AIF Board member	Robyn has more than 15 years' experience as a board member in the public, private and not-for-profit sectors. Robyn brings extensive expertise in navigating complex financial environments, with strengths in insurance, financial management, investment and corporate strategy, risk mitigation and advocacy. As a former CEO of a superannuation fund, Robyn was recognised for her innovative approaches to customer engagement, growth and long-term sustainability. Now she operates her own strategic advisory firm and coaches senior executives across various industries.



## QBC BOARD COMMITTEES

In 2024–25, the QBC Board was supported by a number of committees to help fulfil its responsibilities. In May 2025, two committees concluded their function:

- Digital Advisory Committee.
- Ex-Gratia Payment Decisions Committee.

In addition, the Finance, Audit and Risk Committee (FAR) merged with the Insurance Committee on 26 June 2025. The Industry Advisory Committee (IAC) also concluded its function during this time.

As recorded on 30 June 2025, two committees remained active:

- Finance, Audit, Insurance and Risk Committee.
- People, Culture and Performance Committee.

Each committee operates under a board-approved charter or terms of reference, which outlines its membership, purpose, functions and reporting obligations. Table 32 provides an overview of the QBC Board committees that operated during the reporting period.

TABLE 32: QBC BOARD COMMITTEES OPERATING IN 2024–25

COMMITTEE	PURPOSE AND FUNCTIONS	MEMBERS	MEETING FREQUENCY
<b>FINANCE, AUDIT AND RISK COMMITTEE (FAR)</b>			
Operational 1 July 2024 – 26 June 2025	<p><b>PURPOSE:</b></p> <p>To support the QBC Board by overseeing and providing advice on financial management, audit and risk matters and setting the tone for risk culture through the promotion of open risk discussions and consideration of risk in decision making</p> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Providing assurance to the Board on the accuracy and integrity of the QBCC's financial management and reporting</li> <li>• Monitoring compliance with relevant financial legislation and prescribed requirements</li> <li>• Ensuring the establishment and maintenance of policies and strategies for the investment of surplus funds</li> <li>• Monitoring the QBCC's internal audit program</li> <li>• Ensuring that the QBCC has appropriate and effective risk management and compliance management systems in place</li> </ul>	<ul style="list-style-type: none"> <li>• Robyn Petrou (Chair)</li> <li>• Colin Cassidy</li> <li>• Greg Chemello, Board Chair</li> <li>• Michelle James, Board Chair (1 July 2024 – 26 February 2025)</li> <li>• Suzanne Baker, Chair (1 July 2024 – 15 December 2024)</li> </ul>	Quarterly
<b>PEOPLE, CULTURE AND PERFORMANCE COMMITTEE (PCP)</b>			
Operational 1 July 2024 – 30 June 2025	<p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Reviewing QBC Board performance evaluation processes, succession planning and induction and development programs</li> <li>• Reviewing matters concerning the recruitment, remuneration, performance and retention for the Commissioner</li> <li>• Monitoring the propriety, efficiency and effectiveness of executive recruitment, remuneration, succession and related relevant QBCC policies for Senior Leadership Team members</li> <li>• Monitoring and reviewing matters relating to the QBCC's people, culture, and workplace health and safety</li> </ul>	<ul style="list-style-type: none"> <li>• Colin Cassidy (Chair)</li> <li>• John Anderson</li> <li>• Meg Frisby</li> <li>• Greg Chemello, Board Chair</li> <li>• Michelle James, Board Chair (1 July 2024 – 26 February 2025)</li> </ul>	Quarterly
<b>INSURANCE COMMITTEE (INSC)</b>			
Operational 1 July 2024 – 15 May 2025	<p><b>PURPOSE:</b></p> <ul style="list-style-type: none"> <li>• To support the QBC Board by overseeing and providing advice on the performance of and issues confronting the Queensland Home Warranty Scheme</li> </ul> <p><b>FUNCTIONS:</b></p> <ul style="list-style-type: none"> <li>• Overseeing QHWS performance</li> <li>• Developing improvements to the QHWS</li> <li>• Reviewing capital management, investment strategies and claims administration efficiency</li> <li>• Monitoring underwriting, reinsurance, and actuarial assessments of the QHWS' sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Robyn Petrou (Chair)</li> <li>• Christopher Edwards</li> <li>• Meg Frisby</li> <li>• Greg Chemello, Board Chair</li> <li>• Michelle James, Board Chair (1 July 2024 – 26 February 2025)</li> <li>• Suzanne Baker (1 July 2024 – 15 December 2024)</li> </ul>	Quarterly

COMMITTEE (CONTINUED)	PURPOSE AND FUNCTIONS	MEMBERS	MEETING FREQUENCY
<b>INDUSTRY ADVISORY COMMITTEE (IAC)</b>			
Operational 1 July 2024 – 26 June 2025	<b>PURPOSE:</b> <ul style="list-style-type: none"> <li>To provide a forum for the QBC Board to engage formally with the building and construction industry on current and emerging industry activities</li> </ul>	<ul style="list-style-type: none"> <li>John Anderson (Chair) as QBC Board representative</li> <li>Meg Frisby (Alternate Chair) as QBC Board representative</li> <li>Skye Bowie, QBCC Acting Chief Building Regulator (Deputy Chair)</li> </ul> <b>EXTERNAL MEMBERS</b> <ul style="list-style-type: none"> <li>Paul Bidwell</li> <li>Peter Chamberlain</li> <li>Matthew Cornell (3 April 2023 – 20 March 2025)</li> <li>Brenden Creed</li> <li>Don Grehan</li> <li>Luke Mackey</li> <li>Justin Maxwell (3 April 2023 – 25 March 2025)</li> <li>Úna McKenna</li> <li>Nicky McMillan</li> <li>Samantha Reece</li> <li>Bruce Robb</li> <li>Michael Roberts</li> <li>Tim Webber</li> </ul>	At least three times per year
<b>DIGITAL ADVISORY COMMITTEE (DAC)</b>			
Operational 1 July 2024 – 15 May 2025	<b>PURPOSE:</b> <ul style="list-style-type: none"> <li>To provide the QBC Board and management with independent, impartial, and expert advice on internal assurance and governance controls about matters affecting the Digital Portfolio and associated funding</li> </ul>	<ul style="list-style-type: none"> <li>Christopher Edwards (Chair)</li> <li>Robyn Petrou</li> <li>Meg Frisby</li> <li>Anissa Levy, Commissioner (14 February 2022 – 28 March 2025)</li> </ul> <b>INDEPENDENT ADVISORS:</b> <ul style="list-style-type: none"> <li>Anthony Borgo</li> <li>Tracy Whitelaw</li> </ul>	Monthly
<b>EX-GRATIA PAYMENT DECISIONS COMMITTEE (EGP)</b>			
Operational 1 July 2024 – 15 May 2025	<b>PURPOSE:</b> <ul style="list-style-type: none"> <li>To oversee and determine the making of ex gratia payments in line with the QBCC's Ex-Gratia Compensation Payments for Defective Administration Procedure</li> </ul>	<ul style="list-style-type: none"> <li>Meg Frisby (Chair)</li> <li>John Anderson (Deputy Chair)</li> <li>Michelle James, Board Chair (1 July 2024 – 26 February 2025)</li> </ul>	As required

## QBC BOARD MEMBER MEETING ATTENDANCE AND REMUNERATION

The QBCC is committed to transparency and strong governance, including clear reporting on QBC Board member engagement and remuneration. Table 33 outlines the QBC Board members' attendance at regular and extraordinary meetings, along with their remuneration details.

TABLE 33: QBC BOARD MEMBER ATTENDANCE AND REMUNERATION IN 2024–25

Queensland Building and Construction Board					
Act or Instrument	Queensland Building and Construction Commission Act 1991				
Functions	<ul style="list-style-type: none"><li>Deciding the strategies and the operational, administrative and financial policies to be followed by the QBCC</li><li>Ensuring the QBCC performs its functions (including financial, governance, risk and compliance obligations) and exercises its powers properly, effectively and efficiently</li><li>Providing strategic guidance and leadership to the Commissioner and the STC in support of the QBCC’s regulatory responsibilities, except in matters where the STC confers on national policy development and implementation for the plumbing and drainage trade under the PD Act</li><li>Advising the responsible minister on issues affecting:<ul style="list-style-type: none"><li>the building industry</li><li>consumers</li><li>the administration of the QBCC and the QBCC Act</li></ul></li><li>Advising the responsible minister about unfair or unconscionable trading practices affecting security of payments to contractors and subcontractors</li><li>Consulting the building industry and its consumers, and advancing their interests in alignment with the QBCC Act</li></ul>				
Achievements	Governing body of the Queensland Building and Construction Commission				
Financial Reporting	Transactions of the QBCC and the QBC Employing Office are accounted for in the Financial Statements				
Remuneration					
Position	Name	Meeting Attendance	Approved Annual, Sessional or Daily Fee (Exclude Superannuation) (\$)	Approved Sub-Committee Fees if Applicable	Actual Fees Received (Include Superannuation) (\$)
Former Chair	Michelle James (1 July 2024 – 26 February 2025)	Board: 6 FAR: 3 PCP: 2 INS: 3 DAC: 3	50,000	N/A	38,000
Chair	Greg Chemello	Board: 3 FAR: 0 PCP: 1 INS: 0	50,000	N/A	11,000
Deputy Chair	John Anderson	Board: 9 FAR: 1 PCP: 4 IAC: 4	25,000	N/A	28,000
Former Member	Suzanne Baker (1 July 2024 – 15 December 2024)	Board: 3 FAR: 2 INS: 2	25,000	N/A	14,000
Member	Amelia Hodge	Board: 2 PCP: 1	25,000	N/A	6,000

POSITION (CONTINUED)	NAME	MEETING ATTENDANCE	APPROVED ANNUAL, SESSIONAL OR DAILY FEE (EXCLUDE SUPERANNUATION) (\$)	APPROVED SUB-COMMITTEE FEES IF APPLICABLE	ACTUAL FEES RECEIVED (INCLUDE SUPERANNUATION) (\$)
Member	Colin Cassidy	Board: 10 FAR: 4 PCP: 4	25,000	N/A	28,000
Member	Christopher Edwards	Board: 8 INS: 4 DAC: 5	25,000	N/A	28,000
Member	Meg Frisby	Board: 9 PCP: 3 INS: 2 IAC: 2 DAC: 4	25,000	N/A	28,000
Member	Robyn Petrou	Board: 9 FAR: 4 INS: 4 DAC: 5	25,000	N/A	28,000
No. of scheduled meetings/sessions		Board: 10 FAR: 4 PCP: 4 INS: 4 IAC: 4 DAC: 5 EGP: 0			
Total out of pocket expenses		\$48,051. Other operational costs totalled \$ 31,184			

## SENIOR LEADERSHIP TEAM

The QBCC Senior Leadership Team (SLT), including the Commissioner, is responsible for providing strategic and operational oversight of the QBCC and implementing strategies to help the organisation to achieve its objectives.

TABLE 34: SLT MEMBERS AND THEIR PROFILES AS OF 30 JUNE 2025

NAME AND POSITION	PROFILE
ANGELO LAMBRINOS CEO and Commissioner	Angelo is a senior executive and Chartered Professional Engineer with over 25 years of experience driving organisational transformation through strategic leadership. With a diverse background spanning construction, financial services and operations, Angelo has successfully led large-scale transformations that have delivered improved service responsiveness and increased customer satisfaction. He has built his credibility and reputation successfully delivering major infrastructure, corporate and asset-intensive portfolios and building high performing and highly engaged and optimised organisations.
SKYE BOWIE Acting Chief Building Regulator	Skye is an executive leader and lawyer with extensive experience across regulatory, legal, financial services, and building and construction industries. Skye has led significant strategic reforms to enhance service delivery and strengthen governance and compliance. Skye is committed to reducing risk and harm in Queensland's building and construction industry by harnessing innovative technology and developing collaborative partnerships, with a focus on creating a more sustainable and customer-focused regulatory environment.
CHRIS MCCAHERN Assistant Commissioner Regulatory Standards and Support	Chris is a leader with 16 years of executive leadership across local and state government. As the Assistant Commissioner Regulatory Standards and Support, Chris has driven key initiatives at the QBCC, including the development of a new digital licensing platform and the adoption of a more customer-focused regulatory approach. Chris is renowned for leading organisational change, building high-performing teams and enhancing customer experience. Chris is committed to aligning organisational objectives with the needs of industry stakeholders and the broader community.
GARY SAUNDERS Assistant Commissioner Regulatory Operations	Gary is a senior executive with more than 38 years of experience and a distinguished background in the infrastructure and building sectors. As the Assistant Commissioner Regulatory Operations, Gary is committed to advancing the building and construction industry. Gary's strategic focus on operational excellence drives the effective delivery of technical services in line with the QBCC's regulatory responsibilities. Gary ensures the provision of high-quality sustainable services and programs across compliance, dispute resolution, licensing and financial review.
MANDY DOWNES Executive Director Regulatory Practice and Engagement	Mandy is a leader with more than 30 years of experience in state government across regulation, transformation, policy and program areas. As the Executive Director of Regulatory Practice and Engagement, Mandy was instrumental in establishing the Regulatory Practice and Engagement Division—an integral part of the Regulatory Services Group within the QBCC. Overseeing education, engagement and business reforms, Mandy is delivering responsive regulatory services and driving improvements that are enhancing operational consistency, efficiency and effectiveness.
NATALIE HOMAN Acting Chief Integrity and Risk Officer	Natalie has built a career in law and the public sector, with a strong focus on specialist integrity roles within the Queensland Government. Admitted as a lawyer to the Supreme Court of Queensland in 2012, Natalie now serves as the Acting Chief Integrity and Risk Officer. In this role, Natalie ensures robust governance and risk and assurance systems are in place to support the QBCC in achieving its objectives with the highest standards of integrity. She leads a team that provides independent well-informed resolution and review services, ensuring both effective service delivery and organisational integrity.
DEAN MCNULTY Chief Legal Officer	Dean is a solicitor of the Supreme Court of Queensland and the High Court of Australia, with approximately eight years of experience at the QBCC. As the Chief Legal Officer, Dean provides expert legal advice to the QBCC Board, the Commissioner and SLT. Dean is dedicated to ensuring the QBCC delivers fair, ethical and lawful regulatory services, while also promoting a safe and healthy workplace. Dean oversees a team that delivers comprehensive legal services and ensures compliance with work, health and safety (WHS), privacy and right to information requirements. Through the QBCC Policy and Legislation team, Dean is also responsible for contributing to the development of policies and legislation that support and protect the building and construction industry and consumers.

NAME AND POSITION (CONTINUED)	PROFILE
JULIA SMITH Chief Human Resource Officer	Julia has extensive executive and operational experience in people, culture and change roles across a range of industries in the private and public sectors. As the Chief Human Resource Officer, Julia is committed to guiding people and organisations through change. Julia has focused on strengthening the Human Resources (HR) division by building strong foundations and implementing effective work practices, people strategies and systems. Julia played a leading role in delivering the QBCC Reset initiative, and is currently focused on enhancing leadership capability within the QBCC, improving people systems, advancing the Diversity, Equity, Inclusion and Belonging (DEIB) Plan, embedding the QBCC values and implementing public sector employee relations frameworks.
TRACY VINCENT Acting Chief Customer and Strategy Officer	Tracy is a leader with deep expertise in guiding multidisciplinary teams to deliver transformational change across both regulatory and non-regulatory settings. As the Acting Chief Customer and Strategy Officer, Tracy is leading the transformation of the QBCC's customer experience, strengthening trust and respect for the QBCC as the regulator of Queensland's building and construction industry. Tracy also championed the establishment of the customer research team, demonstrating the value of a quality voice of customer program. Tracy is committed to achieving strategic and operational outcomes by enhancing enterprise portfolio management practices. In addition, Tracy oversees teams responsible for advancing data analytics capabilities and ensuring compliance with statutory planning and reporting requirements.
HANNAH ROWE Chief Customer and Strategy Officer	Hannah is an executive leader with extensive experience leading teams across communications, customer experience, strategic planning, media and frontline services in both the private and public sector. As Chief Customer and Strategy Officer, Hannah established the Customer and Strategy division, overseeing business intelligence and analytics, customer experience, communication and executive services, and strategy and portfolio management. Having played a pivotal role in the development of the QBCC's first Customer Experience Strategy, Hannah applies an insight-led approach to improving service delivery and building public trust. Hannah is also committed to leveraging data analytics capabilities to inform evidence-based decision making to drive better regulatory outcomes.
TIM MURPHY Chief Financial Officer	Tim is an executive leader and chartered accountant with over 35 years of experience delivering financial services across a wide range of industries and complex organisations in both the private and public sectors. As the Chief Financial Officer, Tim leads the Financial Services division, encompassing Facilities Management, Finance, Procurement and Insurance Scheme Management. Tim is focused on safeguarding the QBCC's financial health through strategic oversight, effective risk management and maintaining a strong net asset position. Tim is committed to ensuring the QBCC's long-term financial sustainability and delivering value across the organisation.
JEREMY JANES Chief Digital and Information Officer	Jeremy is an experienced digital leader with over 25 years of experience in information technology and digital transformation. As the Chief Digital and Information Officer, Jeremy drives the QBCC's digital and information strategies, advancing innovation and modernising digital infrastructure. Jeremy is committed to enhancing digital capability, supporting operational excellence, improving accessibility, delivering long-term value and ensuring the organisation's continued industry leadership.
BRENDAN GRIBBIN Company Secretary	Brendan is a skilled senior leader with 15 years of experience in the public sector, specialising in governance, risk and finance. As the Company Secretary, Brendan supports the QBC Board and its committees in fulfilling their legislative responsibilities. Brendan works closely with the QBC Board and SLT to ensure effective communication, provide timely and relevant information for sound decision making and deliver advice on a range of governance matters.

## SERVICE TRADES COUNCIL

The STC is positioned to provide advice and recommendations to the Commissioner and the Minister for Housing and Public Works and Minister for Youth on issues affecting the service trades industry. The STC is supported by the QBCC Assistant Commissioner, Regulatory Standards and Support. It operates in accordance with the PD Act and the STC Charter.

STC members are appointed by the Governor in Council for a term of up to four years. At the conclusion of the 2024–25 reporting period, the STC consisted of 16 members—10 independent members and six deputy members. The STC meets formally at least six times per calendar year, including four regional industry forums to strengthen engagement with stakeholders across Queensland. It may also consider urgent or complex matters through out of session processes or at extraordinary meetings.

## MEMBER ATTENDANCE AND REMUNERATION

Active participation by each member ensures the STC can respond promptly to industry developments, emerging trends and regulatory challenges. Under the PD Act, deputy members are appointed to represent members in their absence and to participate in meetings as required. Table 35 presents a summary of member attendance throughout the reporting period.

TABLE 35: STC MEMBER ATTENDANCE AND REMUNERATION IN 2024-25

SERVICE TRADES COUNCIL					
ACT OR INSTRUMENT	Plumbing and Drainage Act 2018				
FINANCIAL REPORTING	Transactions of the entity are accounted for in the QBCC's Financial Statements.				
REMUNERATION					
POSITION	NAME	MEETINGS ATTENDANCE	APPROVED ANNUAL, SESSIONAL OR DAILY FEE (EXCLUDE SUPERANNUATION) (\$)	APPROVED SUB-COMMITTEE FEES IF APPLICABLE (\$)	ACTUAL FEES RECEIVED (INCLUDE SUPERANNUATION) (\$)
Chair	Penny Cornah	6	N/A	N/A	0
Deputy Chair	Mary Morrison	4	N/A	N/A	0
Member	Chris McCahon, QBCC Assistant Commissioner Regulatory Standards and Support	6	N/A	N/A	0
Member	Phillip Denman	6	N/A	N/A	0
Member	Benjamin Hawkins	3	N/A	N/A	0
Member	Michelle Kennedy	3	N/A	N/A	0
Member	Greg Moore (1 July 2024 – 7 February 2025)	1	N/A	N/A	0
Member	Anne Neuendorf	3	N/A	N/A	0
Member	Gary O'Halloran	2	N/A	N/A	0
Member	Sharon Simmers	5	N/A	N/A	0
Member	Joseph Smith	4	N/A	N/A	0
Deputy Member	Rudolphe Martin	3	N/A	N/A	0
Deputy Member	Stacey McInnes	3	N/A	N/A	0
Deputy Member	Christopher McKenzie	1	N/A	N/A	0
Deputy Member	Justin Maxwell	3	N/A	N/A	0
Deputy Member	Wayne Swindell (1 July 2024 – 11 April 2025)	2	N/A	N/A	0
Deputy Member	Kent Vickers	0	N/A	N/A	0
Deputy Member	Geoffrey Woodall (1 July 2024 – 8 May 2025)	3	N/A	N/A	0
Deputy Member	Shannon Fogarty (1 July 2024 – 21 October 2024)	0	N/A	N/A	0
No. of scheduled meetings/sessions	STC: 6 STLAP: 5 NWP: 6				
Total out of pocket expenses	\$0. Other operational costs totalled \$ 21,559.				



## ADVISORY PANELS

The STC has formed two advisory panels under the PD Act to offer expert guidance and strengthen regulatory outcomes across the plumbing and drainage trades. Table 36 provides an overview of the advisory panels established during the reporting period.

TABLE 36: STC ADVISORY PANELS, PURPOSE, FUNCTIONS, MEMBERSHIP AND MEETING SCHEDULE FOR 2024–25

ADVISORY PANEL	PURPOSE	MEMBERS	NO. OF MEETINGS
<b>SERVICE TRADES LICENSING ADVISORY PANEL (STLAP)</b>	To help the Commissioner to effectively and efficiently perform the Commissioner's licensing functions under Part 2, divisions 1–7 of the PD Act	Luke Barden (Chair) Ernie Kretschmer (Deputy Chair)  <b>VOTING MEMBERS:</b> Rechelle Adams Andrew Evans Kimberly Kerby James Metassa Steven Micallef Adam Shaw Allen Taylor (27 July 2020 – 8 August 2024)  <b>NON-VOTING MEMBERS:</b> Chris McCahon, QBCC Assistant Commissioner Regulatory Standards and Support Cameron Byram, QBCC Director Licensing Services Branch Jo Wilson, QBCC Principal Plumbing Investigator	5
<b>NOTIFIABLE WORK PANEL (NWP)</b>	To review and provide recommendations for improvement to the notifiable work framework	Geoffrey Woodall (Chair) Greg Moore, STC member (Chair – 7 February 2024 – 8 February 2025) Elizabeth Palmer-Bright, QBCC Acting Manager Plumbing and Pools Investigations (Deputy Chair) Luke Barden Andrew Evans Gregory Gilboy Gerard Gill Patrick Keough Kimberly Kerby Ernie Kretschmer Russell Martin Kelvin Mason Adam Shaw Bridget Vietheer, QBCC Manager Plumbing and Pools Investigations	6

## PEOPLE AND CULTURE

The QBCC's ability to fulfil its regulatory responsibilities and respond to industry challenges is underpinned by the capability, wellbeing and engagement of its people. In 2024-25, the organisation continued to invest in cultivating a positive and inclusive workplace culture that supports high performance, professional growth, leadership development and staff wellbeing. Guided by the QBCC's prioritised complex capabilities, the organisation prioritised strengthening workforce resilience through targeted training and by cultivating a culture that supports organisational success and positive customer outcomes.

Throughout the year, a range of initiatives were delivered to enhance employee engagement, build leadership capability and capacity, as well as promote mental health and wellbeing. Workforce planning and capability development also remained key priorities to ensure the organisation is well-positioned to meet future demands and regulatory challenges. These ongoing efforts have helped equip QBCC staff to better adapt and continue delivering high-quality regulatory services that reflect the evolving expectations of Queensland's building and construction industry.

### WORKFORCE PROFILE

Understanding the QBCC workforce composition helps to support workforce planning and ensure the organisation is equipped with the right mix of skills and experience to meet current and future demands. Table 37 provides an overview of the QBCC workforce composition as recorded in the QBCC payroll system on 30 June 2025, highlighting employee demographics, diversity and women in leadership.

TABLE 37: EMPLOYEE DEMOGRAPHICS, DIVERSITY AND LEADERSHIP ROLES IN 2024-25

GENDER	HEADCOUNT	TOTAL WORKFORCE BY HEADCOUNT (%)
Men	314	45.4
Women	378	54.6
Non-binary	0	0
DIVERSITY	HEADCOUNT	TOTAL WORKFORCE BY HEADCOUNT (%)
Women	378	54.6
Aboriginal peoples and Torres Strait Islander peoples	8	1.2
People with disability	32	4.6
People born overseas	172	24.9
People who speak a language other than English at home	69	10.0

WOMEN IN LEADERSHIP	HEADCOUNT	TOTAL LEADERSHIP COHORT BY HEADCOUNT (%)
Senior Officers	17	56.7
Senior Executive Service and Chief Executives	7	38.9

### EMPLOYEE ENGAGEMENT AND SUPPORT

The QBCC recognises that meaningful employee engagement extends beyond job satisfaction. It involves creating a workplace where people feel supported, valued and connected to their roles. By promoting a positive organisational culture and investing in learning and development, the QBCC promotes ownership, accountability and adaptability across all levels of the workforce. These efforts enhance service delivery, support operational efficiency and position the organisation to respond effectively to emerging challenges and opportunities.

In 2024-25, the QBCC continued to prioritise employee engagement and support through a range of initiatives aligned with its commitments under the State Government Entities Certified Agreement 2023, including:

- developing targeted training, tools and resources to help staff perform their roles safely and effectively, while also supporting their career development
- implementing key workplace policies and procedures, such as Flexible Work Arrangements (FWAs), Individual Employee Grievances and Preventing and Responding to Workplace Sexual Harassment
- facilitating regular Agency Consultative Committee meetings with Together Union and delegates from the QBCC to discuss operational priorities, significant workplace changes and key matters including DEIB.

Together with its employees, the QBCC is working to build a safe, inclusive and high-performing workplace culture where employees are empowered to thrive and contribute to the organisation's objectives and broader vision.

### STAFF ENGAGEMENT SURVEYS

In September 2024, the QBCC participated in the Working for Queensland (WfQ) Survey, an annual initiative conducted across all Queensland Public Sector agencies to capture employee perceptions and workplace culture. The QBCC achieved a strong participation rate of 89 per cent, well above the Queensland Public Sector average of 45 per cent. In April 2025, the QBCC staff also participated in the follow-up Pulse Survey, with a response rate of 56 per cent.

Key results included 48 per cent of staff expressing satisfaction with supervisor support for professional development and one-on-one performance and development discussions.

In addition, 83 per cent of respondents indicated they understood how their work contributes to the organisation's strategies, and 66 per cent agreed that the QBCC has a positive impact on the Queensland community. However, the overall staff engagement score was 46 per cent, reflecting that more needs to be done.

Insights from both surveys guided the creation of commitment plans across the organisation to enhance the employee experience and deliver initiatives designed to strengthening engagement, connection and sense of purpose. The plans also focus on creating positive work environments and targeted actions to examine and address work demands. Survey insights continue to shape broader organisational strategies aimed at creating a more inclusive, connected and empowering workplace.

## INNOVATION FACTORY

In 2024–25, the Innovation Factory successfully advanced a variety of impactful initiatives, including:

- developing and launching an online Home Owner Hub on the QBCC's website
- establishing a digital hub equipped with tools for submitting, sharing and refining ideas
- supporting the implementation of 'Containers for Change' within the workplaces
- advancing the development of a 'Lessons Learned' platform to capture and share organisational insights and support continuous improvement in decision making
- enhancing the new starter onboarding experience by contributing to a successful delivery of a 'Welcome Day' pilot for new employees
- enhancing after-hours connectivity for facilities support
- strengthening workplace health and safety peer support and human resources contact officer networks
- supporting in-house Justice of the Peace services through centralising access to shared stamps and reference manuals.

Over the past 18 months, the Innovation Factory has supported a safe environment for constructive dialogue that has empowered its people to pursue innovation aligned with the QBCC's objectives.

## STAFF ONBOARDING AND INDUCTION

In 2024–25, the QBCC strengthened its onboarding process with the launch of the Onboarding and Induction Project. Delivering a consistent and structured experience from pre-boarding through the first six months of employment, the project focuses on building a sense of connection and belonging while equipping new employees with the tools and training necessary for success.

Key achievements include:

- the introduction of a comprehensive onboarding plan for managers and new starters
- the establishment of the highly successful QBCC Welcome Day group induction
- a tailored Leaders' Onboarding Program.

Feedback from new employees indicates that the onboarding experience has increased their confidence, understanding and satisfaction, which in turn is helping to strengthen engagement and support across the organisation.

## DIVERSITY AND INCLUSION

In 2024–25, the QBCC demonstrated a strong commitment to creating an inclusive, safe and supportive workplace, aligned with obligations under the *Public Sector Act 2022*. The launch of the QBCC Diversity Equity Inclusion and Belonging Action Plan 2024–2026 established six key pillars to guide the organisation's efforts in advancing DEIB. Significant progress was made in policy development, education and engagement, including the publication of a Sexual Harassment Prevention Plan and the rollout of LGBTQ inclusion training.

To further enrich workplace culture, the QBCC also celebrated Neurodiversity Week, with activities that highlight the experiences and contributions of neurodivergent employees. In addition, active participation in external networks such as NAWIC and sponsorship of professional development scholarships are testament to the QBCC's support for industry-wide inclusion. Reconciliation efforts were also advanced during the reporting period through the Reconciliation Action Plan (RAP), marked by cultural learning initiatives, the launch of the Aboriginal and Torres Strait Islander Cultural Learning Commitment and membership in Supply Nation and Reconciliation Queensland.

The QBCC RAP Working Group enhanced cultural capability by:

- providing training for delivering an Acknowledgement of Country
- using artwork by Shane Mankitya Cook to promote reconciliation and inspire connection across the organisation
- hosting activities for National Reconciliation Week and NAIDOC week, including Yarning Circles, panel discussions with guest speakers, Dreamtime Stories screening and Aboriginal art painting sessions.

Together, these initiatives have contributed to creating a more diverse, inclusive and culturally aware organisation, and a positive and equitable workplace culture.

## FLEXIBLE WORK

In 2024–25, the QBCC strengthened its support for flexible work by introducing a suite of resources, including the FWA Policy and Procedure and the QBCC Flexible Work Toolkit. These tools help employees and leaders navigate flexible work options, while maintaining customer service delivery and meeting safety and operational needs. The positive impact is reflected in results from the 2024 WfQ survey that show a notable uplift in employee perceptions of workplace flexibility, reinforcing the value of flexible work in supporting employee engagement, connection and a culture of trust at the QBCC.

## EMPLOYEE LEARNING AND DEVELOPMENT

At the QBCC, investing in staff learning and development is essential to building a capable, confident and future-ready workforce. Ongoing professional development equips employees to navigate a changing regulatory environment and supports job satisfaction, staff retention and organisational adaptability. By building a strong culture of learning, the QBCC enhances its capability to deliver high-quality services, respond to emerging challenges and support individual growth.

### WORKFORCE DEVELOPMENT ACTIVITIES

During the reporting period, the QBCC delivered a range of in-person workshops and online webinars to support professional development, strengthen compliance with legal standards and enhance job performance. The Learning and Development team led these initiatives, providing training opportunities across cultural awareness, leadership capability and complex skill development. Training was provided to all staff levels, focusing on building the capabilities essential for meeting day-to-day responsibilities and core functions such as recruitment and selection.

In 2024-25, the Learning and Development team designed and delivered 81 training sessions, including 26 workshops and 55 webinars. Notable initiatives delivered during the financial year included the following:

- **Courageous Connections Pilot:** A program focused on building advanced skills for staff in complex skill areas like effective communication and emotional intelligence.
- **Responding to Customer Violence and Aggression:** Training designed to equip staff with strategies to manage and respond to aggression or violent customer behaviour.
- **Psychosocial Hazards for Leaders Pilot:** Support for leaders to identify and manage workplace psychosocial risks, promote mental wellbeing and mitigate hazards in line with the code of practice.
- **Leaders' Onboarding Pilot:** A targeted program providing new leaders with essential tools, resources and training to confidently lead teams from day one.
- **Leading with Clarity:** Customised leadership sessions covering key topics such as managing FWAs and developing successful performance development plans.
- **Leadership Masterclass Series:** A series of workshops helping leaders embed the QBCC's values into their teams using practical tools and techniques.
- **Constructive Conversations:** An immersive eight-week program designed to enhance leadership skills in handling complex workplace challenges, tailored specifically for the QBCC's unique environment.
- **Leaders' Playbook:** A practical guide designed to help leaders navigate key leadership moments by supporting consistent decision making aligned with organisational frameworks and best practice.

## PERFORMANCE DEVELOPMENT PLANS

In 2024-25, Performance Development Plans (PDP) activities involved one-on-one meetings, feedback sessions and coaching conversations to ensure staff development remained continuous and constructive. Formal performance reviews were conducted at the six-month mark, with progress captured in PDPs to provide clear guidance and accountability. The QBCC also completed its annual review and update of performance development tools. Enhancements were made to better highlight individual contributions to a values-driven culture.

The QBCC's Innovate RAP was also integrated into the PDP template, encouraging employees to reflect on their role in advancing the QBCC's reconciliation journey.

At the March 2025 mid-year checkpoint, the PDP completion rate was 74 per cent, reflecting strong staff engagement with the performance development process. These efforts reflect the QBCC's ongoing commitment to building a capable and motivated workforce that is responsive to change and committed to cultivating a culture that empowers its people.

## STUDY AND RESEARCH ASSISTANCE SCHEME

The QBCC's Study and Research Assistance Scheme (SARAS) supports employees undertaking formal qualifications or additional learning opportunities that align with their professional development goals and career aspirations. The SARAS initiative reflects the QBCC's strong commitment to encouraging continuous learning and supporting the growth of its people. SARAS provides financial assistance for educational expenses, such as tuition fees, textbooks and other relevant learning materials. In 2024-25, 12 employees successfully applied for and were approved to receive SARAS funding. By supporting professional development, SARAS empowers the QBCC staff to enhance their skills, contributing to a more capable and resilient workforce.

## REGULATORY ACADEMY

The QBCC Regulatory Academy provides technical and regulatory training to the QBCC staff to strengthen the quality, consistency and effectiveness of regulatory outcomes delivered to customers. It plays a critical role by designing, delivering and evaluating learning programs tailored to regulatory functions. Guided by the QBCC Regulatory Capability Strategy, the academy has defined the core competencies required for effective regulatory practice and supports a learning model that incorporates formal, social and experiential learning to build capability at all levels.

Complementing the QBCC Regulatory Capability Strategy is the QBCC Regulatory Capability Framework, which outlines competency expectations across foundational, intermediate and advanced experience levels. This framework provides staff with a clear development pathway to grow their regulatory expertise and prepare for both current responsibilities and future opportunities. Through targeted and consistent training, the academy helps to reduce regulatory risks, strengthen decision making within legislative authority and enhance stakeholder experiences.

In 2024–25, the QBCC Regulatory Academy delivered training aligned with the QBCC Regulatory Capability Strategy and Framework, including:

- customer skills workshops for individuals within the Building and Technical Inspectorate team
- decision-making workshops for building inspectors
- digital and interactive safety awareness learning for field officers
- safe driver training for field officers
- investigative interviewing training for compliance and enforcement officers
- statutory notice powers training for regulatory officers.

## EMPLOYEE HEALTH, SAFETY AND WELLBEING

The QBCC's commitment to employee health, safety and wellbeing reflects its broader responsibility to cultivate a workplace where all employees feel valued, respected and supported. During the reporting period, the organisation delivered several proactive initiatives, including:

- developing the QBCC WHS Strategy and Roadmap
- establishing the Health and Wellbeing Network
- providing support for early retirement, redundancy and retrenchment.

Through these efforts, the QBCC continues to build a resilient and healthy workforce, capable of adapting and performing within a dynamic regulatory environment.

## WORK HEALTH AND SAFETY

During the reporting period, the QBCC has maintained a strong focus on safety in the workplace, and pursued continuous improvement in WHS by further strengthening leadership capability and refining workplace safety practices. Key activities included upskilling leaders in incident investigation methodologies and the development of effective control measures in response to reported incidents. In 2024–25, a primary area of focus was to enhance the understanding and application of psychosocial risk assessments, alongside the development of related control measures.

Pilot training programs were delivered to build leadership capability in key areas, such as due diligence, risk and injury management. These sessions aimed to equip current and emerging leaders with the knowledge and tools to manage health and safety effectively within their teams and develop a strong safety culture across the organisation.

Further reinforcing its commitment to a respectful and inclusive workplace, the QBCC implemented its Preventing and Responding to Workplace Sexual Harassment Policy and Procedure during the reporting period. In March 2025, the Sexual, Sex and Gender-Based Harassment Prevention Plan was launched. These initiatives aligned with amendments to the *Work Health Safety Act 2011* (Qld) and the *Work Health and Safety (Sexual Harassment) Amendment Regulation 2024* (Qld), which came into effect 1 March 2025.

Together, these efforts reinforced the QBCC's zero-tolerance approach to harassment and support a safe and respectful workplace.

In addition, the QBCC's WHS advisors played a proactive role during the year by:

- working closely with staff to ensure line managers remained accountable for developing and implementing control measures in response to reported incidents
- commencing the revision of the incident and hazard reporting and investigation procedure, with consultations on revised procedure commencing in late 2024–25 and continuing into early 2025–26.

## HEALTH AND WELLBEING NETWORK

The QBCC Health and Wellbeing Network is a group of dedicated volunteers united by a shared commitment to promoting health and wellbeing across the organisation. The network drives this commitment through a variety of initiatives that raise awareness and encourage proactive approaches to mental and physical wellbeing, resilience and overall fitness. Regular activities include weekly Workplace Wellness Walks and active participation in branch meetings and staff onboarding sessions, where members share the purpose of the network and encourage wider staff engagement.

In 2024–25, the network expanded its popular Paws and Pat sessions to regional offices, giving more employees the opportunity to experience the therapeutic benefits of interacting with accredited therapy dogs and their handlers in a relaxed and supportive setting. The network also led a range of initiatives during Neurodiversity Week, including the publication of employee stories that shared lived experiences. In April 2025, the network partnered with Guide Dogs Queensland to host workplace visits that highlighted the importance of accessibility, inclusion and support.

## EARLY RETIREMENT, REDUNDANCY AND RETRENCHMENT

Effective workforce management is essential for the QBCC to respond to internal employment changes while maintaining staff morale and upholding its commitment to a respectful and supportive culture. Employee transitions, such as early retirement, redundancy and retrenchment, are significant events that can impact both individuals and the broader organisation. Supporting staff throughout these processes is vital to maintaining trust, morale and alignment with the organisation's values. With clear policies and procedures in place, the QBCC ensures that these transitions are managed with transparency, fairness and care. No redundancy, early retirement or retrenchment packages were paid during the period.



## GOVERNANCE AND ACCOUNTABILITY

The QBCC's strong commitment to integrity and accountability is reflected in its comprehensive Corporate Governance Framework, which guides every aspect of the organisation's operations. Released in February 2025, the framework was developed in alignment with the Financial and Performance Management Standard 2019 and the Queensland Audit Office's Leading Accountability – Governance better practice guide. Further guidance comes from the *Public Sector Act 2022* (Qld), the *Public Sector Ethics Act 1994* (Qld) and the Code of Conduct for the Queensland Public Service (Code of Conduct).

Each element is embedded across all operational areas of the QBCC, providing a robust foundation for clear accountability, effective oversight and sound decision making. The integration of these elements enables the QBCC to uphold high ethical standards and ensure all actions and decisions align with the organisation's core values and objectives, as well as the broader Queensland Government's objectives for the community.

### RISK MANAGEMENT

In accordance with the *Financial Accountability Act 2009* and Financial Performance Management Standard 2019, the QBCC maintains a comprehensive system for managing both strategic and operational risks. In 2024-25, the QBCC further strengthened its risk management and resilience through delivering several targeted initiatives aimed at promoting a positive risk culture and improving organisational preparedness. Key activities included delivering regular workshops and facilitating discussions with senior leaders to support ongoing monitoring and awareness of strategic and operational risks, while also embedding risk considerations into decision-making processes. Strong governance was upheld through detailed risk reporting to the QBCC Board and its advisory committees (FAR and PCP), underscoring the QBCC's commitment to transparency and effective risk oversight. The organisation systematically reviewed fraud and corruption risks across all functions, identifying control gaps and implementing improvements.

In addition, the QBCC conducted a self-assessment using the Queensland Audit Office (QAO) model to benchmark its fraud and corruption controls against best practice standards. The QBCC also refined its strategic risk profile to align with its refreshed strategic intent, focusing on evolving customer expectations and government reform priorities. A revised Risk Appetite Statement was developed to further strengthen the QBCC's capacity to operate as a risk-based regulator and deliver targeted regulation. It also provides clear guidance to support risk-based decision making in the QBCC's regulatory services and the proactive management of strategic risks.

### INTERNAL AUDITS AND EXTERNAL SCRUTINY

The QBCC's internal and regulatory audit function, along with external oversight from the QAO, play a key role in strengthening governance, promoting accountability and driving continuous improvement across the organisation.

In line with the Financial and Performance Management Standard 2019, the internal audit function provides independent objective assurance and advisory services to assess and enhance the effectiveness of risk management, internal controls and governance systems. To support the delivery of the internal audit function, the QBCC engages O'Connor Marsden and Associates (OCM) to conduct targeted audits of internal systems, policies and processes. In addition, the QBCC's Regulatory Assurance and Audit team audits regulatory decisions and carries out other assurance activities under the Regulatory Assurance Framework (RAF). Together, these activities form a comprehensive internal and external assurance system that strengthens transparency, integrity and organisational effectiveness.

In 2024-25, with the support of OCM, the QBCC developed its Strategic Internal Audit Plan 2026-28 to guide a more targeted risk-based approach to internal auditing. Approved in June 2025, the plan aligns with the QBCC's objectives, prioritises high-risk areas, and supports ongoing improvements in governance, accountability and operational performance. The QBCC also developed and finalised the 2025-26 Regulatory Audit Plan, outlining the audit program for the year.

The QBCC has implemented recommendations from most completed internal and regulatory audits, resulting in stronger internal controls, improved business practices and enhanced regulatory effectiveness. The organisation also finalised all but one outstanding recommendation from the QAO, further reinforcing its governance and accountability frameworks. Complementing these assurance activities, the QBCC made substantial progress in embedding its RAF across the organisation. Key achievements included:

- establishing a dedicated regulatory audit function
- introducing a risk-based decision-making framework and supporting guidance
- developing organisation-wide quality assurance guidance
- publishing a Good Decision-Making Guide for internal use
- approving and implementing a Capability Framework
- delivering pilot training programs on good decision making and statutory interpretation
- reviewing and updating the QBCC Delegations and Authorisation Manual
- developing and implementing the QBCC Proactive Approach to Regulatory Intelligence and the Regulatory Intelligence Priorities for 2024-25.

These achievements provide a strong foundation for the QBCC to embed intelligence and insights into regulatory decision making, supported by clear direction and accountability for how intelligence informs risk-based regulation.

### QBCC GOVERNANCE REVIEW 2022

In November 2021, the then Department of Energy and Public Works commissioned an independent review into the governance of the QBCC. The QBCC Governance Review 2022 (Governance Review) outlined 17 recommendations with 77 associated actions to be implemented over a three-year period. To oversee the implementation, an Implementation Steering Committee (ISC) was established, chaired by the Director-General of the DHPW, and comprising the QBCC Board Chair, the Commissioner and representatives from Queensland Treasury and the Department of Premier and Cabinet.

Throughout 2024–25, the ISC held regular meetings to monitor progress, assess the formal closure of actions and oversee reporting on implementation outcomes. As recorded on 30 June 2025, the QBCC and DHPW had together successfully completed 71 actions, with three actions closed and three ongoing as business as usual activities.

## CODE OF CONDUCT

The Code of Conduct provides the framework for upholding integrity and ethical behaviour across the organisation, aligned with principles of the *Public Sector Ethics Act 1994*. The Code of Conduct is embedded in the QBCC's integrity and human resource policies, procedures and management practices. It underpins efforts to promote high standards of public administration and personal conduct. To support compliance with ethical obligations, the QBCC implemented a suite of mandatory training programs delivered through its online learning platform, the QBCC Learning Hub. These programs are designed to ensure staff members understand and uphold key principles such as integrity, impartiality, accountability, transparency and the promotion of public good.

Mandatory training covers a range of important topics:

- Code of Conduct and workplace bullying
- harassment and equal employment opportunity
- fraud and corruption
- public interest disclosures
- conflict of interest, secondary employment, right to information and information privacy.

All staff are required to complete mandatory training, with refresher modules undertaken every two years to maintain awareness and alignment with ethical standards. As recorded on 30 June 2025, the completion rate for mandatory eLearning across the QBCC was 92 per cent. Proactive learning strengthens organisational accountability, supports ethical decision making and reinforces the QBCC's commitment to integrity in all aspects of its regulatory responsibilities.

## HUMAN RIGHTS

The QBCC is dedicated to respecting, protecting and promoting human rights in all its decisions and actions, in alignment with the priorities outlined in the Strategic Plan. To uphold the objectives of the *Human Rights Act 2019* (Qld), the QBCC has implemented robust processes to embed human rights considerations into its operations and ensure ongoing compliance.

In 2024–25, training was conducted to ensure directors understand the QBCC's obligations under the *Human Rights Act 2019* and are equipped to consider human rights in decision making. During the reporting period, the QBCC received three complaints related to human rights, all of which remain in progress with outcomes yet to be determined.

## EMPLOYEE CONDUCT

The QBCC is committed to maintaining the highest standards of integrity and strongly upholds its legislative and ethical obligations under the *Public Interest Disclosure Act 2010*.

To support its commitment, the organisation has established clear procedures for reporting and managing actual or suspected instances of corrupt conduct or misconduct, and public interest disclosures.

## ACCESS TO INFORMATION

The QBCC is committed to upholding the Queensland community's right to access government-held information and to the protection of personal information in accordance with the *Right to Information Act 2009* (RTI Act), and the *Information Privacy Act 2009* (IP Act). In line with its commitment to transparency and community engagement, the QBCC proactively releases information about its functions and publishes a wide range of resources on its website. Where possible, information is made available to the public without the need for formal applications. To build awareness and trust, the QBCC also educates the public about their rights under the IP Act and the responsibilities of individuals and agencies in safeguarding personal information. These efforts help strengthen public confidence in government and the public sector.

In 2024–25, the QBCC maintained its focus on developing an effective, efficient, ethical, transparent and accountable organisation. The organisation promoted awareness of access and privacy rights, including how these rights can be exercised under the RTI Act and IP Act. It also continued to support the fair and lawful collection and handling of personal information, including the right to request amendments to personal data. During the reporting period, the QBCC received and responded to 275 requests for information. The most commonly requested topics included:

- licensee information
- home warranty insurance claims
- defective building works information
- building works information
- building complaint disputes.

To further strengthen its privacy practices, the QBCC undertook an organisation-wide Privacy Maturity Assessment, developed a comprehensive Privacy Management Framework and updated key internal policies and resources.

These initiatives support a culture of privacy awareness and reinforce the QBCC's commitment to transparency. The QBCC responded to 12 privacy complaints and addressed 68 potential privacy breaches during the financial year.

## OPEN DATA

The QBCC is required to meet a number of annual reporting obligations by publishing data through the Queensland Government Open Data Portal at [www.data.qld.gov.au](http://www.data.qld.gov.au). The reported information includes:

- consultancies
- overseas travel
- Queensland Language Services Policy
- Charter of Victims' Rights.



As no overseas travel was undertaken by staff during the year, a report on overseas travel expenditure was not required for 2024-25. Likewise, no report on the Charter of Victims' Rights was required as no cases were reported.

## INFORMATION AND DIGITAL SYSTEMS

The QBCC is committed to strengthening its digital foundations, enhancing data governance and embedding evidence-based decision making. Data and technology are key enablers of efficient, responsive and high-quality regulatory services. As part of a continued focus on modernisation and innovation, the QBCC is advancing its digital capabilities and technology strategy to improve service delivery and operational performance. Given the substantial volume of sensitive data it manages, the organisation remains dedicated to ensuring data is securely protected, appropriately accessed and used effectively to support informed decision making.

During the reporting period, the QBCC advanced its data governance and records management practices, and delivered a suite of digital improvement initiatives. Notable achievements include the delivery of digital portfolio projects that supported the digitisation of licensing products, forms and core operations. Collectively, these initiatives reinforce the QBCC's role as a digitally enabled and data-informed regulator.

### DATA GOVERNANCE AND CYBER SECURITY

Effective data governance and cyber security are fundamental to the QBCC's capacity to deliver secure high-quality services. Guided by the Queensland Government Enterprise Architecture (QGEA) Framework, the organisation adopts a strategic and integrated approach to managing information, digital assets and cyber risks. By aligning with the QGEA, the QBCC ensures its digital investments and protections comply with whole-of-government policies on information, cyber security and digital services, while also balancing delivery costs, operational risks and long-term business value.

In 2024-25, the QBCC continued to enhance its data governance practices to promote responsible data management and improve information flow across all operations. The ongoing integration of the Information and Data Governance Framework and Operating Model ensured alignment with the QGEA Information Governance Policy and Data Governance Guidelines. The Information and Data Governance Framework promotes a consistent and unified approach to managing technology and information assets. As a result, the QBCC is better equipped to identify and mitigate data risks while enabling the secure and effective use of its most valuable data assets.

During the reporting period, the organisation undertook comprehensive profiling of its information assets across its business systems. Defining key attributes for each asset informed the application of appropriate security controls and enhanced data lifecycle management. To safeguard data integrity and ensure secure data use, the QBCC prioritised cyber security by developing a comprehensive Cyber Security Program, which includes a Cyber Security Strategy and a three-year roadmap of initiatives. The engagement of a virtual Chief Information Security Officer

provides strategic oversight to strengthen cyber maturity and digital resilience.

Complementing these efforts, the organisation developed an Information Security Management System, along with a scope statement and communications plan, and conducted quarterly maturity reviews to monitor progress. Together, these data governance and cyber security initiatives contribute to a secure and well-governed digital environment. The improvements achieved are enabling more informed decision making through enhanced data quality, increased transparency of information flows and improved accessibility to trusted data. These outcomes support data-driven practices, encourage innovation and safeguard data and information assets for the benefit of the organisation, its employees and the broader Queensland community.

### RECORDS MANAGEMENT

The QBCC continues to enhance its records management practices to enable informed decision making, uphold strong governance and safeguard the rights of individuals and stakeholders. In alignment with the *Public Records Act 2023* and the organisation's Information Management Policy, the QBCC ensures that public records are captured, stored and disposed of in accordance with Queensland State Archives approved disposal authorities. Clear roles and responsibilities for records management are outlined in the QBCC's Information Management Policy and Records Management Procedure.

In 2024-25, the QBCC completed its annual recordkeeping maturity assessment, demonstrating a commitment to continuous improvement and alignment with Queensland State Archives' recommendations. To strengthen organisational capability, the QBCC delivered mandatory records management training to all new employees as part of their induction. Ongoing compliance is maintained through online refresher training conducted every three years. Specialist training sessions were also provided where needed to reinforce best practices and ensure staff understand their obligations in managing public records responsibly.

### DIGITAL SERVICES BUSINESS CASE

The Governance Review 2022 recommended that the QBCC 'Replace the existing IT systems with fit-for-purpose systems that align with the QBCC functions and reporting framework'. In response, the QBCC developed a Digital Services Business Case to guide the organisation's transformation into a more efficient, outcomes-focused and insight-driven regulator.

The business case identified a range of benefits and opportunities, including:

- improved customer experience through services that are easier to use and comply with, leading to better time management, increased satisfaction and higher compliance rates
- enhanced decision making enabled by access to high-quality, trusted data that supports better targeting of services
- greater operational efficiency through automation and more convenient digital channels for service delivery
- a more engaged and capable workforce, with improved motivation, skill development and staff retention

- increased responsiveness to customer needs through integrated digital platforms, reducing risks to information technology
- accelerated innovation through a culture of continuous improvement and faster delivery of services.

## TECHNOLOGY STRATEGY 2025–2027

In 2024–25, the QBCC progressed the development of its Technology Strategy 2025–2027 (Technology Strategy), building on the foundations established by the previous Digital Strategy 2022–2025. The updated Technology Strategy outlines a clear and forward-focused roadmap to support the QBCC's continued digital transformation. Since the launch of the original strategy in October 2022, the QBCC has achieved major milestones, including the decommissioning of most legacy systems, resulting in more streamlined regulatory and corporate operations.

The Technology Strategy brings renewed focus to three key strategic technology priorities:

- **Digital licensing and online services:** Delivering modern user-friendly platforms and online forms to improve customer access and experience.
- **Security and resilience:** Maintaining secure and reliable systems that support business continuity and protect critical information.
- **Business capability uplift:** Strengthening internal systems and building staff capability to meet future demands.

## DIGITAL IMPROVEMENT INITIATIVES

The QBCC is committed to enhancing its business practices through fit-for-purpose digital tools and targeted training. Feedback from the QBCC Digital Literacy Survey has been instrumental in shaping the organisation's digital investment and training priorities, with a focus on initiatives that improve day-to-day operations. In 2024–25, the QBCC progressed several major digital improvement initiatives to streamline internal processes and strengthen customer service delivery. Key achievements included the rollout of a field services solution for building inspectors, expansion of the case management platform, digitisation of corporate services, development of executive dashboards and enhancements to the Enterprise Data Warehouse (EDW).

Guided by its Technology Strategy and dedicated Digital Portfolio Investment Strategy (Investment Strategy), the QBCC continues to invest in projects that enhance operational efficiency, improve the customer experience and equip staff with modern digital tools. The updated Investment Strategy provides a structured framework for identifying, assessing and delivering digital initiatives that align with organisational objectives. It introduces a phased approach to investment approval and assurance, helping to prioritise projects that meet business needs and deliver measurable value. This structured approach ensures investment decisions are evidence based, strategically aligned and outcome focused.

During the reporting period, the QBCC made significant progress on key digital portfolio projects:

- **Digital Licensing Project:** Commenced the replacement of the internal legacy BUILD system with Salesforce to reduce cyber risks, improve BUILD functionality, and integrate with the Queensland Government's digital licensing platform to enhance online identity verification and user access to services.
- **Case Management Project:** Developed an automated online case management system to streamline workflows, improve data quality and enhance reporting decision making.
- **Digital Forms Project:** Enabled online submission of plumbing and drainage forms, improving customer experience and integrating data directly with customer records for better data management.
- **Field Services Improvement Project:** Finalised in December 2024, this project significantly improved field operations by automating and digitising inspection scheduling processes, reducing building inspection wait times from 20 weeks to nine weeks and enhancing overall operational efficiency.

## EXECUTIVE DASHBOARD PROGRAM

In 2024–25, the QBCC progressed its Executive and Operational Dashboard Program, focusing on the development of real-time dashboards to support strategic and operational decision making. These dashboards offer immediate visual access to key performance metrics that are customer centric, service oriented and outcomes driven.

By enabling the QBCC executive leaders to monitor progress, identify emerging trends and respond swiftly to changing priorities, the dashboards have strengthened the organisation's ability to make informed decisions, track performance and proactively manage risks and opportunities. The program also enhances data visibility, integrates analytics and embeds evidence-based practices, directly supporting the QBCC's objective to turn data into actionable insights that support better planning, risk management and service outcomes.

## ENTERPRISE DATA WAREHOUSE

In July 2024, the QBCC successfully delivered a foundational EDW, marking a significant milestone in its data transformation journey. The EDW provides a centralised platform for integrating internal and external data sources, improving data quality, consistency and accessibility across the organisation.

In 2024–25, key achievements included:

- simplifying data ingestion and modelling processes
- expanding the range of integrated data sources
- improving the efficiency and scalability of reporting.

In addition, several existing reporting tools were updated to source data directly from the EDW, improving consistency and reducing manual effort. A new reporting solution was also developed to provide insights into Queensland's building and construction industry. These improvements are enabling more efficient and informed decision making and delivering stronger operational insights across the organisation.

# PERFORMANCE

## SERVICE DELIVERY STATEMENTS SERVICE STANDARDS

The QBCC Service Delivery Statements (SDS) service standards are key indicators that reflect the expected levels of regulatory and support services delivered to the Queensland community. Estimated actuals are prepared prior to the end of the financial year to inform the budget process. Table 38 outlines the actual performance results recorded on 30 June 2025, including explanations for any significant variances between the actual results, targets and estimated outcomes published in the 2024–25 SDS.

TABLE 38: THE QBCC PERFORMANCE IN 2024–25 MEASURED AGAINST THE SDS STANDARDS

SERVICE STANDARDS	2024-25 TARGET	2024-25 EST. ACTUAL	2024-25 ACTUAL	COMMENT
<b>EFFECTIVENESS MEASURES</b>				
Perception of fairness in decision-making: percentage of survey respondents agree the final decision was fair	65%	65%	64.5%	The target has been achieved within the acceptable variance.
Percentage of QBCC decisions set aside (within the financial year period) by the Queensland Civil and Administrative Tribunal	7%	12%	9.4% <sup>6,7</sup>	The variance from target is due to an increase in review applications and decisions made by QCAT involving the QBCC as respondent. It is also attributable to QCAT's capacity to consider new evidence that was not available to the QBCC at the time of the original decision. Because estimates are based on historical data, the actual number of matters involving the QBCC determined by the QCAT and the proportion of those decisions that may be set aside can differ from past outcomes.
Percentage of licensees in category 4–7 who improved their financial position to meet minimum financial requirements to operate sustainably as a result of QBCC regulatory action	80%	88%	90% <sup>7</sup>	The variance from the target is due to proactive engagement activities and regulatory actions undertaken throughout the year to support licensees in meeting minimum financial requirements.
<b>EFFICIENCY MEASURES</b>				
Cost of recovering \$1.00 of funds owed to creditors	\$0.55	\$0.89	\$0.74 <sup>6,7</sup>	The variance from the target and estimated actual is due to a decrease in the number of complaints received and a reduction in the amounts returned to creditors. The decline in monies owed complaints, and the resulting increase in the unit cost of recovery, reflects improved payment compliance and credit-management by licensees.
Cost to assess and finalise a new licence application made under the <i>Queensland Building and Construction Act 1991</i> , the <i>Building Act 1975</i> , and the <i>Plumbing and Drainage Act 2018</i>	\$1,500.00	\$1,552.00	\$1,474.25	The target has been achieved.
<b>OTHER MEASURES</b>				
Percentage of early dispute resolution cases finalised within 28 days	80%	90%	97% <sup>6,7</sup>	The variances from both the target and the estimated actual reflect a reduction in the number of cases requiring complex investigation.
Average number of days to process licence applications	30 days	34 days	31 days <sup>6</sup>	A variance exceeding five per cent between the estimated actual and the final reported actual is due to the completion of a six-week overtime project that reduced the outstanding workload and the reallocation of resources to QBCC Act licence applications towards the end of the financial year.
Percentage of owner builder permits approved within 15 working days	90%	90%	91%	The target has been achieved.
Percentage of adjudication applications referred to an adjudicator within 4 business days	100%	99%	99%	The target has not been achieved due to minor procedural and technical issues that affected referral processes.

SERVICE STANDARDS (CONTINUED)	2024-25 TARGET	2024-25 EST. ACTUAL	2024-25 ACTUAL	COMMENT
Percentage of insurance claims for defective work assessed and response provided within 35 business days	35%	95%	97% <sup>7</sup>	The variance from the target reflects the positive impact of implementing the Claims Management Improvement Project, which has enhanced digital and case management functions for handling claims. The calculation methodology was also updated to include both accepted and declined claims responses to better represent the measure.
Average processing time for an early dispute resolution case	28 working days	17 working days	14 working days <sup>6,7</sup>	The variances from both the target and the estimated actual reflect a reduction in the number of cases requiring complex investigation.
Average approval time for defects claims less than \$20,000	50 working days	25 working days	19 working days <sup>6,7</sup>	The variance from the target reflects the positive impact of implementing the Claims Management Improvement Project, which has enhanced digital and case management functions for handling claims. In addition, the calculation methodology was updated to include both accepted and declined claims. As declined claims were newly incorporated into the calculation, full-year baseline data from the previous year were unavailable to support accurate estimation.
Percentage of internal review applicants contacted within 2 business days	95%	97%	98.3%	The target has been achieved.

<sup>6</sup> A difference of more than five per cent between the estimated actual and actual

<sup>7</sup> A difference of more than five per cent between the target and actual

## STRATEGIC PLAN PERFORMANCE MEASURES

The QBCC uses its strategic plan performance measures to monitor progress towards achieving the organisational objectives set out in the Strategic Plan. Several of these measures also form part of the QBCC SDS performance standards. Table 39 provides an overview of the QBCC Strategic Plan performance measures, with detailed reporting on the SDS performance standards presented in Table 38.

TABLE 39: QBCC PERFORMANCE IN 2024–25 MEASURED AGAINST THE STRATEGIC PLAN PERFORMANCE MEASURES

MEASURE	TARGET	ACTUAL	COMMENTS
<b>OBJECTIVE 1 — SUPPORT A STRONG, SAFE AND SUSTAINABLE INDUSTRY THROUGH RESPONSIVE REGULATORY ACTIVITY TO REDUCE RISK AND HARM</b>			
<b>Qualitative statement:</b> Outcomes of proactive inspection programs	In 2024–25, the Technical Standards Unit and Service Trades Unit carried out 4,354 proactive building inspections and identified 556 sites with non-compliance. These teams worked directly with builders and subcontractors who rectified the defects identified by the QBCC inspectors without needing a formal DTR. Inspectors then confirmed the defects had been fixed through follow-up inspections or by reviewing written or photographic evidence provided by the contractors.		
Surveyed statutory councils and industry advisory bodies indicate a perception of effectiveness of engagement	70%	74.2%	The target has been achieved.
<b>OBJECTIVE 2 — IMPROVE THE CUSTOMER EXPERIENCE THROUGH THE PROVISION OF INFORMATION, ADVICE AND DECISIONS THAT ARE PRACTICAL, CLEARLY COMMUNICATED, TRANSPARENT AND TIMELY</b>			
Percentage of licence applications determined within timeframes – per category/type	90%	69% <sup>a</sup>	The variance is due to the repeated need to request additional information from applicants to support a successful outcome. There has also been an increasing need to verify qualifications, due to the submission of fraudulent qualifications that were subsequently cancelled by the Australian Skills Quality Authority.
Surveyed customers indicate that our tools and information provided have assisted them to comply with requirements	32.5%	34.9%	The target has been achieved.
Percentage of interactive forms available to be fully completed online	50%	31.7% <sup>a</sup>	The variance from the target is due to the need to decommission an internal legacy digital system before the remaining forms can be digitised.
Overall customer satisfaction	37%	37.7%	The target has been achieved.
Percentage of internal review decisions made within the required period	80%	97.4%	The target has been achieved.
Percentage of peer reviews which agree with the original recommendation to grant/suspend/cancel a licence	95%	92%	The target has been achieved within the acceptable variance.

MEASURE (CONTINUED)	TARGET	ACTUAL	COMMENTS
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### OBJECTIVE 3 — EDUCATE AND INFORM CUSTOMERS TO SUPPORT CONTINUOUS QUALITY IMPROVEMENT

<b>Qualitative statement:</b> Customers and stakeholders satisfaction with engagement mechanisms	In 2024-25, the QBCC delivered a range of education and engagement activities across Queensland, regularly engaging with licensees, industry professionals, industry bodies, TAFE institutions and home owners at both local and state levels. Feedback from attendees consistently indicated a positive experience interacting with the QBCC staff.		
Percentage of attendees agreeing that the events/materials have improved their knowledge/ understanding of the topic	75%	82%	The target has been achieved.
<b>Qualitative statement:</b> Percentage of licensees found to be compliant with audit obligations following QBCC education and engagement	As recorded on 30 June 2025, the Technical Standards Unit and Service Trades Unit had confirmed rectification at all 556 non-compliant sites, except for 21 ongoing matters. These remaining sites are scheduled for reinspection by the QBCC inspectors or are awaiting evidence of rectification from the contractor before the matters can be closed.		

### OBJECTIVE 4 — BE A SUSTAINABLE AND DIGITALLY ENABLED ORGANISATION

<b>Qualitative statement:</b> Application of relevant Queensland Government Enterprise Architecture elements	Compliance with the Queensland Government Information Security Policy (IS18) was achieved in September 2024 to reduce cyber security risks across the organisation. Ongoing compliance will be maintained by continuing to adhere to IS18, Queensland Digital Identity, Information Classification and other Enterprise Architecture practices.		
General Fund expenditure is within tolerance	+/- 5%	-3.9%	The target has been achieved.
Insurance Fund expenditure (excl. claims and related) is within tolerance	+/- 5%	-40.0% <sup>8</sup>	The variance from the target is due to the budget including cost for the implementation stage of the QHWS Review and other budgeted reforms that did not occur in 2024-25. While Building Reg Reno Tranche 4 includes some elements of the QHWS Review recommendations, the timing of their implementation is yet to be determined.
Average cost to assess and finalise a Queensland Home Warranty Scheme claim	\$6,137.00	\$9,012.64 <sup>8</sup>	The variance from target is due to increased cost associated with the upfront investment in the Claims Management Improvement Project, which was established to enhance operational efficiency and elevate customer service standards. In addition, the introduction of new supplier contracts for managing individual claims has further increased costs to deliver this service.
Percentage of staff self-reporting comfort in their digital capability and tools as required by their current work processes	60%	73%	The target has been achieved.
<b>Qualitative statement:</b> Activities conducted that have a positive financial, environmental and social impact	In 2024-25, the QBCC repurposed office equipment across its offices, donated surplus furniture to another government entity, and introduced container and coffee cup recycling at its Brisbane office.		



MEASURE (CONTINUED)	TARGET	ACTUAL	COMMENTS
<b>OBJECTIVE 5 — BE AN ORGANISATION THAT SUPPORTS, VALUES AND EMPOWERS OUR PEOPLE</b>			
Percentage of staff indicating satisfaction with their supervisor's support for their professional development through learning and development opportunities	45%	48%	The target has been achieved.
Percentage of staff satisfied with the quality of engagement with their leaders during one-on-one performance and development discussions	45%	48%	The target has been achieved.
Percentage of staff being able to identify how their work contributes to the strategic plan	83.1%	83%	The target has achieved within the acceptable variance.
Percentage of internal Regulatory Academy participants indicating uplift in regulatory maturity	50%	52%	The target has been achieved.
Staff engagement score	50%	46% <sup>8</sup>	The variance from the target is due to a decline in organisational connection, driven by reduced inspiration in day-to-day work and a lower sense of personal attachment to the organisation.
Percentage of staff who identify that the organisation has a positive impact on the lives of the people of Queensland	65%	66%	The target has been achieved.

<sup>8</sup> Have not met the target by more than five per cent variance

# FINANCES

The following pages provide details around the QBCC's financial performance in 2024-25.

## SUMMARY OF FINANCIAL PERFORMANCE

The QBCC returned a surplus of \$108.83 million in 2024-25 and has a net asset position of \$349.23 million.

Total income was \$445.01 million, 10.46 per cent higher than 2023-24. The reason for the increase from 2023-24 to 2024-25 relates to:

- the increase in activity in the industry generating higher premium, insurance administration, and licence revenue
- change in fair value of investments, which is dependent on the performance of investment markets
- other revenue from the Queensland Government.

Total expenditure was \$336.19 million, which is marginally lower than in 2023-24. The major variance was a decrease in impairment loss on financial assets relating to the provision and write-off of non-recoverable claim approvals related to the Queensland Home Warranty Scheme, which is linked to the movement in claims approved.

Queensland Building and Construction Commission  
For the year ended 30 June 2025

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Queensland Building and Construction Commission  
Consolidated Statement of Comprehensive Income  
for the year ended 30 June 2025

		2025	2025		2024
OPERATING RESULT	Notes	Actual	Original Budget	Budget Variance*	Actual
		\$'000	\$'000	\$'000	\$'000
<b>INCOME</b>					
Licence revenue	B1-1	55 187	49 918	5 269	50 337
Premium revenue	B1-2	137 372	103 183	34 189	107 374
Insurance administration fees revenue	B1-3	62 473	50 682	11 791	54 223
Reinsurance and other recoveries revenue	B1-4	71 963	115 140	(43 177)	88 176
Investment revenue	B1-5	61 193	16 421	44 772	50 757
Other revenue	B1-6	56 455	10 202	46 253	51 862
<b>Total revenue</b>		<b>444 643</b>	<b>345 546</b>	<b>99 097</b>	<b>402 729</b>
Gains on disposals/revaluation of assets		371	524	( 153)	137
<b>TOTAL INCOME</b>		<b>445 014</b>	<b>346 070</b>	<b>98 944</b>	<b>402 866</b>
<b>EXPENSES</b>					
Outward reinsurance	B2-1	44 280	37 957	6 323	42 959
Claims approved and charged	B2-2	67 834	101 845	(34 011)	66 121
Employee expenses	B2-4	106 217	114 125	(7 908)	94 812
Supplies and services	B2-5	53 116	61 386	(8 270)	51 452
Depreciation and amortisation	B2-6	4 665	4 559	106	4 742
Impairment losses on financial assets	B2-7 & C2-1	58 640	68 163	(9 523)	78 867
Finance/borrowing costs		94	71	23	145
Other expenses	B2-8	1 340	1 078	262	1 505
<b>TOTAL EXPENSES</b>		<b>336 186</b>	<b>389 184</b>	<b>(52 997)</b>	<b>340 603</b>
<b>OPERATING RESULT</b>		<b>108 828</b>	<b>(43 114)</b>	<b>151 942</b>	<b>62 263</b>
<b>OTHER COMPREHENSIVE INCOME</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>108 828</b>	<b>(43 114)</b>	<b>151 942</b>	<b>62 263</b>

\*An explanation of major variances is included in Note E1.

The accompanying notes form part of these financial statements.

Queensland Building and Construction Commission  
Consolidated Statement of Financial Position  
as at 30 June 2025

	Notes	2025 Actual \$'000	2025 Original Budget \$'000	Budget Variance*	2024 Actual \$'000
<b>CURRENT ASSETS</b>					
Cash and cash equivalents	C1	29 980	(14 127)	44 107	38 466
Receivables	C2	28 952	40 152	(11 200)	30 783
Reinsurance receivables	C3	33 232	54 142	(20 910)	35 732
Other financial assets	D1-2	711 517	526 813	184 704	565 753
Other current assets	C4	18 740	16 778	1 962	18 517
<b>TOTAL CURRENT ASSETS</b>		<b>822 421</b>	<b>623 758</b>	<b>198 662</b>	<b>689 251</b>
<b>NON-CURRENT ASSETS</b>					
Reinsurance receivables	C3	74 591	104 263	(29 672)	88 068
Intangible assets		10	9	-	129
Property, plant and equipment	C5-2	4 844	8 614	(3 770)	3 034
Right-of-use assets	C6	2 358	1 871	487	5 272
<b>TOTAL NON-CURRENT ASSETS</b>		<b>81 803</b>	<b>114 757</b>	<b>(32 954)</b>	<b>96 503</b>
<b>TOTAL ASSETS</b>		<b>904 224</b>	<b>738 515</b>	<b>165 707</b>	<b>785 754</b>
<b>CURRENT LIABILITIES</b>					
Payables	C7	63 690	66 067	(2 377)	66 732
Lease liabilities	C6	2 311	2 152	159	4 108
Accrued employee benefits	C8	13 075	17 936	(4 861)	12 074
Provisions		418	-	418	222
Unearned income liability	C9	66 850	66 368	482	60 269
Future claims and associated costs	C10	111 447	129 917	(18 470)	107 643
<b>TOTAL CURRENT LIABILITIES</b>		<b>257 791</b>	<b>282 440</b>	<b>(24 648)</b>	<b>251 048</b>
<b>NON-CURRENT LIABILITIES</b>					
Accrued employee benefits	C8	14 350	12 915	1 435	12 545
Lease liabilities	C6	507	158	349	2 327
Provisions		929	316	613	1 126
Future claims and associated costs	C10	281 415	300 303	(18 888)	278 304
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>297 201</b>	<b>313 692</b>	<b>(16 491)</b>	<b>294 302</b>
<b>TOTAL LIABILITIES</b>		<b>554 992</b>	<b>596 132</b>	<b>(41 139)</b>	<b>545 350</b>
<b>NET ASSETS</b>		<b>349 232</b>	<b>142 383</b>	<b>206 847</b>	<b>240 404</b>
<b>EQUITY</b>					
Contributed equity		1 169			1 169
Accumulated surplus		348 063			239 235
<b>TOTAL EQUITY</b>		<b>349 232</b>	<b>-</b>	<b>-</b>	<b>240 404</b>

\*An explanation of major variances is included in Note E1.

The accompanying notes form part of these statements.

Queensland Building and Construction Commission  
Consolidated Statement of Changes in Equity  
for the year ended 30 June 2025

	Contributed Equity \$'000	Accumulated Surplus \$'000	Total Equity \$'000
<b>BALANCE AS AT 1 JULY 2023</b>	1 169	176 972	178 141
Operating result	-	62 263	62 263
Total comprehensive income for the year	-	62 263	62 263
<b>BALANCE AT 30 JUNE 2024</b>	1 169	239 235	240 404
Operating result	-	108 828	108 828
Total comprehensive income for the year	-	108 828	108 828
<b>BALANCE AT 30 JUNE 2025</b>	1 169	348 063	349 232

*The accompanying notes form part of these statements.*

Queensland Building and Construction Commission  
Consolidated Statement of Cash Flows  
for the year ended 30 June 2025

	2025	2025	Budget	2024
	Actual	Original	Variance*	Actual
	\$'000	\$'000	\$'000	\$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>INFLOWS</b>				
Received from licence fees	55 268	48 235	7 033	50 190
Received from insurance administration fees	62 473	50 682	11 791	54 223
Received from interest	53 944	3 924	50 020	30 370
GST input tax credits from ATO	10 469	16 768	(6 299)	7 697
GST collected from customers	19 388	14 912	4 476	16 489
Received from other revenue	55 779	10 166	45 613	50 751
	<b>257 321</b>	<b>144 687</b>	<b>112 634</b>	<b>209 720</b>
<b>OUTFLOWS</b>				
Payments to employees	(97 796)	(108 192)	10 396	(88 120)
Payments to suppliers	(60 704)	(63 225)	2 521	(55 873)
Finance/borrowing costs	( 94)	( 71)	( 23)	( 145)
GST paid to suppliers	(10 630)	(16 268)	5 638	(7 674)
GST remitted to ATO	(19 067)	(15 412)	(3 655)	(16 310)
	<b>(188 291)</b>	<b>(203 168)</b>	<b>14 877</b>	<b>(168 122)</b>
	<b>69 030</b>	<b>(58 481)</b>	<b>127 511</b>	<b>41 598</b>
<b>INSURANCE</b>				
Received from premiums	144 364	103 183	41 181	117 820
Payments to reinsurers	(44 285)	(22 156)	(22 129)	(40 470)
Claims paid	(64 040)	(101 845)	37 805	(86 829)
Received from reinsurers and other recoveries	31 679	52 267	(20 588)	46 643
	<b>67 718</b>	<b>31 449</b>	<b>36 269</b>	<b>37 164</b>
<b>Net cash provided by operating activities</b>	<b>CF-1</b>	<b>136 748</b>	<b>(27 032)</b>	<b>163 780</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Payments for plant, equipment and intangibles	(2 411)	(4 826)	2 415	(1 529)
Investment in other financial assets	(100 000)	-	(100 000)	(46 000)
Payments for investments	(48 514)	(5 597)	(42 917)	(26 805)
Investments redeemed	10 000	318	9 682	15 000
<b>Net cash used in investing activities</b>		<b>(140 925)</b>	<b>(130 820)</b>	<b>(59 334)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Lease payments	C6	(4 309)	(4 076)	( 233)
<b>Net cash used in financing activities</b>		<b>(4 309)</b>	<b>(4 076)</b>	<b>( 233)</b>
Net increase/(decrease) in cash and cash equivalents		(8 486)	(41 213)	32 727
Cash and cash equivalents - opening balance		38 466	27 086	11 380
<b>Cash and cash equivalents - closing balance</b>	<b>C1</b>	<b>29 980</b>	<b>(14 127)</b>	<b>44 107</b>
				<b>38 466</b>

\*An explanation of major variances is included in Note E1.

The accompanying notes form part of these statements.



Queensland Building and Construction Commission  
Consolidated Statement of Cash Flows  
for the year ended 30 June 2025

NOTES TO THE STATEMENT OF CASH FLOWS

CF-1 RECONCILIATION OF OPERATING RESULT TO NET CASH PROVIDED BY OPERATING ACTIVITIES

	2025 Actual \$'000	2024 Actual \$'000
Operating surplus/(deficit)	108 828	62 263
<i>Non-Cash items included in operating result:</i>		
Depreciation and amortisation expense	4 665	4 742
Net (gains)/losses on disposal of property, plant and equipment	( 371)	( 137)
Movement in impairment losses	(7 522)	44 398
Changes in net market value of investments	(7 249)	(20 387)
<i>Changes in assets and liabilities</i>		
(Increase)/decrease in receivables	25 361	(13 300)
(Increase)/decrease in other current assets	678	( 684)
(Increase)/decrease in prepayments - outward reinsurance	( 902)	3 855
Increase/(decrease) in payables	(3 043)	7 447
Increase/(decrease) in accrued employee benefits	2 806	2 277
Increase/(decrease) in provisions	-	84
Increase/(decrease) in unearned income liability	6 582	5 309
Increase/(decrease) in future claims	6 914	(17 105)
<b>Net Cash Provided by Operating Activities</b>	<b>136 748</b>	<b>78 762</b>

CF-2 CHANGES IN LIABILITIES ARISING FROM FINANCING ACTIVITIES

2024-25	----Non-cash changes----			-----Cash flows-----		
	Opening balance \$'000	New leases acquired \$'000	Other \$'000	Cash received \$'000	Cash repayments \$'000	Closing balance \$'000
Lease liabilities	6 435	-	692	-	(4 309)	2 818
<b>Total</b>	<b>6 435</b>	<b>-</b>	<b>692</b>	<b>-</b>	<b>(4 309)</b>	<b>2 818</b>
2023-24	----Non-cash changes----			-----Cash flows-----		
	Opening balance \$'000	New leases acquired \$'000	Other \$'000	Cash received \$'000	Cash repayments \$'000	Closing balance \$'000
Lease liabilities	10 447	-	108	-	(4 120)	6 435
<b>Total</b>	<b>10 447</b>	<b>-</b>	<b>108</b>	<b>-</b>	<b>(4 120)</b>	<b>6 435</b>

**Accounting Policy** - Cash flows are included in the Statement of Cash Flows on a gross basis with the Goods and Services Tax (GST) components of the cash flows shown as separate line items. The GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows. Refer to Note C1.

Queensland Building and Construction Commission  
Notes to the Financial Statements  
for the year ended 30 June 2025

SECTION 1  
HOW WE OPERATE - OUR OBJECTIVES AND ACTIVITIES

A1. BASIS OF FINANCIAL STATEMENT PREPARATION

GENERAL INFORMATION

The Queensland Building and Construction Commission (QBCC) is a statutory body established under the *Queensland Building and Construction Commission Act 1991 (the QBCC Act)*. The QBCC is a not-for-profit entity.

The Queensland Building and Construction Employing Office (QBCEO) is also a statutory body established under the *QBCC Act*, and is controlled by the QBCC. The QBCEO, through its employees, provides the skilled labour required to deliver the services provided by the QBCC.

The principal place of business of the QBCC is 299 Montague Road, West End, QLD 4101.

The QBCC is comprised of a General Statutory Fund and an Insurance Fund as stipulated by sections 25 and 26 of the *QBCC Act*. The QBCC's financial statements have been prepared as a consolidation of both funds. The balances and effects of transactions between the funds included in the consolidated financial statements have been eliminated.

THE REPORTING ENTITY

This financial report represents the financial statements for the consolidated entity of the QBCC, consisting of the parent entity, the QBCC, and its controlled entity, the QBCEO. The consolidated financial statements include the value of all assets, liabilities, equity, revenues and expenses of the QBCC. In reporting on the QBCC as a single economic entity, all internal transactions and balances have been eliminated.

This financial report does not separately disclose the QBCC's financial statements due to the immaterial differences between the consolidated and parent entity's financial statements. These immaterial differences are listed in Note F5.

STATEMENT OF COMPLIANCE

These general purpose financial statements are prepared on an accrual basis and in accordance with the Australian Accounting Standards (AASBs) and Interpretations, other authoritative pronouncements, the *Financial and Performance Management Standard 2019* and Queensland Treasury's Minimum Reporting Requirements for reporting periods on or after 1 July 2024.

Except where stated, the historical cost convention is used.

PRESENTATION MATTERS

*Currency and Rounding*

Amounts included in the financial statements are in Australian dollars and rounded to the nearest \$1,000 or, where the amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

Due to rounding, totals may not add exactly.

*Comparatives*

Comparative information reflects the audited 2023-24 financial statements. There has been no material restatement of prior period amounts.

*Current/Non-Current Classification*

Assets and liabilities are classified as either 'current' or 'non-current' in the Statement of Financial Position and associated notes. Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the QBCC does not have the right at the end of the reporting period to defer settlement to beyond 12 months after the reporting date. All other assets and liabilities are classified as non-current.

**Queensland Building and Construction Commission  
Notes to the Financial Statements  
for the year ended 30 June 2025**

**A1. BASIS OF FINANCIAL STATEMENT PREPARATION (continued)**

**AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE**

The financial statements are authorised for issue by the Chair of the Board, the CEO & Commissioner and the Chief Financial Officer at the date of signing the Management Certificate in accordance with a resolution by the QBC Board.

**A2. OBJECTIVES AND PRINCIPAL ACTIVITIES OF THE QBCC**

The QBCC's objectives include:

- support a strong, safe and sustainable industry through responsive regulatory activity to reduce risk and harm;
- improve the customer experience through the provision of information, advice and decisions that are practical, clearly communicated, transparent and timely;
- educate and inform customers to support continuous quality improvement;
- be a sustainable and digitally enabled organisation; and
- be an organisation that supports, values and empowers our people.

The QBCC's principal activities are:

- licensing
- dispute resolution
- home warranty insurance
- compliance and enforcement.

Our supporting business activities are:

- education and awareness campaigns
- payment dispute resolution.

The QBCC and the QBCEO are statutory bodies within the portfolio of the Minister for Housing and Public Works and Minister for Youth.

**A3. INSURANCE CONTRACTS RISK MANAGEMENT**

The QBCC is responsible for the management of a statutory insurance scheme called the Queensland Home Warranty Scheme ("Scheme"). The Scheme's insurance product meets the definition of an insurance contract (a contract under which one party, the insurer, accepts significant insurance risk from another party, the policyholder, by agreeing to compensate the policyholder if a specified uncertain future event, the insured event, adversely affects the policyholder) and none of the contracts contain embedded derivatives or are required to be unbundled.

The Scheme provides Queensland consumers with "first resort" home warranty protection. The scheme provides protection:

- where a contractor defaults on an obligation to complete residential construction work or fails to rectify defective residential construction work;
- for theft, vandalism or damage caused by fire, storm or tempest to incomplete standing works where a claim is made for completion of work;
- for damage caused by subsidence or settlement, even if the cause is defective design by an engineer or incorrect site classification.

As a statutory provider of home warranty insurance the QBCC insures all eligible residential construction work throughout Queensland and does not have the ability to be selective with its acceptance of risk.

To ensure the Scheme remains sustainable and continues to provide comprehensive cover which is reasonably priced, the QBCC is committed to a dedicated risk management framework.

The QBCC's exposure to concentration of insurance risk relates to a significant rise in home building cost inflation increasing the cost of settling future claims combined with large builder insolvencies arising due to builders not being able to pass on the increases in costs to consumers resulting in their contracts becoming loss making. These risks have been considered in order to estimate a Probable Maximum Loss for the QBCC.

Queensland Building and Construction Commission  
Notes to the Financial Statements  
for the year ended 30 June 2025

### A3. INSURANCE CONTRACTS RISK MANAGEMENT (continued)

Risk is managed through several mechanisms.

#### *Reinsurance*

As part of the risk management strategy, the QBCC ensures that the reinsurance program meets the business needs by the maintenance of a Reinsurance Management Strategy (REMS). The REMS is a high-level strategic document which provides a framework for the placement of reinsurance and the acceptance of reinsurers for the QBCC's business. The strategy is reviewed and approved by the Board each financial year.

The level of reinsurance is approved by the QBCC Board, on advice from QBCC's appointed reinsurance broker, the Scheme Actuary, the CEO & Commissioner and the Director Insurance Services. The level of reinsurance must ensure that at all times the QBCC will have sufficient capacity to meet its obligations as they fall due.

Reinsurers must be approved by the Board, upon management's recommendations.

#### *Risk mitigation*

Any insurance or warranty activity primarily involves the underwriting of risk and the management of claims. The QBCC manages the risk associated with the Scheme by:

- operating it on a sustainable but not-for-profit basis by reviewing premiums at least annually, and setting them in accordance with actuarially sustainable principles
- appointing an independent actuary to provide impartial advice in relation to the operations, financial condition and insurance liabilities of the Scheme
- voluntarily complying where appropriate with APRA prudential standards applicable to general insurers, even though as a statutory insurer the QBCC is not regulated by APRA. Standards applied include those related to capital adequacy, assets in Australia, actuarial and related matters and reinsurance management.

#### *Underwriting - risk acceptance*

As a statutory insurer the QBCC must accept all risks as presented. Underwriting of risk commences with an entity's application to hold or renew a contractor licence.

Under QBCC's Minimum Financial Requirements, an entity wishing to hold a contractor licence to perform residential construction work in Queensland must hold certain qualifications or their equivalent, and meet financial and managerial requirements. Currently these requirements allow a contractor to perform a stated maximum amount of work each year depending on their net tangible assets, provided they maintain a current ratio of 1 or more.

Once an entity has been granted a licence to perform residential construction work, eligibility to the Scheme is automatic. The *QBCC Act* provides that any contract for residential construction work entered into by an appropriately licensed person is deemed covered by the Scheme whether or not the premium was paid.

#### *Risk pricing*

The QBCC reviews premium prices annually to ensure the Scheme is managed in accordance with actuarially sustainable principles. Statistical modelling, based on historical and projected building industry and economic information as well as policy and claims data, ensures the pricing is adequate. Recommendations for adjustments to premiums are developed in conjunction with the Scheme Actuary to ensure adequacy prior to ministerial approval.

#### *Warranty terms of cover*

The terms of cover, including limitations and exclusions, set the cover provided and level of risk accepted by the Scheme. Structural defects are covered for six and a half years' duration for a single premium payment, and the claim must be lodged within three months of noticing the defect. Non-structural defects are covered if the consumer becomes aware, or ought reasonably to have become aware, of the defect within six months after the day the work is completed. The claim must be lodged within seven months of the completion date. As a statutory provider the terms and conditions of cover are not negotiable and are called up in legislation.

Queensland Building and Construction Commission  
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**A3. INSURANCE CONTRACTS RISK MANAGEMENT (continued)**

***Claims management***

Some claims management functions are outsourced and these entities are responsible for preparing scopes, calling for tenders and managing rectification works.

***Investment management***

The Scheme's assets are invested in accordance with the Board's Investment Policy. The Investment Policy and investments are monitored to reflect the anticipated pattern of claim payments with sufficient assets held in reserve to meet calculated future claims liabilities.

***Regulatory risk***

The Australian Prudential Regulation Authority (APRA) supervises the financial safety and soundness of general insurers such that the community can have confidence that they will meet their financial commitments under all reasonable circumstances. As a statutory insurer the QBCC is not regulated by APRA, however it chooses to voluntarily comply with most prudential standards applicable to general insurers, with exceptions relating to supervisory review, disclosure and reporting to APRA and the application of an asset concentration risk charge on the basis the QBCC investment options are restricted by the *Statutory Bodies Financial Arrangements Act 1982*.

***Claims development***

The Scheme Actuary values future claims and associated costs. The actuary uses historical claims, underwriting data and expert models to arrive at a value.

The Scheme is classed as "long-tail" insurance business. This means the claims may develop several years after the premium is paid.

The Scheme provides cover against non-completion of contracted works, defects in contracted works and subsidence or movement in contracted works. Each of these claim types has a distinct development pattern, non-completion claims being approved principally in the first two development years, defects being approved up to the ninth development year and subsidence up to the 10th and 11th development years.

As part of the QBCC's management of the Scheme, the Scheme Actuary reviews claims development patterns as part of the bi-annual Scheme performance review and calculates the outstanding claim liability.

The QBCC has adopted the accounting standard AASB 1023 '*General Insurance Contracts*' for the calculation of the outstanding claims provision.

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SECTION 2  
NOTES ABOUT OUR FINANCIAL PERFORMANCE

B1. REVENUE

	Notes	2025 \$'000	2024 \$'000
<b>B1-1 LICENCE REVENUE</b>			
Renewal fees		48 625	44 324
Application fees		6 562	6 013
		<b>55 187</b>	<b>50 337</b>

**Accounting Policy** - Upon application for a licence, new entrants pay both an application fee (for assessing and processing the application) and a renewal fee (to maintain a licence over the selected period). Revenue is recognised upfront when a licence is issued or renewed as all performance obligations have been met upon the issuance/renewal of the licence. Licences can be renewed for one year up to five. As there are multiple renewal periods that can be selected, licence fee revenue will fluctuate year to year depending on the number of renewals and the period they are renewed for.

**B1-2 PREMIUM REVENUE**

Premiums	B2-3	192 643	164 180
Movement in unearned premiums		(55 271)	(56 806)
		<b>137 372</b>	<b>107 374</b>

**Accounting Policy** - Premium revenue is the amounts charged to policyholders for insurance contracts. Premium revenue is earned from the date of notification (generally this is similar to the date of contract) over the period of the contract in accordance with the pattern of the incidence of risk expected. This period is thirteen months from the date of notification. The unearned portion of premium is recognised as an unearned income liability in the Statement of Financial Position. Refer to Note C10.

**B1-3 INSURANCE ADMINISTRATION FEES REVENUE**

Exchange commission fees received from reinsurers		62 473	54 206
Administration fees received from policyholders		-	17
		<b>62 473</b>	<b>54 223</b>

**Accounting Policy** - Since 28 October 2016 reinsurers have been charged a ceding commission to cover the QBCC's costs of administering the Scheme. Prior to that the premium charged included a separate component to cover administration fees. This is recognised as revenue immediately.

Queensland Building and Construction Commission  
Notes to the Financial Statements  
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B1. REVENUE (continued)

	Notes	2025	2024
		\$'000	\$'000
<b>B1-4 REINSURANCE AND OTHER RECOVERIES REVENUE</b>			
Reinsurers' share of claims approved		24 727	38 224
Reinsurers' share of future claims movement		(15 978)	(39 937)
Reinsurers' share of claims management fee		535	1 010
Recovery revenue		62 679	88 879
		<b>71 963</b>	<b>88 176</b>

**Accounting Policy** - The recovery revenue is the claims recoverable from licensees found at fault and are recognised when a claim is paid and finalised.

Reinsurers' share of claims approved is recognised at the time the claim is approved based on the level of reinsurance applicable to the policy. The reinsurers' share of future claims movement relates to the movement in the actuarial assessment of the future claims and the level of reinsurance. The QBCC is entitled to recover its external claims management costs from our reinsurers in some circumstances.

**B1-5 INVESTMENT REVENUE**

Changes in fair value of investments	7 249	20 387
Distributions	50 619	28 562
Interest	3 325	1 808
	<b>61 193</b>	<b>50 757</b>

**Accounting Policy** - Changes in the net market value of investments are recognised as revenue or expenses in the Statement of Comprehensive Income (refer to Note D1-2). Income derived from investments is brought to account when earned.

**B1-6 OTHER REVENUE**

Non-recurrent funding from Department of Housing and Public Works (DHPW)	46 407	41 735
Notifiable works	3 538	3 559
Infringements and court fines awarded	2 770	2 859
Pool safety certificate fees	1 742	1 701
Owner-builder fees	1 450	1 446
Adjudication application fees	234	189
Certificate fees	125	137
Search fees	86	89
Other	103	147
	<b>56 455</b>	<b>51 862</b>

**Accounting Policy** - Non-recurrent funding to support the operations of the QBCC are provided by Queensland Treasury, through the DHPW, and are recognised as revenue when received (refer to Note D6). Fines are recognised when issued, awarded or when convictions are recorded in favour of the QBCC. All other revenue is recognised when goods or services are provided.



Queensland Building and Construction Commission  
Notes to the Financial Statements  
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B2. EXPENSES

	Notes	2025 \$'000	2024 \$'000
<b>B2-1 OUTWARD REINSURANCE</b>			
Reinsurers' share of premium		42 367	36 895
Reinsurers' share of recovery		1 913	6 063
		<b>44 280</b>	<b>42 959</b>

**Accounting Policy** - Premium ceded to reinsurers is recognised as an expense in accordance with the pattern of reinsurance service received. Accordingly, a portion of outwards reinsurance premium is treated as a prepayment and presented as an other current asset on the Statement of Financial Position at the reporting date. Refer to Note C4.

B2-2 CLAIMS APPROVED AND CHARGED

Claims approved		61 778	88 880
Movement in provision for future claims processing cost	C10	8 836	20 223
Movement in provision for future claims	C10	(1 922)	(37 327)
Movement in unexpired risk	C9	( 858)	(5 655)
		<b>67 834</b>	<b>66 121</b>

**Accounting Policy** - Claims approved, the movement in provision for future claims and processing costs are recognised in respect of the Scheme. The expense for claims approved is recognised when a claim is approved by the QBCC. The QBCC also provides for claims reported but not yet approved, incurred but not reported, incurred but not enough reported. Refer to Note C10.

The QBCC incurs Goods and Services Tax (GST) for which it is currently unable to claim a decreasing adjustment, in accordance with Division 78 of *A New Tax System (Goods and Services Tax) Act 1999*, on all claim settlements.

B2-3 PROFIT/(LOSS) ON UNDERWRITING

Premiums received	B1-2	192 643	164 180
Less: Outward reinsurance premium expense	B2-1	(42 367)	(36 896)
QBCC's share of premiums		150 276	127 284
Less: Unearned premiums at the end of year	C9	(49 714)	(43 175)
Total premiums received and earned during the year		100 562	84 109
Add: Unearned premiums at the beginning of the year	C9	43 175	28 356
Less: Exchange commission		(48 733)	(41 987)
<b>Earned premiums</b>		<b>95 004</b>	<b>70 478</b>
Claims approved and charged	B2-2	67 834	66 121
Less: Reinsurance and other recoveries		(11 600)	(3 805)
<b>Net claims</b>		<b>56 234</b>	<b>62 316</b>
<b>Profit/(Loss) on underwriting</b>		<b>38 770</b>	<b>8 162</b>

Participation in the Insurance Scheme

Date	QBCC	Brokers/ Reinsurers
Pre - 01/07/91	10.0%	90.0%
01/07/91 - 30/06/98	25.0%	75.0%
01/07/98 - 30/09/99	30.0%	70.0%
01/10/99 - 30/06/03	25.0%	75.0%
01/07/03 - 30/06/04	32.5%	67.5%
01/07/04 - 30/06/08	25.0%	75.0%
01/07/08 - 30/06/10	20.0%	80.0%
01/07/10 - 30/06/15	30.0%	70.0%
01/07/15 - 30/06/22	50.0%	50.0%
01/07/22 - 30/06/23	67.0%	33.0%
01/07/23 - 30/06/24	79.0%	21.0%
01/07/24 - 30/06/25	78.0%	22.0%

Queensland Building and Construction Commission  
Notes to the Financial Statements  
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B2. EXPENSES (continued)

	Notes	2025 \$'000	2024 \$'000
<b>B2-4 EMPLOYEE EXPENSE</b>			
<b>EMPLOYEE BENEFITS</b>			
Wages and salaries		78 708	70 295
Employer superannuation contributions		10 325	9 214
Annual leave expense		7 583	6 886
Long service leave expense		2 778	2 138
<b>EMPLOYEE-RELATED EXPENSES</b>			
Payroll tax		4 683	4 272
Workers' compensation premium		284	278
Fringe benefits tax		133	183
Training		1 083	940
Recruitment		369	357
Other employee related expenses		271	249
		<b>106 217</b>	<b>94 812</b>
<b>Full-Time Equivalent Employees</b>		<b>673</b>	<b>659</b>

**Accounting Policy - Wages and Salaries**

Wages and salaries due but unpaid at reporting date are recognised at current salary rates. As the QBCC expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts. Refer to Note C8.

**Accounting Policy - Annual Leave and Long Service Leave**

Annual Leave and Long Service Leave are accrued based on award entitlement. Refer to Note C8.

Key management personnel and remuneration disclosures are detailed in Note F1.

Queensland Building and Construction Commission  
Notes to the Financial Statements  
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B2. EXPENSES (continued)

	Notes	2025 \$'000	2024 \$'000
<b>B2-5 SUPPLIES AND SERVICES</b>			
Consultants and contractors		24 201	24 848
Information system maintenance, equipment and furniture		11 614	10 333
Legal costs		8 223	8 099
Communications and marketing		2 162	2 235
Bank fees and charges		2 953	2 459
Property lease expenses		569	375
Property maintenance		1 776	1 697
Motor vehicles operating costs		321	313
Printing and stationery		575	408
Travel		722	685
		<b>53 116</b>	<b>51 452</b>

**Accounting Policy** - The QBCC recognises supplies and services expenses when the goods has been received or services provided. Lease expenses includes lease rentals for short-term leases, leases of low value assets and variable lease payments. Refer to Note C6 for breakdown of lease expenses and other lease disclosures.

**B2-6 DEPRECIATION AND AMORTISATION**

Depreciation - right-of-use assets	C6	3 606	3 600
Depreciation - property plant and equipment	C5	940	928
Amortisation - intangibles		119	214
		<b>4 665</b>	<b>4 742</b>

**B2-7 IMPAIRMENT LOSSES ON FINANCIAL ASSETS**

Sundry receivables		58 609	78 867
Assets written off		31	-
		<b>58 640</b>	<b>78 867</b>

**Accounting Policy** - Impairment losses may arise on assets held by the QBCC from time to time. Accounting for impairment losses is dependent upon the individual asset (or group of assets) subject to impairment. Accounting Policies and events giving rise to impairment losses are disclosed in the following notes:

Receivables – Note C2-1

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B2. EXPENSES (continued)

	Notes	2025 \$'000	2024 \$'000
<b>B2-8 OTHER EXPENSES</b>			
Internal audit <sup>(1)</sup>		187	157
External audit fees <sup>(2)</sup>		162	156
Board members' fees and costs <sup>(3)</sup>		203	366
Insurance Premiums <sup>(4)</sup>		788	773
Special payments <sup>(5)</sup>			
Ex-gratia payments		-	53
		<b>1 340</b>	<b>1 505</b>

**Disclosures Relating to Other Expenses**

(1) The amount disclosed for internal audit only. This function is provided by external providers.

(2) Total audit fees paid to the Queensland Audit Office relating to the 2024-25 financial statements are estimated to be \$161,800 (2024: \$141,000). There are no non-audit services included in this amount.

(3) The amount disclosed includes the costs for the Board members fees, travel, industry events, meeting costs, professional development and contractors / consultants engaged by the Board.

(4) The QBCC's non-current physical assets and other risks are insured through private insurance companies with premiums paid on a risk assessment basis.

(5) Special payments represent ex gratia expenditure and other expenditure that the QBCC is not contractually or legally obliged to make to other parties. The QBCC made no special payments during 2024-25 above \$5,000 (2024: two). The previous financial year payments were employee related matters.

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SECTION 3  
NOTES ABOUT OUR FINANCIAL POSITION

C1. CASH AND CASH EQUIVALENTS

	Notes	2025	2024
		\$'000	\$'000
Cash		2 501	2 150
Deposits at call		27 479	36 316
		<b>29 980</b>	<b>38 466</b>

**Accounting Policy - Cash and Cash Equivalents**

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash and cheques receipted but not banked as at 30 June, as well as deposits at call with financial institutions.

Excess cash balances as defined in QBCC's Investment Policy in the QBCC's General and Insurance Funds' bank accounts are cleared to Queensland Treasury Corporation's (QTC) Cash Fund daily to maximise investment returns.

C2. RECEIVABLES

Sundry debtors	139 922	149 306
Less: Loss allowance	(110 970)	(118 523)
	<b>28 952</b>	<b>30 783</b>

**Accounting Policy - Receivables**

Sundry debtors are recognised at amounts due at the time of service delivery.

C2-1. Impairment of Receivables

**Accounting Policy - Impairment of Receivables**

The loss allowance for sundry debtors reflects lifetime expected credit losses. The method for calculating any loss allowance is to review each debt based on past experience for certain receivables such as fines and costs awarded by courts. In the case of recovery of insurance claims, each case was examined and assessed for potential impairment on a regular basis in light of the circumstances surrounding the creation of the receivable and subsequent recovery attempts. Most losses occur in the area of recovery of insurance claims paid from at fault parties, who in the majority of cases ceased to trade due to bankruptcy or insolvency. This risk is provided for in premiums charged for insurance.

Impairment loss expense for the current year regarding the QBCC's receivables is disclosed in Note B2-7.

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C2. RECEIVABLES (continued)

C2-1. Impairment of Receivables (continued)

Disclosure - Credit Risk Exposure of receivables

The carrying amount of receivables disclosed above represents the maximum exposure to credit risk from these items.

The QBCC has determined three material groupings for measuring expected credit losses. One group for General Fund measures expected credit losses determined using a provision matrix. The calculation for the provision matrix is based on historical observed default rates calculated using credit losses experienced during the past nine years preceding 30 June 2025. The second General Fund group measures expected credit loss based on legislated license payment timeframes and individual assessment.

The Insurance Fund group is assessed individually for impairment.

Set out below is the credit risk exposure on the QBCC's sundry debtors broken down by the groupings and ageing band.

*General Fund Group - infringements and magistrates orders sundry debtors*

	2025			2024		
	Gross receivables	Loss rate	Expected credit losses	Gross receivables	Loss rate	Expected credit losses
	\$'000	%	\$'000	\$'000	%	\$'000
Ageing						
1 to 30 days overdue	212	85%	180	218	60%	131
31 to 60 days overdue	343	77%	264	176	80%	141
61 to 90 days overdue	169	98%	165	171	85%	145
> 90 days overdue	6 713	85%	5 735	6 474	86%	5 553
<b>Total</b>	<b>7 437</b>		<b>6 344</b>	<b>7 039</b>		<b>5 970</b>

*General Fund Group - other sundry debtors*

	2025			2024		
	Gross receivables	Loss rate	Expected credit losses	Gross receivables	Loss rate	Expected credit losses
	\$'000	%	\$'000	\$'000	%	\$'000
Ageing						
1 to 30 days overdue	2,016	0%	-	1 931	0%	-
31 to 60 days overdue	1,031	0%	-	1 049	0%	3
61 to 90 days overdue	247	100%	247	270	100%	270
> 90 days overdue	2 175	99%	2 165	1 947	99%	1 936
<b>Total</b>	<b>5 469</b>		<b>2 412</b>	<b>5 197</b>		<b>2 209</b>

*Insurance Fund Group*

	2025			2024		
	Gross receivables	Loss rate	Expected credit losses	Gross receivables	Loss rate	Expected credit losses
	\$'000	%	\$'000	\$'000	%	\$'000
Aging						
1 to 30 days overdue	8,246	49%	4 058	9 111	41%	3 716
31 to 60 days overdue	4,948	79%	3 928	5 923	58%	3 418
61 to 90 days overdue	2,209	87%	1 932	3 941	81%	3 205
> 90 days overdue	111 613	83%	92 296	118 095	85%	100 006
<b>Total</b>	<b>127 016</b>		<b>102 214</b>	<b>137 070</b>		<b>110 345</b>

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C2. RECEIVABLES (continued)

C2-1. Impairment of Receivables (continued)

Movements in loss allowance for sundry debtors

	2025	2024
	\$'000	\$'000
Loss allowance as at 1 July	118 523	74 125
Increase/(decrease) in allowance recognised in operating result	58 609	78 867
Amounts written-off during the year	(66 162)	(34 469)
<b>Loss allowance as at 30 June</b>	<b>110 970</b>	<b>118 523</b>

C3. REINSURANCE RECEIVABLES

Current

Reinsurers' share of future claims provision	33 232	35 732
	<b>33 232</b>	<b>35 732</b>

Non-Current

Reinsurers' share of future claims provision	74 591	88 068
	<b>74 591</b>	<b>88 068</b>

Represented by

Expected future recoveries	118 166	138 569
Less discount to present value	(32 338)	(38 990)
	<b>85 828</b>	<b>99 580</b>

Risk margin

	21 996	24 220
	<b>107 823</b>	<b>123 800</b>

Reconciliation of movement during the year

Balance at 1 July	123 800	163 738
Provisions made	17 668	17 243
Payments made	(30 336)	(49 218)
Effects of changes in assumptions to prior year provisions	(3 310)	(7 963)
<b>Balance at 30 June</b>	<b>107 823</b>	<b>123 800</b>

Accounting Policy - Reinsurance Receivables

Reinsurance receivables on reported claims not yet approved, incurred but not reported, incurred but not enough reported are recognised as revenue. Reinsurance receivables are assessed and calculated in a manner similar to the assessment of outstanding claims.

Disclosure - Credit Risk Exposure

QBCC is exposed to credit risk for reinsurance receivables as follows:

Category

<b>Financial assets</b>		
Reinsurance receivables	107 823	123 800
<b>Total</b>	<b>107 823</b>	<b>123 800</b>

The QBCC engages with reinsurers to limit the risk of the Scheme. There is a concentration of risk regarding the amount of receivables for the reinsurers. However, this risk is being managed by QBCC agreements with the reinsurers. The agreements allow for net settlement of receivables and payables monthly and specify the terms of settlement, thereby reducing the credit risk exposure for receivables.



Queensland Building and Construction Commission  
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C4. OTHER CURRENT ASSETS

	2025	2024
	\$'000	\$'000
Prepayments - outward reinsurance on unearned premium liability	15 397	14 496
Prepayments	3 263	3 941
Other - refundable bond	80	80
	<b>18 740</b>	<b>18 517</b>

**Accounting Policy - Outward reinsurance on unearned premium liability**

Premium ceded to reinsurers is recognised as an expense in accordance with the pattern of reinsurance service received. Accordingly, a portion of outwards reinsurance premium is treated as a prepayment and presented as deferred reinsurance expense on the Statement of Financial Position at the reporting date.

C5. PROPERTY, PLANT AND EQUIPMENT AND DEPRECIATION EXPENSE

C5-1 Accounting Policies

**Property, Plant and Equipment**

*Recognition Thresholds for Property, Plant and Equipment*

Items of property, plant and equipment with a cost or other value equal to or in excess of \$5,000 are recognised for financial reporting purposes in the year of acquisition.

Items with a lesser value are expensed in the year of acquisition.

*Acquisition of Assets*

Property, plant and equipment acquisitions are initially recognised at cost determined as the value of consideration exchanged for the asset, plus associated costs directly attributable to the acquisition and getting the asset installed and ready for use.

*Depreciation of Property, Plant and Equipment*

Property, plant and equipment is depreciated on a straight line basis so as to allocate the net cost progressively over its estimated useful life to the Commission. For each class of depreciable assets, the following depreciation rates are used:

Class	Rate
Plant and equipment:	
Motor vehicles	15-20%
IT equipment	20-33%
Other equipment	6-33%
Leasehold improvements	3-44%

*Impairment of non-current assets*

All non-current physical assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the QBCC determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

Queensland Building and Construction Commission  
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C5. PROPERTY, PLANT AND EQUIPMENT AND DEPRECIATION EXPENSE (cont.)

C5-2 Balances and Reconciliation of Carrying Amount

	Notes	2025 \$'000	2024 \$'000
Plant & equipment			
Gross		4 458	4 080
Less: Accumulated depreciation		(1 757)	(1 765)
		2 701	2 315
Leasehold improvements			
Gross		11 739	10 007
Less: Accumulated depreciation		(9 596)	(9 288)
		2 143	719
<b>Total</b>		<b>4 844</b>	<b>3 034</b>

Property, plant and equipment reconciliation

	Leasehold improvements \$'000	Plant & equipment \$'000	Total \$'000
<b>2024-25</b>			
Carrying amount at 1 July 2024	719	2 315	3 034
Acquisitions	1 732	1 218	2 950
Disposals	-	( 200)	( 200)
Depreciation expense	( 308)	( 632)	( 940)
<b>Carrying amount at 30 June 2025</b>	<b>2 143</b>	<b>2 701</b>	<b>4 844</b>
<b>2023-24</b>			
Carrying amount at 1 July 2023	1 113	1 182	2 295
Acquisitions	41	1 769	1 810
Disposals	-	( 143)	( 143)
Depreciation expense	( 435)	( 493)	( 928)
<b>Carrying amount at 30 June 2024</b>	<b>719</b>	<b>2 315</b>	<b>3 034</b>

Queensland Building and Construction Commission  
Notes to the Financial Statements  
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C6. RIGHT OF USE ASSETS AND LEASE LIABILITIES

Right-of-use assets

	Buildings \$'000	Total \$'000
<b>2024-25</b>		
Opening balance at 1 July	5 272	5 272
Acquisitions	-	-
Disposals / derecognition	-	-
Depreciation expense	(3 606)	(3 606)
Other adjustments	692	692
<b>Closing balance at 30 June</b>	<b>2 358</b>	<b>2 358</b>
	Buildings \$'000	Total \$'000
<b>2023-24</b>		
Opening balance at 1 July	8 764	8 764
Acquisitions	-	-
Disposals / derecognition	-	-
Depreciation expense	(3 600)	(3 600)
Other adjustments	108	108
<b>Closing balance at 30 June</b>	<b>5 272</b>	<b>5 272</b>

Lease liabilities

	2025 \$'000	2024 \$'000
<b>Current</b>		
Lease liabilities	2 311	4 108
<b>Non-current</b>		
Lease liabilities	507	2 327
<b>Total lease liabilities</b>	<b>2 818</b>	<b>6 435</b>

Accounting Policy - Leases

*Right-of-use assets*

Right-of-use assets are initially recognised at cost comprising the following:

- the amount of the initial measurement of the lease liability
- lease payments made at or before the commencement date, less any lease incentives received
- initial direct costs incurred, and
- the initial estimate of restoration costs

Right-of-use assets are subsequently depreciated over the lease term and subject to impairment testing on an annual basis.

The carrying amount of right-of-use assets are adjusted for any remeasurement of the lease liability in the financial year following a change in discount rate, a reduction in lease payments payable, changes in variable lease payments that depend upon variable indexes/rates or a change in lease term.

The QBCC measures right-of-use assets from concessionary leases at cost on initial recognition, and measures all right-of-use assets at cost subsequent to initial recognition.

The QBCC has elected not to recognise right-of-use assets and lease liabilities arising from short-term leases and leases of low value assets. The lease payments are recognised as expenses as and when they occur. An asset is considered low value where it is expected to cost less than \$10,000 when new.

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**C6. RIGHT OF USE ASSETS AND LEASE LIABILITIES (continued)**

**Accounting Policy - Leases (continued)**

*Lease Liabilities*

Lease liabilities are initially recognised at the present value of lease payments over the lease term that are not yet paid. The lease term includes any extension or renewal options that QBCC is reasonably certain to exercise. The future lease payments included in the calculation of the lease liability comprise the following:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payments that depend on an index or rate, initially measured using the index or rate as at the commencement date

When measuring the lease liability, the QBCC uses its incremental borrowing rate as the discount rate where the interest rate implicit in the lease cannot be readily determined, which is the case for all QBCC's leases. To determine the incremental borrowing rate, the QBCC uses loan rates provided by Queensland Treasury Corporation that correspond to the commencement date and term of the lease.

Subsequent to initial recognition, the lease liabilities are increased by the interest charge and reduced by the amount of lease payments. Lease liabilities are also remeasured in certain situations such as a change in variable lease payments that depend on an index or rate (e.g. a market rent review), or a change in the lease term.

**Disclosures - Leases**

(i) Details of leasing arrangements - Property leases

The QBCC currently has seven external property leases that are recognised as right-of-use assets and lease liabilities. Some of the leases have fixed rent reviews, whereas other leases are subject to market rent reviews or CPI-based rent increases. As the future rent increases for market based and CPI reviews are variable, they are not captured in the right-of-use asset or lease liability until the increases take effect.

(ii) Office accommodation

The Queensland Government Accommodation Office (QGAO) within the Department of Housing and Public Works provides the QBCC with access to office accommodation under government-wide frameworks. These arrangements are categorised as procurement of services rather than as leases because QGAO has substantive substitution rights over the assets. The QBCC had two office accommodations under this framework during the financial year and the expenses are included in Note B2-5.

(iii) Amounts recognised in profit or loss

	2025 \$'000	2024 \$'000
Depreciation expense for right of use assets	3 606	3 600
Interest expense on lease liabilities	94	145
Breakdown of 'Property lease expenses' included in Note B2-5.		
- Expenses relating to office accommodation provided by DHPW	335	179
- Expenses relating to short-term leases	234	196
(iv) Total cash outflow for leases	4 309	4 120

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**C7. PAYABLES**

	Notes	2025 \$'000	2024 \$'000
Sundry creditors		11 444	11 119
Accruals		3 833	4 924
Claims approved but not yet paid		36 889	38 970
Reinsurers' share of recoveries provision		10 838	11 278
		63 005	66 291
GST payable		1 840	1 519
GST receivable		(1 155)	(1 078)
		685	441
Total		63 690	66 732

**Accounting Policy - Payables**

Sundry creditors are recognised upon receipt of the goods and services ordered and are measured at the agreed purchase/contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 30-day terms.

The QBCC is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation, with the exception of Fringe Benefits Tax (FBT) and GST. FBT and GST are the only taxes accounted for by the QBCC. GST credits receivable from and GST payable to the Australian Taxation Office (ATO), are recognised.

Receivables and payables are recognised inclusive of the amount of GST that is receivable or payable. An allowance for GST payable on future claims has been included in the provision for future claims.

*Claims*

The claims approved but not yet paid liability covers claims unpaid at reporting date. Claims outstanding are assessed and estimated changes in the ultimate cost of settling claims.

**C8. ACCRUED EMPLOYEE BENEFITS**

**Current**

Wages and salaries outstanding	2 039	1 567
Annual leave provision	9 693	9 312
Long service leave provision	1 235	1 088
Time off in lieu provision	108	107
	13 075	12 074

**Non-Current**

Long service leave provision	14 350	12 545
	14 350	12 545

**Accounting Policy - Accrued Employee Benefits**

The liability for employee entitlements to long service leave represents the present value of the estimated future cash outflows to be made by the QBCC resulting from employees' services provided up to the balance date.

Wages and salaries due but unpaid at reporting date are recognised at current salary rates. As the QBCC expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts.

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**C8. ACCRUED EMPLOYEE BENEFITS (continued)**

Liabilities for employee entitlements which are not expected to be settled within 12 months are recognised at their present value, calculated using yields on Fixed Rate Commonwealth Government bonds of similar maturity.

In determining the liability for employee entitlements, consideration has been given to future increases in wage and salary rates, and the QBCC's experience with staff separations. Related on-costs have also been included in the liability.

The long service leave provision also takes into account employees' prior service in other state, local or federal government entities.

Superannuation contributions by the QBCC are made to an employee superannuation scheme and to other funds as required under award legislation. Contributions are expensed in the period in which they are paid or payable. The QBCC has no obligation to cover any shortfall in any of the funds' obligations to provide benefits to employees on retirement. Therefore, no liability is recognised for accruing superannuation benefits in the QBCC's financial statements, the liability being held on a whole-of-Government basis and reported in those financial statements pursuant to *AASB 1049 Whole of Government and General Government Sector Financial Reporting*.

**C9. UNEARNED INCOME LIABILITY**

	Notes	2025 \$'000	2024 \$'000
<b>Current</b>			
<b>Unearned premium liability</b>			
QBCC's share		49 714	43 175
Unexpired risk liability		1 740	2 598
Reinsurers' share		15 397	14 496
		<b>66 850</b>	<b>60 269</b>

**Accounting Policy - Unearned income**

*Unearned premium liability*

The QBCC recognises premium revenue from the date of notification over a period in accordance with the pattern of incidence of expected risk. Any unearned portion is recognised as an unearned premium liability.

*Liability adequacy test*

The liability adequacy test is an assessment of the amount of the unearned premium liability and is conducted at each reporting date. If the current estimates of the present value of the expected future cash flows relating to future claims arising from the rights and obligations under current insurance policies, plus an additional risk margin to reflect the inherent uncertainty in the central estimate, exceed the unearned premium liability, then the unearned premium liability is deemed to be deficient. Any deficiency is recognised in the Statement of Comprehensive Income with the corresponding impact on the Statement of Financial Position recognised as an unexpired risk liability.

The conduct of the liability adequacy test as at 30 June 2025 identified a deficiency for the insurance scheme.

For the purpose of the liability adequacy test, the premium liability provision required is \$51.454 million (2024 \$45.773 million), including a risk margin of \$7.063 million (2024 \$7.629 million). The unearned premium liability in the account totalled \$49.714 million (2024 \$43.175 million) and the deficiency of \$1.740 million (2024 \$2.598 million) has been recorded as an unexpired risk liability.

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C10. FUTURE CLAIMS AND ASSOCIATED COSTS

	Notes	2025 \$'000	2024 \$'000
Current		111 447	107 643
Non-current		281 415	278 304
		<b>392 862</b>	<b>385 947</b>
Represented by			
Expected future claims payments		437 355	437 872
Claims handling provision		89 023	81 871
		<b>526 378</b>	<b>519 743</b>
Less discount to present value		(199 341)	(196 424)
		<b>327 037</b>	<b>323 319</b>
Risk margin		65 825	62 628
Liability for outstanding claims		<b>392 862</b>	<b>385 947</b>

Reconciliation of movement during the year

<b>Gross Liability</b>		
Balance at 1 July	385 947	403 052
Provisions made	109 006	88 342
Payments made	(89 448)	(126 926)
Effects of changes in assumptions to prior year provisions	(12 644)	21 479
Balance at 30 June	<b>392 861</b>	<b>385 947</b>

Accounting Policy - Future claims and associated costs

The liability covers claims reported but not yet paid, incurred but not reported, incurred but not enough reported and the anticipated direct and indirect cost of settling claims, and settlement costs using statistics based on past experience and trends. All outstanding claims, including "long-tail" classes, are subject to independent actuarial assessment. "Long-tail" classes refer to claims not settled within one year of the incidence of risk.

The estimate of the QBCC's liability for future claims and associated costs is influenced by the effects of inflation and the discount rate used to obtain the present value of those estimated future costs. The discount rate is the projected "risk free" rate as at 30 June 2025.

The liability for outstanding claims for "long-tail" classes is measured at the present value of expected future payments. Payments are estimated on the basis of the ultimate cost for settling claims, including factors such as inflation. Such estimates are subject to uncertainty due to variations, which may affect components of the estimates. The expected future payments are discounted to present value at the balance date using market determined, risk-free discount rates.

The liability for outstanding claims is calculated using a "best estimate" methodology, which is a central estimate of likely future claim payments. This central estimate is intended to be neither optimistic nor pessimistic about future claims.

Refer to Note D1 for more details.



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**FUTURE CLAIMS AND ASSOCIATED COSTS (continued)**

C10.

**Claims Development**

The following table shows the development of net undiscounted outstanding claims for each underwriting year relative to the ultimate expected claims.

Underwriting year	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Estimate of ultimate claims cost <sup>a,b</sup> :												
At end of underwriting year	16,506,499	29,640,378	27,003,441	28,189,318	24,612,480	21,680,438	31,713,675	33,175,159	46,152,708	52,758,069	62,502,646	
One year later	18,961,852	25,817,769	27,838,578	26,177,202	17,628,599	17,137,832	38,754,320	43,616,305	47,819,722	53,536,549		
Two years later	20,025,080	27,289,236	25,389,310	21,019,056	16,495,690	19,854,047	47,576,710	45,283,399	49,721,213			
Three years later	19,386,944	24,183,647	23,388,914	21,122,412	19,439,314	17,310,708	53,469,839	47,307,354				
Four years later	17,234,916	22,315,526	22,709,988	24,556,665	17,964,653	16,908,559	51,393,970					
Five years later	16,377,701	23,273,356	25,323,801	22,635,728	16,829,446	14,421,209						
Six years later	16,021,245	25,385,462	22,878,948	21,404,826	15,365,543							
Seven years later	17,077,743	24,948,325	23,130,359	20,996,728								
Eight years later	16,951,258	26,023,448	22,404,036									
Nine years later	16,892,405	25,443,799										
Ten years later	16,906,176											
Current estimate of cumulative claims cost	16,906,176	25,443,799	22,404,036	20,996,728	15,365,543	14,421,209	51,393,970	47,307,354	49,721,213	53,536,549	62,502,646	<b>379,999,220</b>
Cumulative payments	16,316,522	23,575,606	20,077,899	17,141,864	10,759,510	7,217,758	35,103,615	31,800,023	23,664,474	5,885,273	251,058	<b>191,593,601</b>
Undiscounted outstanding claims	589,654	1,868,193	2,326,136	3,854,863	4,606,033	7,203,450	16,290,355	15,507,331	26,056,739	47,851,276	62,251,588	188,405,619
Undiscounted outstanding claims for prior underwriting years												664,928
Claims handling expenses												117,086,246
Event Claims (large claims)												28,964,729
Non-reinsurance recoveries												(7,840,012)
<b>Central estimate of outstanding claims</b>												<b>327,281,510</b>
Discount												(34,617,801)
<b>Discounted central estimate</b>												<b>292,663,709</b>
Risk margin												43,829,187
<b>Net insurance liability</b>												<b>336,492,896</b>
Premium Liability												51,453,875
<b>Outstanding Claims Liability</b>												<b>285,039,021</b>

<sup>a</sup> The results displayed by underwriting year include costs related to defects, non-completion, subsidence, professional fees and known large builder insolvencies and are net of reinsurance recoveries. Claims management consultant expenses and costs related to future events are allowed for separately in the table.

<sup>b</sup> The 2025 diagonal includes an allowance for disputes and defective work claims waiting to be assessed.

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C10. FUTURE CLAIMS AND ASSOCIATED COSTS (cont.)

Reinsurance receivables and future claims cost and associated cost

The QBCC relies on the Scheme Actuary to value reinsurance receivables and future claims and associated cost. The Scheme Actuary uses historical claims trends, the new business issued and expert models to arrive at a value.

The QBCC engaged the Scheme Actuary to prepare the insurance liabilities valuation as at 30 June 2025. The philosophy adopted in this review is similar to the previous year.

The Scheme Actuary incorporated a prudential margin loading of 25.0% in relation to projected future claims in order to achieve a 75% confidence level that the outstanding claims provision would be adequate. No additional contingency margin was incorporated.

The table below sets out the adopted risk margin by claims type, after allowance for diversification benefits.

	Risk Margin	
	2025	2024
Defects	19.1%	19.7%
Non-Completion	19.3%	19.9%
Subsidence	19.0%	19.5%
Professional Fees	19.6%	20.2%
Total	19.2%	19.8%

To determine the appropriate risk margin the Scheme Actuary applied the approach recommended in "A Framework for Assessing Risk Margins", a paper prepared by a taskforce of the Institute of Actuaries of Australia. That approach requires estimates of coefficients of variation (standard deviation as a proportion of the mean) and various correlations. To determine the assumptions the Scheme Actuary applied some high level statistical tests on QBCC's claims experience, however, a considerable element of judgement is also required when selecting the assumptions.

The Scheme Actuary uses a number of methods to estimate the amount of undiscounted outstanding claims for each claim type. They are:

- Chain Ladder Method (in relation to claim numbers and payments)
- Payments Per Claim incurred Method
- Bornhuetter-Ferguson Method.
- Payments Per Claim Handled (PPCH) for Claims Management Consultant Expenses only.

The analysis was undertaken on an underwriting year basis with the adopted liabilities typically being a mix of the three methods. Notification delays for some claim types means that it is not possible to rely on the emerging experience for recent underwriting years. Generally, in these cases the Scheme Actuary relied more heavily on the Bornhuetter-Ferguson method, which produces results based on long term average claim frequency and severities.

The QBCC enters into agreements for reinsurance with external reinsurance companies. The rate of reinsurance is stated in the agreements and the rates are listed in Note B2-3. The reinsurance receivable amount is calculated based on the future claim cost and the rate of reinsurance at the time the policy was issued.

The key assumptions which are used to determine the Scheme's performance and the outstanding claims provisions are:

- various claims frequencies and average sizes (by claim type)
- external claims management cost from outsourced service provider
- inflation of claim costs
- discounting of projected future cash flows to allow for the time value of money
- event claims for claims relating to a single large event, such as builder insolvency
- claims handling expense which are the QBCC costs of managing claims.

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C10. FUTURE CLAIMS AND ASSOCIATED COSTS (cont.)

Reinsurance receivables and future claims cost and associated cost (continued)

The following average inflation rates and discount rates were used in measurement of the outstanding claims:

	2025	2024
• Inflation rate	3.31%	3.25%
• Discount rate (first year)	3.30%	4.50%

The weighted average time until liabilities are expected to be approved is estimated to be 3.1 years.

*Sensitivity testing*

As part of the bi-annual reporting, the Scheme Actuary performs sensitivity analysis to measure the impact of changes and quantify the Scheme's exposure through application of the following variables:

- inflation rate
- discount rate
- risk margin
- gross defects claims costs
- claims handling expenses

Impact of changes in valuation on Gross and Net Outstanding Claims Provision:

June 2025	Gross Outstanding Claims Provision \$M		Net Outstanding Claims Provision \$M	
	454.286		336.493	
Change to Valuation	Change in Gross Provision \$M	Difference	Change in Net Provision \$M	Difference
4% p.a. long term inflation rate (the valuation assumes 3.3% p.a.)	9.288	2.0%	7.018	2.1%
2% p.a. long term inflation rate (the valuation assumes 3.3% p.a.)	(16.971)	(3.7%)	(12.814)	(3.8%)
1% p.a. increase to the discount rates	(12.293)	(2.7%)	(9.469)	(2.8%)
1% p.a. decrease to the discount rates	13.017	2.9%	10.041	3.0%
Risk margin increased from 20% to 22%	6.582	1.4%	4.383	1.3%
Risk margin decreased from 20% to 18%	(6.582)	(1.4%)	(4.383)	(1.3%)
Gross defects claims costs for the large builders increase by \$10M in aggregate	14.645	3.2%	8.221	2.4%
Non-reinsurance recovery costs assumption increases from 45% to 55%	3.774	0.8%	3.774	1.1%
Non-reinsurance recovery costs assumption decreases from 45% to 35%	(3.774)	(0.8%)	(3.774)	(1.1%)
Claims handling expenses assumption increases from 26.4% to 30.4%	12.088	2.7%	12.088	3.6%
Claims handling expenses assumption decreases from 26.4% to 22.4%	(12.088)	(2.7%)	(12.088)	(3.6%)
20% increase in the number of claims management consultant expenses claims handled	6.362	1.40%	5.717	1.70%
June 2024	Gross Outstanding Claims Provision \$M		Net Outstanding Claims Provision \$M	
	439.996		307.92	
Change to Valuation	Change in Gross Provision \$M	Difference	Change in Net Provision \$M	Difference
4% p.a. long term inflation rate (the valuation assumes 3.2% p.a.)	9.264	2.1%	6.629	2.2%
2% p.a. long term inflation rate (the valuation assumes 3.2% p.a.)	(14.786)	(3.4%)	(10.57)	(3.4%)
1% p.a. increase to the discount rates	(6.082)	(1.4%)	(4.429)	(1.4%)
1% p.a. decrease to the discount rates	6.258	1.4%	4.561	1.5%
Risk margin increased from 20% to 22%	6.263	1.4%	3.841	1.2%
Risk margin decreased from 20% to 18%	(6.263)	(1.4%)	(3.841)	(0.9%)
Gross defects claims costs for the large builders increase by \$10M in aggregate	14.514	3.3%	8.108	1.8%
Claims handling expenses per annum increases from \$14.7M to \$17.4M	10.278	2.3%	10.278	3.3%
Claims handling expense per annum decreases from \$14.7M to \$11.4M	(11.974)	(2.7%)	(11.974)	(3.9%)
50% scale-down factor applied to projected future units on contracts issued to 30 June 2024 is removed	5.707	1.3%	4.799	1.6%
20% increase in the number of claims management consultant expenses claims handled	7.775	0.018	6.829	0.022

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C11. NET CLAIMS INCURRED

Current period claims related to risks borne in the current reporting period. Prior period claims relate to a reassessment of the risks borne in the previous reporting period.

	Current Year \$'000	2024-25 Prior Years \$'000	Total \$'000	Current Year \$'000	2023-24 Prior Years \$'000	Total \$'000
Gross claims incurred and related expenses - undiscounted	130 872	(42 216)	88 656	116 376	(2 692)	113 684
Reinsurance and other recoveries - undiscounted	(24 455)	10 299	(14 156)	(28 012)	15 573	(12 439)
Net claims incurred - undiscounted	106 417	(31 917)	74 500	88 364	12 881	101 245
Discount and discount movement - gross claims incurred	(12 810)	21 696	8 886	(14 863)	16 825	1 962
Discount and discount movement - reinsurance and other recoveries	457	(5 144)	(4 687)	3 533	(8 088)	(4 556)
Net discount movement	(12 353)	16 552	4 199	(11 330)	8 737	(2 593)
<b>Total discounted net incurred claims</b>	<b>94 064</b>	<b>(15 365)</b>	<b>78 699</b>	<b>77 034</b>	<b>21 618</b>	<b>98 652</b>

	2025 \$'000	2024 \$'000
<b>Other recoveries undiscounted</b>		
Claims recoverable from licensees	62 434	88 769
Allowance for impaired receivables	(57 671)	(77 187)
	4 763	11 582
Reinsurers' portion	(1 913)	(6 063)
<b>Total undiscounted recoveries</b>	<b>2 850</b>	<b>5 519</b>
Total discounted net incurred claims	59 085	67 835
Add: other recoveries undiscounted	(3 094)	(5 629)
<b>Underwriting claims</b>	<b>55 990</b>	<b>62 206</b>

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**SECTION 4**  
**NOTES ABOUT RISKS AND OTHER ACCOUNTING UNCERTAINTIES**

**D1. FAIR VALUE MEASUREMENT**

**D1-1. Accounting Policies and Basis for Fair Value Measurement**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date under current market conditions (i.e. an exit price) regardless of whether that price is derived from observable inputs or estimated using another valuation technique.

Observable inputs are publicly available data relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the QBCC include, but are not limited to, share prices, inflation rate, interest rate, and government bond rates.

Unobservable inputs are data, assumptions and judgments that are not available publicly, but are relevant to the characteristics of the assets/liability being valued. Significant unobservable inputs used by the QBCC include, but are not limited to, average claim size, ultimate claims rate, large claims loading, and claims handling expense ratio. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets/liabilities.

All assets and liabilities of the QBCC for which fair value is measured or disclosed in the financial statements are categorised by the rankings below, based on the data and assumptions used in the most recent specific appraisals:

- Level 1 – represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities
- Level 2 – represents fair value measurements that are substantially derived from inputs (other than quoted prices included within Level 1) that are observable, either directly or indirectly
- Level 3 – represents fair value measurements that are substantially derived from unobservable inputs.

There were no transfers of assets between fair value hierarchy levels during the period.

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D1. FAIR VALUE MEASUREMENT (continued)

D1-2. Hierarchy of Assets and Liabilities Measured at Fair Value

The following table presents the QBCC's assets and liabilities measured and recognised at fair value at 30 June 2025. There have been no transfers between Level 1 and Level 2 during the current financial period.

As at 30 June 2025

	Classification according to fair value hierarchy			Total Carrying Amount 2025
	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	\$'000
<b>Financial Assets</b>				
Investments with QTC	-	27 479	-	27 479
Investments with QIC	-	711 517	-	711 517
<b>Total</b>	-	<b>738 996</b>	-	<b>738 996</b>

As at 30 June 2024

	Classification according to fair value hierarchy			Total Carrying Amount 2024
	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	\$'000
<b>Financial Assets</b>				
Investments with QTC	-	36 316	-	36 316
Investments with QIC	-	565 753	-	565 753
<b>Total</b>	-	<b>602 069</b>	-	<b>602 069</b>

*Valuation Techniques*

**Investments**

Investments are with Queensland Treasury Corporation (QTC) and Queensland Investment Corporation Limited (QIC) and measured at fair value based on the current redemption value of the funds as advised by the respective organisation. The QBCC invests in the following funds:

- QTC capital guaranteed cash fund
- QIC cash enhanced fund
- QIC long term diversified fund

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**D2. FINANCIAL RISK DISCLOSURES**

**D2-1. Financial Instrument Categories**

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the QBCC becomes party to the contractual provisions of the financial instrument. The QBCC has the following categories of financial assets and financial liabilities:

Category	Notes	2025 \$'000	2024 \$'000
<b>Financial assets</b>			
Cash and cash equivalents	C1	29 980	38 466
Receivables	C2	28 952	30 783
Investments	D1-2	711 517	565 753
<b>Total</b>		<b>770 449</b>	<b>635 002</b>
<b>Financial liabilities</b>			
Payables	C7	63 690	66 732
Lease Liabilities	C6	2 818	6 435
<b>Total</b>		<b>66 508</b>	<b>73 167</b>

No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position.

**D2-2. Financial Risk Management**

The QBCC's activities expose it to a variety of financial risks - credit risk, liquidity risk and market risk.

Financial risk management was implemented pursuant to Queensland Government requirements and policies approved by the Board. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the QBCC.

All financial risk is managed by the Financial Services Division under policies approved by the Board. The Board provided written principles for overall risk management, as well as policies covering specific areas.

The QBCC measures risk exposure using a variety of methods:

Risk Exposure	Measurement method
Credit risk	Ageing analysis, earnings at risk
Liquidity risk	Sensitivity analysis
Market risk	Interest rate risk and price risk

*Credit Risk Exposure*

Credit risk exposure refers to the situation where the QBCC may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial assets (disclosed in Note C2 and D1-2) was the gross carrying amount of those assets inclusive of any provision for impairment.

The QBCC manages credit risk through the use of a credit management strategy. This strategy aims to reduce exposure to credit default by ensuring that the QBCC invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on an ongoing basis.



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**D2. FINANCIAL RISK DISCLOSURES (continued)**

**D2-2. Financial Risk Management (continued)**

*Market Risk*

The QBCC does not trade in foreign currency and is not materially exposed to commodity price changes. The QBCC is exposed to interest rate risk and price risk through its leases, investments with QTC, QIC and cash deposited in interest bearing accounts.

*Interest Rate Sensitivity Analysis*

The QBCC has cash and cash equivalents, leases and investments that are impacted by interest rate risk. The impact of this is not material to disclose a sensitivity analysis.

*Price Risk*

Price risk relates to QBCC's investments in funds managed by QTC and QIC. The QBCC currently invests in the QTC capital guaranteed cash fund, QIC cash enhanced fund and QIC long term diversified fund in accordance with the QBCC investment powers under the *Statutory Bodies Financial Arrangements Act 1982*. The fund most impacted by price risk is the QIC long term diversified fund. The price risk is actively managed by QIC by diversifying the investment mix.

**D2-3. Liquidity Risk - Contractual Maturity of Financial Liabilities**

Liquidity risk refers to the situation where the QBCC may encounter difficulty in meeting obligations associated with financial liabilities that are settled by cash or another financial asset.

The QBCC is exposed to liquidity risk in respect of its payables.

The QBCC manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring the QBCC has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved through a daily examination of cash requirements to ensure various bank accounts hold the minimum cash requirements for immediate use and that medium-term requirements are held with QTC in order to maximise opportunity gains. Long-term requirements are invested in various QIC products.

	2025 Payable in		
	<1 year	>1 years	Total
	\$'000	\$'000	\$'000
<b>Financial liabilities</b>			
Payables	63 690	-	63 690
Lease Liabilities	2 311	507	2 818
<b>Total</b>	<b>66 001</b>	<b>507</b>	<b>66 508</b>

	2024 Payable in		
	<1 year	>1 years	Total
	\$'000	\$'000	\$'000
<b>Financial liabilities</b>			
Payables	66 732	-	66 732
Lease Liabilities	4 108	2 327	6 435
<b>Total</b>	<b>70 840</b>	<b>2 327</b>	<b>73 167</b>

**D3. CONTINGENT LIABILITIES**

*Building Disputes*

The QBCC currently manages building disputes which, once resolved, may result in litigation against the QBCC. At this stage it is not possible to determine the outcome to disputes or to quantify if any liability exists.

*Financial Guarantees and Associated Credit Risk*

The QBCC has one guarantee as security for lease of office premises, totalling \$932,843. The guarantee is not recognised in the Statement of Financial Position as it is not expected that the guarantee will be called upon.

**D4. EVENTS OCCURRING AFTER THE REPORTING DATE**

There have been no events that have arisen subsequent to the reporting date that may significantly affect the operation of the QBCC.

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**D5. FUTURE IMPACT OF ACCOUNTING STANDARDS NOT YET EFFECTIVE**

At the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standards issued but future effective dates are set out below:

**AASB 17 Insurance Contracts**

AASB 17 establishes principles for recognition, measurement, presentation and disclosure of insurance contracts including reinsurance contracts. It follows review of the general revenue standard and is directly linked to International Financial Reporting Standard 17.

AASB 2022-9 *Amendments to Australian Accounting Standards - Insurance Contracts in the Public Sector* makes amendments to AASB 17 *Insurance Contracts*. The amendment standards is effective on or after 1 July 2026. The main modifications to AASB 17 include providing public sector entities with:

- (a) pre-requisites, indicators and other considerations that need to be judged to identify arrangements that fall within the scope of AASB 17 in a public sector context;
- (b) an exemption from sub-grouping onerous versus non-onerous contracts at initial recognition;
- (c) an exemption from sub-grouping contracts issued no more than a year apart;
- (d) an amendment to the initial recognition requirements so that they do not depend on when contracts become onerous; and
- (e) an accounting policy choice to measure liabilities for remaining coverage applying the premium allocation approach.

The QBCC has commenced analysing the changes in recognition, measurement, presentation and disclosure of its insurance contracts against this new standard and is yet to form conclusions about significant impacts. QBCC will continue to monitor updates from Queensland Treasury and the Australian Accounting Standards Board in this regard.

**AASB 18 Presentation and Disclosure in Financial Statements**

AASB 18 applies to not-for-profit public sector entities for annual reporting periods beginning on or after 1 January 2028, which will be the 2028-29 financial year for the QBCC. This standard sets out new requirements for the presentation of the Statement of Comprehensive Income, requires new disclosures about management-defined performance measures and removes existing options in the classification of dividends and interest received and interest paid in the Statement of Cash Flows.

The AASB is aware that there are issues that need to be clarified in applying AASB 18's new requirements to not-for-profit entities. The AASB expects to conduct outreach with not-for-profit and public sector entities to address these issues, and expects that modifications to AASB 18 for application by these entities could take the form of guidance, exemptions and alternative requirements. The QBCC will make an assessment of the expected impacts of AASB 18 after the AASB has decided on the modifications applicable to not-for-profit public sector entities. AASB 18's changes will only affect presentation and disclosure, it will not affect the recognition or measurement of any reported amounts.

**D6. GOING CONCERN**

The consolidated financial statements have been prepared on the assumption that QBCC will continue as a going concern.

Management remains confident that QBCC will be able to continue as a going concern. This assumes QBCC will be able to continue trading and realise assets and discharge liabilities in the ordinary course of business for at least 12 months from the date of the consolidated financial statements. In determining this position, management have considered the following factors:

- Operating surplus from continuing operations of \$108,828,000 (2024: \$62,263,000 surplus)
- Net asset position of \$349,232,000 (2024: \$240,404,000)
- Net cash provided from operating activities of \$136,748,000 (2024: \$78,762,000)

Based on the above factors and the ongoing support of the QBCC from the Queensland Government including the provision of funding to support operational needs as required, management consider that the QBCC will be able to meet its debts as and when they fall due for at least a period of 12 months from the date of the consolidated financial statements.

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SECTION 5  
NOTES ON OUR PERFORMANCE COMPARED TO BUDGET

E1 BUDGETARY REPORTING DISCLOSURES

This section contains explanations of major variances between the QBCC’s actual 2024-25 financial results and the original budget presented to Parliament.

E1-1 EXPLANATIONS OF MAJOR VARIANCES - Statement of Comprehensive Income

<i>Premium revenue and Insurance administration fees revenue</i>	The increase in premium and insurance administration fees revenue is due to industry activity and increase in building costs which determines insurance premiums.
<i>Reinsurance and other recoveries revenue</i>	The decrease in reinsurance and other recoveries revenue is due to a decrease in the claims recovery debts and decrease in the reinsurers share of future claims approved.
<i>Investment revenue</i>	The increase in investment revenue is due to the investment performance of the QIC long term diversified fund and the cash and investments held were higher due to industry activity.
<i>Other revenue</i>	The increase in other revenue is due to release of funding centrally held for 2024-25.
<i>Outward reinsurance</i>	The increase in outward reinsurance is due to the higher number of policies issued resulting in an increased reinsurer share of premiums received.
<i>Employee expenses</i>	The decrease in employee expenses is due to vacant positions due to a difficult recruitment market.
<i>Claims approved and charged</i>	The decrease in claims approved and charged is mainly due to lower than budgeted claims for defects and subsidence during the financial year and actuarial assessment of future claims provision.
<i>Supplies and services</i>	The decrease in supplies and services is due to the timing of some budgeted initiatives being delayed into 2025-26.
<i>Impairment losses on financial assets</i>	The decrease in impairment losses on financial assets is due to lower claim recoveries income resulting in lower claim debts provisioned for write off.

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E1 BUDGETARY REPORTING DISCLOSURES (continued)

E1-2 EXPLANATIONS OF MAJOR VARIANCES - Statement of Financial Position

<i>Cash and cash equivalents</i>	The increase in cash and cash equivalents is due to the increased General Fund cash holding from the funding released in 2024-25.
<i>Receivables</i>	The decrease in receivables is due to a decrease in claims recoveries debts.
<i>Current reinsurance receivables</i>	The decrease in reinsurance receivables is due to a decrease in the provision for reinsurers' share of future claims provision as a result of the actuarial assessment for the change in reinsurance quota share for 2024-25 which was not forecast in the budget.
<i>Other financial assets</i>	The increase in other financial assets is due to increased cash flow from insurance premiums as a result of industry activity and higher unrealised gains in investments.
<i>Other current assets</i>	The increase in other current assets is due to a higher than budgeted reinsurers' share of unearned premium as a result of increased number of insurance policies issued in 2024-25 due to activity in the industry.
<i>Non-current reinsurance receivables</i>	The decrease in non-current reinsurance receivables is due to a decrease in the provision for reinsurers' share of future claims provision as a result of an actuarial assessment for the change in reinsurance quota share for 2024-25 which was not forecast in the budget.
<i>Accrued employee benefits</i>	The decrease in accrued employee benefits is due to the lower employee expenses resulting from high level of vacant positions throughout the year.
<i>Future claims and associated costs</i>	The decrease in future claims and associated costs is due to the actuarial assessment of the Scheme.

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E1 BUDGETARY REPORTING DISCLOSURES (continued)

E1-3 EXPLANATIONS OF MAJOR VARIANCES - Statement of Cash Flows

<i>Received from licence fees</i>	The increase in the cashflow from licence fees is due to higher income from licensing fees with the industry activity.
<i>Received from insurance administration fees</i>	The increase in cash received from insurance administration fees is due to industry activity and increase in building costs which determines insurance premiums and reinsurer insurance administration fee.
<i>Received from interest</i>	The increase in cash received from interest is due to the investment performance of the QIC long term diversified fund and increase in the cash rate.
<i>Received from other revenue</i>	The increase in received from other revenue is due to release of funding centrally held for 2024-25.
<i>Payments to employees</i>	The decrease in payments to employees is due to vacant positions during the financial year as a result of a challenging recruitment market.
<i>Received from premiums</i>	The increase in cash received from premiums is due to industry activity and increase in building costs which determines insurance premiums.
<i>Payments to reinsurers</i>	The increase in payments to reinsurers' is due to the increased reinsurer share of premiums received.
<i>Claims paid</i>	The decrease in claims paid is mainly due to lower than budgeted claims for defects and subsidence during the financial year.
<i>Received from reinsurers and other recoveries</i>	The decrease in cash received from reinsurers and other recoveries is due to a decrease in the reinsurers share of claims paid.
<i>Investment in other financial assets</i>	The increase in investment in other financial assets is due to the higher premium collected due to the activity in the industry and this cash being transferred to investments.
<i>Payments for investments</i>	The increase in investment in other financial assets is due to increased cash flow from insurance premiums as a result of industry activity.
<i>Investments redeemed</i>	The increase in investments redeemed is due to cash required for General Fund operational requirements.

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SECTION 6  
OTHER INFORMATION

F1. KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES

**Details of Key Management Personnel**

The QBCC's responsible Minister, the Minister for Housing and Public Works and Minister for Youth, is identified as part of the QBCC's KMP, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*.

The following details for non-Ministerial KMP reflect those positions that had authority and responsibility for planning, directing and controlling the activities of the QBCC during 2024-25 and 2023-24. Further information on these positions can be found in the body of the Annual Report under the section relating to Our Structure.

The appointment authority for QBCC's key management personnel is set by the *QBCC Act*.

Position	Position Responsibility
CEO & Commissioner	Strategically lead and manage the QBCC to deliver its services to the building and construction industry and its consumers. The position is also the Executive Officer of the Queensland Building and Construction Employing Office.
Assistant Commissioner Regulatory Operations*	Strategically lead and manage the regulatory and technical workforce and focus on the role of technical standards and building products in the regulation of the building and construction industry
Assistant Commissioner Regulatory Standards and Support*	Strategically lead and manage the regulatory standards, financial compliance and Contact Centre. This position assists the Service Trades Council (STC) which was established through the <i>Plumbing and Drainage Act 2018</i> .
Chief Building Regulator*	Strategically lead and manage the Commission's regulatory and technical services.
Chief Customer and Strategy Officer*	Strategically lead and manage the customer, communications and strategy divisions.
Chief Digital and Information Officer*	Strategically lead and manage the digital and information services functions of the QBCC.
Chief Financial Officer*	Strategically lead and manage the Commission's finance, insurance, facilities and procurement functions.
Chief Human Resources Officer*	Strategically lead and manage the human resources, payroll and employee relations functions of the QBCC.
Chief Integrity and Risk Officer*	Strategically lead and manage the ethics, assurance, governance and risk functions of the QBCC. Provides guidance and leadership of the Adjudication Registry and Conciliation and Mediation Pilot.
Chief Legal Officer*	Strategically lead and manage the legal and right to information and privacy functions of the QBCC. This role also provides legal support to the Board.
Company Secretary* <sup>1</sup>	Strategically lead and manage the secretariat functions for the QBC Board, Committees, Service Trades Council and its panels.
Executive Director Regulatory Practice and Engagement*	Strategically lead and manage the regulatory practice and engagement functions.

\* Indicates employees of the QBCEO

1. New position effective from 5 May 2025

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F1. KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES (continued)

KMP Remuneration Policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The QBCC does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements as from 2024-25, which are published as part of Queensland Treasury's Report on State Finances.

Remuneration policy for the QBCC's other KMP is set by the QBCC. The remuneration and other terms of employment for the KMP are specified in employment contracts. The contracts may provide for the provision of other non-monetary benefits.

Remuneration expenses for these KMP comprises the following

- Short-term employee expenses which include:
  - salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year during which the employee occupied the specified positions.
  - non-monetary benefits - consisting of provision of a motor vehicle together with fringe benefits tax applicable to the benefit.
  - performance bonuses are not in place under the current contracts.
- Long-term employee expenses include amounts expensed in respect of long service leave entitlements earned.
- Post-employment expenses include amounts expensed in respect of employer superannuation obligations.
- Termination benefits are not provided for within individual contracts of employment for disciplinary, incapacity or employee-initiated terminations. Contracts of employment provide for notice periods or payment in lieu of notice on termination regardless of reason for termination. Contracts can allow for separation payment for termination of contracts or for non-renewal of contracts.



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F1. KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES (continued)

Remuneration Expenses

The following disclosures focus on the expenses incurred by the QBCC attributable to non-Ministerial KMP during the respective reporting periods. The amounts disclosed are determined on the same basis as expenses recognised in the Statement of Comprehensive Income.

1 July 2024-30 June 2025	Short Term	Non-	Long Term	Post- Employment	Termination Benefits	Total Expenses
Position (date resigned if applicable)	Monetary \$'000	Monetary \$'000	\$'000	\$'000	\$'000	\$'000
CEO & Commissioner (from 12 May 2025)	78	-	2	9	-	89
Interim CEO & Commissioner (from 29 March 2025 till 11 May 2025)	50	-	-	6	-	56
CEO & Commissioner (till 28 March 2025)	444	-	13	23	-	480
Assistant Commissioner Regulatory Operations	263	-	9	32	-	304
Assistant Commissioner Regulatory Standards and Support	244	-	6	31	-	281
Chief Building Regulator	286	-	7	33	-	326
Chief Customer and Strategy Officer (leave from 18/09/2024 till 30/06/2025)	52	6	1	6	-	65
Chief Customer and Strategy Officer (acting from 18/09/2024 till 30/06/2025)	200	-	11	27	-	238
Chief Digital and Information Officer	241	-	6	29	-	276
Chief Financial Officer	255	-	6	31	-	292
Chief Human Resources Officer	234	-	5	29	-	268
Chief Integrity and Risk Officer	272	-	8	34	-	314
Chief Legal Officer	244	-	12	31	-	287
Company Secretary (from 05/05/2025)	33	-	-	4	-	37
Executive Director Regulatory Practice and Engagement	206	-	5	26	-	237
<b>Total Remuneration</b>	<b>3,102</b>	<b>6</b>	<b>91</b>	<b>351</b>	<b>-</b>	<b>3,550</b>

The remuneration expenses outlined above relate to the position. Where relevant, acting arrangements have been aggregated for multiple periods of acting and are included in the amounts reported.

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F1. KEY MANAGEMENT PERSONNEL (KMP) DISCLOSURES (continued)

Remuneration Expenses (continued)

1 July 2023 - 30 June 2024

Position (date resigned if applicable)	Short Term	Non-	Long Term	Post- Employment	Termination Benefits	Total Expenses
	Monetary \$'000	Monetary \$'000	\$'000	\$'000	\$'000	\$'000
CEO & Commissioner	584	-	12	32	-	628
Assistant Commissioner Regulatory Operations	243	-	5	31	-	279
Assistant Commissioner Regulatory Standards and Support	225	-	6	28	-	259
Chief Building Regulator	247	-	2	33	-	282
Chief Customer and Strategy Officer	234	7	12	27	-	280
Chief Digital and Information Officer	230	-	8	32	-	270
Chief Financial Officer	241	-	1	29	-	271
Chief Human Resources Officer	230	-	1	28	-	259
Chief Integrity and Risk Officer	265	-	2	33	-	300
Chief Legal Officer	229	-	7	26	-	262
Executive Director Regulatory Practice and Engagement	243	-	2	30	-	276
<b>Total Remuneration</b>	<b>2 972</b>	<b>7</b>	<b>58</b>	<b>329</b>	<b>-</b>	<b>3 366</b>

*The remuneration expenses outlined above relate to the position. Where relevant, acting arrangements have been aggregated for multiple periods of acting and are included in the amounts reported.*

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**F2. BOARD DISCLOSURES**

The Board decides the strategies and the administrative, operational and financial policies to be followed by the QBCC ensuring the QBCC performs its functions and exercises its powers in an efficient, effective and proper way.

The QBCC Board consists of seven members appointed by the Governor-in-Council. The members are employed under the *QBCC Act*.

**CURRENT BOARD**

Member	Date of original appointment	Date of re-appointment	Date ceased from position
Greg Chemello (Chair)	17/04/2025		
Michelle James (Chair)	1/12/2016	1/12/2022	26/02/2025
John Anderson (Deputy Chair) <sup>1</sup>	1/12/2022		
Meg Frisby	1/12/2019	1/12/2022	
Robyn Petrou	1/12/2022		
Christopher Edwards	1/12/2022		
Suzanne Baker	1/12/2022		15/12/2024
Colin Cassidy	1/12/2022		
Amelia Hodge	17/04/2025		

**BOARD MEMBER REMUNERATION**

	2025 \$'000	2024 \$'000
Greg Chemello (Chair)	11	-
Michelle James (Chair)	38	57
John Anderson (Deputy Chair)	28	28
Meg Frisby	28	29
Robyn Petrou	28	28
Christopher Edwards	28	28
Suzanne Baker	14	28
Colin Cassidy	28	28
Amelia Hodge	6	-
	<b>209</b>	<b>226</b>

1. Acting Chair from 27/02/2025 till 16/04/2025.

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**F3. RELATED PARTY TRANSACTIONS**

**Transactions with people/entities related to the QBCC**

No transactions with related parties of key management personnel occurred during the financial year.

**Transactions with other Queensland Government-controlled entities**

As outlined in Note D1-2, the QBCC has investments in QTC and QIC investment products.

The QBCC received funds from Queensland Treasury (through the Department of Housing and Public Works) to support business as usual operations \$45,000,000 and \$1,407,198 funding for impact of zero indexation of fees and charges. In 2023-24, the QBCC also received funding to support business as usual operations \$41,735,000. This is reflected in Note B1-6 and contributed equity in the Statement of Financial Position.

The QBCC had multiple contractual arrangements during the financial year with the QGAO for the supply and management of office accommodation. Payments for two arrangements to QGAO in this financial year are \$409,487 (2024: \$213,201).

There were no other material transactions with other Queensland Government-controlled entities during the financial year.

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F4. SEGMENT INFORMATION

The QBCC is comprised of a General Statutory Fund and an Insurance Fund. The General Statutory Fund derives the majority of its revenue from self-generated fees received for licensing building industry contractors under the QBCC Act and funding from Government. The Insurance Fund derives its revenue from underwriting premiums and administration fees from operating the insurance scheme.

	General Statutory Fund	Insurance Fund	Total
	\$'000	\$'000	\$'000
<b>2024-25</b>			
<b>Income</b>			
Licence revenue	55 187	-	55 187
Premium revenue	-	137 372	137 372
Insurance administration fees revenue	-	62 473	62 473
Reinsurance and other recoveries revenue	-	71 963	71 963
Investment revenue	2 470	58 723	61 193
Other revenue	56 369	86	56 455
Gains on disposals/ revaluation of assets	371	-	371
<b>Total Income</b>	<b>114 397</b>	<b>330 617</b>	<b>445 014</b>
<b>Expenses</b>			
Outward reinsurance	-	44 280	44 280
Claims approved and charged	-	67 834	67 834
Employee expenses	101 917	4 300	106 217
Supplies and services	42 654	10 462	53 116
Depreciation and amortisation	4 665	-	4 665
Impairment losses	868	57 772	58 640
Finance/borrowing costs	94	-	94
Other expenses	1 340	-	1 340
<b>Total Expenses</b>	<b>151 538</b>	<b>184 648</b>	<b>336 186</b>
<b>Interfund Transfer</b>	<b>44 976</b>	<b>(44 976)</b>	<b>-</b>
<b>Operating Result</b>	<b>7 835</b>	<b>100 993</b>	<b>108 828</b>
<b>2023-24</b>			
<b>Income</b>			
Licence revenue	50 337	-	50 337
Premium revenue	-	107 374	107 374
Reinsurance and other recoveries revenue	-	54 223	54 223
Insurance administration fees revenue	-	88 176	88 176
Investment revenue	1 849	48 908	50 757
Other revenue	51 773	89	51 862
Gains on disposals/ revaluation of assets	137	-	137
<b>Total Income</b>	<b>104 096</b>	<b>298 770</b>	<b>402 866</b>
<b>Expenses</b>			
Outward reinsurance	-	42 959	42 959
Claims approved and charged	-	66 121	66 121
Employee expenses	91 748	3 064	94 812
Supplies and services	39 976	11 476	51 452
Depreciation and amortisation	4 742	-	4 742
Impairment losses	1 235	77 632	78 867
Finance/borrowing costs	145	-	145
Other expenses	1 505	-	1 505
<b>Total Expenses</b>	<b>139 351</b>	<b>201 252</b>	<b>340 603</b>
<b>Interfund Transfer</b>	<b>38 441</b>	<b>(38 441)</b>	<b>-</b>
<b>Operating Result</b>	<b>3 186</b>	<b>59 077</b>	<b>62 263</b>

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F4. SEGMENT INFORMATION (continued)

	General Statutory Fund	Insurance Fund	Total
30 June 2025	\$'000	\$'000	\$'000
<b>Consolidated Entity</b>			
<b>Current Assets</b>			
Cash and cash equivalents	11 423	18 557	29 980
Receivables	4 150	24 802	28 952
Reinsurance receivables	-	33 232	33 232
Other financial assets	34 037	677 480	711 517
Other current assets	10 359	8 381	18 740
<b>Total Current Assets</b>	<b>59 969</b>	<b>762 452</b>	<b>822 421</b>
<b>Non-Current Assets</b>			
Reinsurance receivables	-	74 591	74 591
Intangible assets	10	-	10
Property, plant and equipment	4 844	-	4 844
Right-of-use assets	2 358	-	2 358
<b>Total Non-Current Assets</b>	<b>7 212</b>	<b>74 591</b>	<b>81 803</b>
<b>Total Assets</b>	<b>67 181</b>	<b>837 043</b>	<b>904 224</b>
<b>Current Liabilities</b>			
Payables	9 838	53 852	63 690
Lease liabilities	2 311	-	2 311
Accrued employee benefits	12 507	568	13 075
Provisions	418	-	418
Unearned income liability	-	66 850	66 850
Future claims and associated costs	-	111 447	111 447
<b>Total Current Liabilities</b>	<b>25 074</b>	<b>232 717</b>	<b>257 791</b>
<b>Non-Current Liabilities</b>			
Accrued employee benefits	13 585	765	14 350
Lease liabilities	507	-	507
Provisions	929	-	929
Future claims and associated costs	-	281 415	281 415
<b>Total Non-Current Liabilities</b>	<b>15 021</b>	<b>282 180</b>	<b>297 201</b>
<b>Total Liabilities</b>	<b>40 095</b>	<b>514 897</b>	<b>554 992</b>
<b>Net Assets</b>	<b>27 086</b>	<b>322 146</b>	<b>349 232</b>
<b>Equity</b>			
Contributed equity	1 169	-	1 169
Accumulated surplus	25 917	322 146	348 063
<b>Total Equity</b>	<b>27 086</b>	<b>322 146</b>	<b>349 232</b>

Queensland Building and Construction Commission  
Notes to the Financial Statements  
for the year ended 30 June 2025

F4. SEGMENT INFORMATION (continued)

	General Statutory Fund	Insurance Fund	Total
30 June 2024	\$'000	\$'000	\$'000
<b>Consolidated Entity</b>			
<b>Current Assets</b>			
Cash and cash equivalents	15 066	23 400	38 466
Receivables	4 057	26 726	30 783
Reinsurance receivables	-	35 732	35 732
Other financial assets	23 271	542 482	565 753
Other current assets	10 271	8 246	18 517
<b>Total Current Assets</b>	<b>52 665</b>	<b>636 586</b>	<b>689 251</b>
<b>Non-Current Assets</b>			
Reinsurance receivables	-	88 068	88 068
Intangible assets	129	-	129
Property, plant and equipment	3 034	-	3 034
Right-of-use assets	5 272	-	5 272
<b>Total Non-Current Assets</b>	<b>8 435</b>	<b>88 068</b>	<b>96 503</b>
<b>Total Assets</b>	<b>61 100</b>	<b>724 654</b>	<b>785 754</b>
<b>Current Liabilities</b>			
Payables	10 436	56 296	66 732
Lease liabilities	4 108	-	4 108
Accrued employee benefits	11 639	435	12 074
Provisions	222	-	222
Unearned income liability	-	60 269	60 269
Future claims and associated costs	-	107 643	107 643
<b>Total Current Liabilities</b>	<b>26 405</b>	<b>224 643</b>	<b>251 048</b>
<b>Non-Current Liabilities</b>			
Accrued employee benefits	11 991	554	12 545
Lease liabilities	2 327	-	2 327
Provisions	1 126	-	1 126
Future claims and associated costs	-	278 304	278 304
<b>Total Non-Current Liabilities</b>	<b>15 444</b>	<b>278 858</b>	<b>294 302</b>
<b>Total Liabilities</b>	<b>41 849</b>	<b>503 501</b>	<b>545 350</b>
<b>Net Assets</b>	<b>19 251</b>	<b>221 153</b>	<b>240 404</b>
<b>Equity</b>			
Contributed equity	1 169	-	1 169
Accumulated surplus	18 082	221 153	239 235
<b>Total Equity</b>	<b>19 251</b>	<b>221 153</b>	<b>240 404</b>

Queensland Building and Construction Commission  
Notes to the Financial Statements  
for the year ended 30 June 2025

F5. DIFFERENCES BETWEEN QUEENSLAND BUILDING AND CONSTRUCTION COMMISSION  
CONSOLIDATED FINANCIAL STATEMENTS AND QUEENSLAND BUILDING AND CONSTRUCTION  
COMMISSION FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE INCOME

	Consolidated QBCC	QBCC	QBCEO
	\$'000	\$'000	\$'000
<b>EXPENSES FROM CONTINUING OPERATIONS</b>			
Employee expenses	106 217	8 070	98 147
Other expenses	1 340	1 330	10
<b>TOTAL EXPENSES FROM CONTINUING OPERATIONS</b>	<b>107 557</b>	<b>9 400</b>	<b>98 157</b>

The difference of \$98.157 million between the consolidated financial statements and the QBCC represents the employee expenses of all employees of the QBCC except the CEO & Commissioner. The CEO & Commissioner is the only employee not employed by the QBCEO however agency contractors and employee related cost are charged to the QBCC directly.

The \$0.010 million difference on other expenses represents audit fees and special payments for the QBCEO Financial Statements.

STATEMENT OF FINANCIAL POSITION

	Consolidated QBCC	QBCC	QBCEO
	\$'000	\$'000	\$'000
<b>CURRENT ASSETS</b>			
Receivables - other	28 952	28 952	-
<b>TOTAL CURRENT ASSETS</b>	<b>28 952</b>	<b>28 952</b>	<b>-</b>
<b>CURRENT LIABILITIES</b>			
Payables	63 690	63 151	539
Employee benefits	13 075	26	13 049
<b>TOTAL CURRENT LIABILITIES</b>	<b>76 765</b>	<b>63 177</b>	<b>13 588</b>
<b>NON-CURRENT LIABILITIES</b>			
Employee benefits	14 350	1	14 349
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>14 350</b>	<b>1</b>	<b>14 349</b>

The difference of \$0.539 million between the payables on the consolidated financial statements and the QBCC represents;

- \$0.010 million accrued expenses for audit fees and other invoices due on the QBCEO Financial Statements
- \$0.112 million provision for Fringe Benefits Tax payable for employees of the QBCEO
- \$0.417 million provision for Payroll Tax payable for employees of the QBCEO.

The difference of \$13.049 million between the current accrued employee benefits on the consolidated financial statements and the QBCC represents:

- \$9.685 million annual leave provision for employees of the QBCEO
- \$1.235 million long service leave current provision for employees of the QBCEO
- \$2.010 million wages payable for employees of the QBCEO
- \$0.109 million time off in lieu provision for employees of the QBCEO
- \$0.010 million parental leave payable due but not yet paid for employees of the QBCEO

The difference of \$14.349 million between the non-current accrued employee benefits on the consolidated financial statements and the QBCC represents the long service leave provision for employees of the QBCEO.



Queensland Building and Construction Commission  
Notes to the Financial Statements  
for the year ended 30 June 2025

F5. DIFFERENCES BETWEEN QUEENSLAND BUILDING AND CONSTRUCTION COMMISSION  
CONSOLIDATED FINANCIAL STATEMENTS AND QUEENSLAND BUILDING AND CONSTRUCTION  
COMMISSION FINANCIAL STATEMENTS (continued)

STATEMENT OF CASH FLOWS

	Consolidated QBCC	QBCC	QBCEO
	\$'000	\$'000	\$'000
<b>OUTFLOWS</b>			
Payments to employees	(97 796)	(2 506)	(95 290)
Payments to suppliers	(60 704)	(60 696)	( 8)
	<b>(158 500)</b>	<b>(63 202)</b>	<b>(95 298)</b>

NOTES TO RECONCILIATIONS

The difference of \$95.290 million between payments to employees in the consolidated cash flow and the QBCC is the salaries and on-costs made to employees of the QBCEO during 2024-25. The \$0.008 million difference in payments to suppliers is made up of special payments to ex-employees and external audit fees.

F6. FIRST YEAR APPLICATION OF NEW ACCOUNTING STANDARDS OR CHANGE IN ACCOUNTING  
POLICY

Accounting standards applied for the first time

There are no accounting standards or interpretations that apply to the QBCC for the first time in 2024-25 that have any material impact on the financial statements.

Accounting standards early adopted

No Australian Accounting Standards have been early adopted for 2024-25.

F7. CLIMATE RISK DISCLOSURE

Whole-of-Government climate-related reporting

The State of Queensland, as the ultimate parent of the QBCC, provides information and resources on climate related strategies and actions accessible at <https://www.energyandclimate.qld.gov.au/climate> and <https://www.treasury.qld.gov.au/energy-and-climate/>

The Queensland Sustainability Report (QSR) outlines how the Queensland Government measures, monitors and manages sustainability risks and opportunities, including governance structures supporting policy oversight and implementation. To demonstrate progress, the QSR also provides time series data on key sustainability policy responses. The QSR is available via Queensland Treasury's website at <https://www.treasury.qld.gov.au/programs-and-policies/queensland-sustainability-report>.

The QBCC has not identified any material climate related risks relevant to the financial report at the reporting date, however constantly monitors the emergence of such risks that may impact the financials of the QBCC, including directives from Government or Queensland Treasury.

**Queensland Building and Construction Commission  
Management Certificate  
for the year ended 30 June 2025**

These general purpose financial statements have been prepared pursuant to s.62(1) of the *Financial Accountability Act 2009* (the Act), section 39 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with s.62(1)(b) of the Act we certify that in our opinion:


- a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects;
- b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Queensland Building and Construction Commission for the financial year ended 30 June 2025 and of the financial position of the Commission at the end of that year; and

We acknowledge responsibility under section 7 and section 11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.

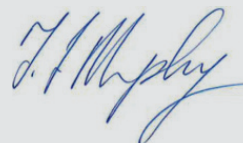
Signed in accordance with a resolution by the QBC Board.



Greg Chemello  
Chair of the Board



Angelo Lambrinos  
CEO & Commissioner



Tim Murphy  
Chief Financial Officer

28 August 2025  
Brisbane

28 August 2025  
Brisbane

28 August 2025  
Brisbane

## INDEPENDENT AUDITOR'S REPORT

To the Board of Queensland Building and Construction Commission and Controlled Entity

### Report on the audit of the financial report

#### Opinion

I have audited the accompanying financial report of Queensland Building and Construction Commission and controlled entity (the group).

The financial report comprises the consolidated statement of financial position as at 30 June 2025, the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information and the management certificate.

In my opinion, the financial report:

- a) gives a true and fair view of the group's financial position as at 30 June 2025, and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

#### Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the group in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Responsibilities of the entity for the financial report

The Board is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and for such internal control as the Board determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Board is also responsible for assessing the group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the group or to otherwise cease operations.



### **Auditor's responsibilities for the audit of the financial report**

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

[https://www.auasb.gov.au/auditors\\_responsibilities/ar3.pdf](https://www.auasb.gov.au/auditors_responsibilities/ar3.pdf)

This description forms part of my auditor's report.

### **Report on other legal and regulatory requirements**

#### **Statement**

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2025:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

#### **Prescribed requirements scope**

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the entity's transactions and account balances to enable the preparation of a true and fair financial report.

A handwritten signature in black ink, appearing to read 'Brydie Morris'.

Brydie Morris  
as delegate of the Auditor-General

29 August 2025

Queensland Audit Office  
Brisbane

## APPENDIX A: COMPLIANCE CHECKLIST

SUMMARY OF REQUIREMENT		BASIS FOR REQUIREMENT	ANNUAL REPORT REFERENCE
LETTER OF COMPLIANCE	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	4
ACCESSIBILITY	Table of contents Glossary	ARRs – section 9.1	3 114-115
	Public availability	ARRs – section 9.2	2
	Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	2
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	2
	Information Licensing	QGEA – Information Licensing ARRs – section 9.5	2
GENERAL INFORMATION	Introductory Information	ARRs – section 10	7-8
NON-FINANCIAL PERFORMANCE	Government's objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1	8
	Agency objectives and performance indicators	ARRs – section 11.2	53-55
	Agency service areas and service standards	ARRs – section 11.3	51-52
FINANCIAL PERFORMANCE	Summary of financial performance	ARRs – section 12.1	56
GOVERNANCE – MANAGEMENT AND STRUCTURE	Organisational structure	ARRs – section 13.1	31
	Executive management	ARRs – section 13.2	37-38
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	35-36, 40
	Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	47
	Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	47
	Queensland public service values	ARRs – section 13.6	8
GOVERNANCE – RISK MANAGEMENT AND ACCOUNTABILITY	Risk management	ARRs – section 14.1	46
	Audit committee	ARRs – section 14.2	33
	Internal audit	ARRs – section 14.3	46
	External scrutiny	ARRs – section 14.4	46-47
	Information systems and recordkeeping	ARRs – section 14.5	48
	Information Security attestation	ARRs – section 14.6	Not applicable
GOVERNANCE – HUMAN RESOURCES	Strategic workforce planning and performance	ARRs – section 15.1	42-45
	Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	45

SUMMARY OF REQUIREMENT (CONTINUED)		BASIS FOR REQUIREMENT	ANNUAL REPORT REFERENCE
OPEN DATA	Statement advising publication of information	ARRs – section 16	2
	Consultancies	ARRs – section 31.1	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	Overseas travel	ARRs – section 31.2	47
	Queensland Language Services Policy	ARRs – section 31.3	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	Charter of Victims' Rights	<i>VCSVRB Act 2024</i> ARRs – section 31.4	47
FINANCIAL STATEMENTS	Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	106
	Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	107

FAA *Financial Accountability Act 2009*

FPMS Financial and Performance Management Standard 2019

ARRs Annual report requirements for Queensland Government agencies

## APPENDIX B: GLOSSARY

TERM	DEFINITION
ADJUDICATION	A process where an independent expert reviews a payment dispute and makes a decision to resolve it without going to court
APPLICATION	A formal request submitted for approval, a licence or another service
AUDIT	A check or review of documents or activities to ensure they meet the required industry standards and rules
BUILDING	A physical structure, such as a house or an apartment, and can also describe the process of creating or assembling components to form a complete product or system
CERTIFIER	A qualified professional who is appointed to assess if a building, amenity or a product complies with the industry standard for approval
COMPLAINTS	Expression or allegations of building work or service dissatisfaction made by an individual or group, often seeking investigation or remedy
COMPLIANCE	Following the laws, rules and standards set for building work, licences and industry conduct
CONCILIATION	An informal dispute process where a neutral individual assists parties in discussing their issues and explores options for resolving building or contractual disputes
CONSTRUCTION	The process of assembling, modifying, repairing or demolishing structures, encompassing all stages from site preparation through to project completion
CONTRACTOR	An individual or company engaged under a contract to carry out building work or provide industry-related services
CULTURE	The shared values, behaviours, attitudes and practices in an industry or organisation that shape how people work, interact and deliver services
CUSTOMER	Individuals or entities engaged in the building industry, including building contractors and consumers
DECISION	An official ruling or outcome by an appointed authority about a complaint, dispute or application
DEMERITS	Penalty points assigned to a licensee for breaches of building legislation, licence conditions or regulatory requirements
DIGITAL SYSTEMS	Electronic tools, platforms or software used to manage information, deliver services and/or improve processes
DISPUTE RESOLUTION	The process of helping individuals or organisations in the building industry settle disagreements or conflicts, without needing to go to court
DIVERSITY AND INCLUSION	A commitment to value and support individuals from different cultural backgrounds, creating a welcoming environment where everyone has equal opportunities
EDUCATION	Programs, resources or activities provided to help individuals in the building and construction industry understand their rights, responsibilities and best practices
EMPLOYEE	An individual employed by the QBCC to perform work or duties under a contract of employment
ENGAGEMENT	The process of actively involving and communicating with individuals to share information, gather feedback and build positive relationships
FLEXIBLE WORK ARRANGEMENT	Work arrangements that allow employees to adjust their work hours, location and patterns to better balance work and personal commitments
FRONTLINE SERVICES	The first point of contact that delivers building and construction industry services to customers and the community
GOVERNANCE	The system of rules, policies and procedures that directs how decisions are made and put into practice to ensure effective, ethical and transparent operations

TERM (CONTINUED)	DEFINITION
GOVERNMENT OBJECTIVES	The Queensland Government objectives for the community focusing on creating a safer, more liveable and future-ready state by strengthening the economy, improving access to health services and enhancing overall quality of life
GUIDELINE	General rules, principles or recommendations offering guidance on how something should be done or the standards that should be followed
HEALTH, SAFETY AND WELLBEING	A commitment to protect and promote the overall wellbeing of workers, customers and the community through safe work practices, support services and work environment
HOME OWNER	An individual who owns the house or residential property in which they reside
INDUSTRY	The collective group of businesses, workers and organisations involved in the building and construction sector
INDUSTRY BODY	An organisation that represents businesses within the building and construction industry by advocating for their interests, supporting best practices and contributing to policy development
INDUSTRY PROFESSIONALS	Individuals who hold relevant qualifications or licenses and are actively engaged within the Queensland's building and construction industry
INDUSTRY STAKEHOLDERS	Individuals, groups or organisations that have an interest in, are involved in or are impacted by the building and construction industry in Queensland
INFRINGEMENT NOTICE	A formal notice issued to an individual or company for breaking a law, rule or regulation in the building and construction industry
INITIATIVES	New projects, programs or actions implemented to improve the building and construction industry, address issues and/or achieve specific goals
INTERNAL REVIEW	A process where the QBCC re-examines a decision that has been made
INVESTIGATION	Examining complaints, alleged breaches or issues in the building industry, with the aim of finding facts and deciding if any industry rules or laws have been breached
LEARNING AND DEVELOPMENT	Programs, training and opportunities to help employees build skills, gain knowledge and improve their performance and career growth
LICENSEE	An individual or company that holds a valid licence to carry out building work or provide related services in Queensland
LICENSING	The process of granting, renewing or managing licences that allows individuals or companies to legally carry out building work or related services in Queensland
MACHINERY OF GOVERNMENT CHANGES	Changes made by the Queensland Government to the structure, functions or responsibilities of government departments and agencies
MEDIATION	A confidential process in which an independent and impartial facilitator helps parties communicate and negotiate to resolve disputes related to building work
OBLIGATIONS	Duties or responsibilities that an individual, organisation or contractor must follow under the laws, rules or conditions
ONBOARDING AND INDUCTION	Welcoming new employees and providing essential information, training and support to assist them in understanding the organisations values, policies and procedures
OFFENCE	A breach or violation of building laws, regulations or licence conditions resulting in penalties, such as fines, demerit points or disciplinary action against the individual involved
PERFORMANCE	An individual, business or building project meeting the standards, requirements and expectations
PERFORMANCE DEVELOPMENT PLAN	A structured plans to help employees set work goals, track progress and identify training and support needed to improve their skills and job performance

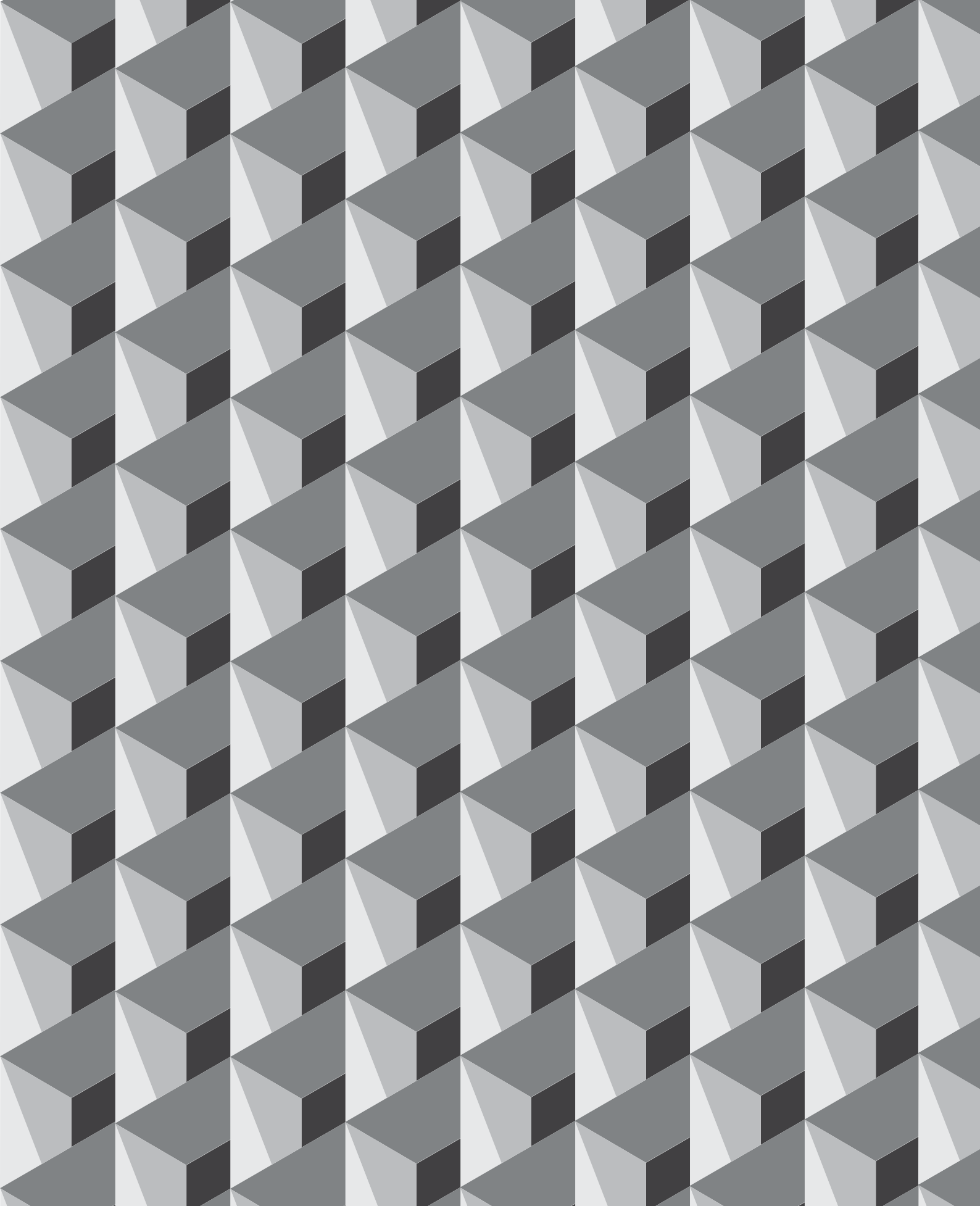


TERM (CONTINUED)	DEFINITION
PERFORMANCE MEASURES	Standards or benchmarks used to evaluate the performance of individuals, teams or the organisation in achieving objectives, meeting expectations or delivering services effectively
PROCUREMENT	The process of obtaining goods, services or building work through contracts or tenders
REGULATION	A set of rules created and enforced to control, guide or set standards for behaviour and practices in the building and construction industry
REGULATOR	An authority responsible for creating, enforcing and overseeing rules and standards in the industry to ensure safety, quality and compliance
REGULATORY ACADEMY	An initiative to educate and train employees about regulatory requirements, compliance and best practices
REGULATORY STANDARDS	Relating to the rules, standards and laws that oversee the building and construction industry
RISK	The possibility that an event or action could negatively impact the achievement of the organisation's objectives, operation outcome or regulatory responsibilities
RISK MANAGEMENT	A process to take steps to minimise or control potential risks that could affect people, projects or an organisations operation
SECTOR	A division of the building and construction industry categorised as residential, commercial or civil construction
SERVICE	Assistance, support or work to help people and businesses in the building and construction industry
STAFF	A group of employed individuals working at the QBCC to perform a range of functions, contributing to the strategic and operational objectives
STAKEHOLDER	Any individual, group or organisation with an interest or involvement in the building and construction industry
STRATEGIC PLAN	A document that sets out the objectives of an organisation
SUBCONTRACTOR	An individual or company engaged by a main contractor to perform part of the building work or provide specialised services on a project
SUSTAINABILITY	Building and construction activities that are environmentally responsible, resource-efficient and support long-term social and economic wellbeing
TRUST ACCOUNT	A special bank account that licensed contractors must use to hold money on behalf of clients, subcontractors or other parties for building projects

## APPENDIX C: ACRONYMS

ACRONYM	FULL TITLE
AICD	Australian Institute of Company Directors
BIF Act	<i>Building Industry Fairness (Security of Payment) Act 2017</i>
Building Act	<i>Building Act 1975</i>
Building Reg Reno	Building Regulation Renovation
CEO	Chief Executive Officer
Code of Conduct	Code of Conduct for the Queensland Public Service
CPD	Continuing Professional Development
CX Strategy	Customer Experience Strategy 2024-2027
DAC	Digital Advisory Committee
DEIB	Diversity, equity, inclusion and belonging
DHPW	Department of Housing and Public Works
DTR	Directions to rectify
EDW	Enterprise data warehouse
EGP	Ex Gratia Payment Decisions Committee
FAR	Finance, Audit and Risk Committee
Form 4/4A	Notifiable Work Notification
FWA	Flexible work arrangements
IAC	Industry Advisory Committee
INSC	Insurance Committee
IP Act	<i>Information Privacy Act 2009</i>
ISC	Implementation Steering Committee
LMS	Learning management system
MCPS	Mediation and Conciliation Pilot Service
MFR	Minimum financial requirements
NAWIC	National Association of Women in Construction
NCBP	Non-conforming building product
NWP	Notifiable Work Panel
OCM	O'Connor Marsden and Associates
PCP	People, Culture and Performance Committee
PD Act	<i>Plumbing and Drainage Act 2018</i>
PDP	Performance Development Plan
PSI	Pool safety inspector
QAO	Queensland Audit Office
QBC	Queensland Building and Construction

ACRONYM (CONTINUED)	FULL TITLE
QBCC	Queensland Building and Construction Commission
QBCC Act	<i>Queensland Building and Construction Commission Act 1991</i>
QBCC Annual Report	Queensland Building and Construction Commission Annual Report 2024–25
QCAT	Queensland Civil and Administrative Tribunal
QGEA	Queensland Government Enterprise Architecture
QHWS	Queensland Home Warranty Scheme
RAF	Regulatory Assurance Framework
Registry	Adjudication Registry
RTI Act	<i>Right to Information Act 2009</i>
RTO	Registered training organisation
SARAS	Study and Research Assistance Scheme
SC	Self-Certifying Category
SDS	Service Delivery Statements
SLT	Senior Leadership Team
SME	Subject matter expert
STC	Service Trades Council
STLAP	Service Trades Licensing Advisory Panel
Strategic Plan	Strategic Plan 2023–2027, revised for 2024–25
WfQ	Working for Queensland
WHS	Work Health and Safety



**Need more information?**

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

