



Commissioner for
**Resources Safety
& Health**

Annual report

2020–21

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Have your say

The Commissioner for Resources Safety and Health hopes you find the this annual report informative. This report is part of the Commissioner's commitment to engage with all sectors of the resource industry to promote and protect the safety and health of people who may be affected by the operation of the industry.

The Commissioner welcomes any comments and feedback about the report. Please send your feedback to commissioner@rshq.qld.gov.au.

28 October 2021

The Honourable Scott Stewart MP
Minister for Resources
1 William Street
Brisbane Qld 4000

Dear Minister

In accordance with section 64 of the *Resources Safety and Health Queensland Act 2020*, I am pleased to submit to you the Commissioner for Resources Safety and Health annual report for the year ending 30 June 2021.

Yours sincerely



Kate du Preez
Commissioner for Resources Safety and Health

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From the Commissioner

In early 2020, the Queensland Government implemented one of the most significant safety and health reforms in the Queensland resources industry for more than 20 years when it passed the *Resources Safety and Health Queensland Act 2020*. The new Act established an independent statutory authority to regulate safety and health in the coal mining, explosives, mineral mining and quarrying, and petroleum and gas industries. As part of that Act, the role of Commissioner for Resources Safety and Health was established. The Commissioner's role is to provide advice to the Minister on safety and health in the resources industry and oversight of regulatory performance and is an important part of the accountability framework of the Act. This has been a successful year with a significant volume of work completed to implement the administrative undertakings associated with the establishment of an independent, impartial and accountable office to fulfil the functions of the new Commissioner role. This ensured that I was able to provide timely high-level advice to the Minister on a range of topics related to safety and health in the resources industry.

In line with my function to advise the Minister on the performance of Resources Safety and Health Queensland, I reviewed and identified the characteristics that define effective regulators in high hazard industries to develop a *Monitor and review framework*. This framework will assist me to focus on particular aspects of the characteristics depending on the current industry and regulatory conditions.

During 2020–21, I committed to a new strategic direction and strategic plan and renewed my focus on stakeholder engagement and leadership. Key projects in this area included exploring the adoption and implementation in the resources industry of the principles of high reliability organisations and facilitating discussions with key stakeholders to address the recommendations of the Queensland Coal Mining Board of Inquiry.

I successfully chaired and supported the safety and health advisory committees to fulfil their advisory functions to the Minister. This included understanding the changes to the advisory committees' functions brought about by the *Resource Safety and Health Queensland Act 2020*, and in particular in relation to the enhanced responsibilities of the advisory committees and the task of setting their five-year strategic plans for improving the safety and health of persons at coal mines and mineral mines and quarries, which included developing action plans to achieve measurable targets.

In achieving the functions of the role, it was fundamental to engage with all sectors of the resources industry to improve collaboration and consultation and to ensure that stakeholders from the wide diversity in operations and locations have an equitable voice in the regulation of the industry. One of my priorities was to continue to increase engagement and communication platforms with existing stakeholders, including peak bodies, government departments, unions, resources companies, workers, and to form new relationships with the petroleum and gas sector. I experienced challenges in engaging with the explosives industry due to that industry's diverse operational composition and I recognise there is still significant work to be done in this area.

To complement the engagement strategy, I launched a distinct visual identity for the Commissioner role, a dedicated website and educational tools, including hosting a forum in partnership with the Queensland Resources Council to discuss the practical application of the implementation of the principles of high reliability organisations, sponsoring academic research, and developing a series of videos to be released in

the first quarter of 2021–22 which will explore the linkages between leadership and high reliability organisations.

Overall, 2020–21 has been a successful year and progress has been achieved in meeting the new strategic direction. However, the ongoing COVID–19 pandemic has impacted some of the planned activities. Although these disruptions have occurred, activities have been adapted to the environment and an appropriate level of engagement has been maintained by increasing engagement with stakeholders through other channels.

It gives me great pleasure to present the first Commissioner for Resources Safety and Health annual report. I would also like to take the opportunity to acknowledge the unseen work undertaken by my team that assists me in carrying out my functions.

Year at a glance

Table 1: Commissioner for Resources Safety and Health key achievements for 2020–21

Objective	Key achievements
Advise the Minister on matters related to safety and health in the resources sector	<ul style="list-style-type: none"> • Provided impartial, independent and evidence-based advice to the Minister on safety and health performance. • Responded to requests from the Minister to: <ul style="list-style-type: none"> – assist the coal mining industry by facilitating discussions to develop its plan to action recommendations 1, 2, 7–11, 18, 23 and 24 of the Queensland Coal Mining Board of Inquiry Part 1 report – as chair of the Coal Mining Safety and Health Advisory Committee, consider recommendations 16 and 22 of the Queensland Coal Mining Board of Inquiry Part 1 report – develop a program of engagement with workers and relevant industry personnel to promote safety reporting and confidential complaints and to understand the barriers and opportunities of reporting culture, including education across the range of industry stakeholders. • Supported Queensland Resources Council to implement a project in the mining industry to benchmark the adoption of the principles of high reliability organisations. • Implemented a project in the quarrying industry to benchmark the adoption of the principles of high reliability organisations.
Promote and protect safety and health in the resources sector	<ul style="list-style-type: none"> • Chaired and provided the necessary resources to assist the advisory committees in fulfilling their advisory functions to the Minister and achieving their five-year strategic plans. • Continued to improve on engagement and communication platforms with existing stakeholders, including peak bodies, government departments, unions, workers, and mining and quarrying companies, as well as forming new relationships with petroleum and gas and explosives industry stakeholders. • Participated in the Mount Isa Lead Health Management Committee and supported its continued action to achieve sustainable improvement in the health of the Mount Isa community. • Implemented a communication and stakeholder engagement strategy including developing a website and social media communication channels, and attending industry conferences and events as a delegate and presenter.
Monitor and review the performance of Resources Safety and Health Queensland	<ul style="list-style-type: none"> • Established a <i>Monitor and review framework</i> for oversight of Resources Safety and Health Queensland. • Established a project to review Resources Safety and Health Queensland's implementation progress of the recommendations directed at the regulator from Dr Sean Brady's <i>Review of all fatal accidents in Queensland mines and quarries from 2000 to 2019</i>.
Establish and operate an independent, impartial and accountable organisation	<ul style="list-style-type: none"> • Developed a strategic plan for the fulfilment of the functions of the Commissioner. • Prepared, in consultation with Chief Executive Officer of Resources Safety and Health Queensland, a budget of estimated costs of the Commissioner for the next financial year. • Arranged for the services of four employees from Resources Safety and Health Queensland to be made available to the Commissioner. • Created professional development programs for staff. • Reviewed and developed internal systems, policies, and practices and procedures to ensure they are fit for purpose. • Established a distinct visual identity for the Commissioner for Resources Safety and Health.

Industry outlook

While there were no fatalities in the Queensland resources industry in 2020–21, more than 110 workers sustained injuries that required hospital admission.¹ I am also saddened to report that, on 14 September 2021 at Crinum underground coal mine, there was a significant fall of ground from the roof area of the drift which resulted in one worker being fatally injured and one worker being seriously injured.² I would like to extend my condolences to the family and friends of the mine worker who lost his life.

These incidents show that resources workers continue to be involved in serious accidents and high potential incidents continue to occur which have the potential to cause serious adverse outcomes for workers. We cannot lose sight of our goal to have all resources workers go home safe and healthy at the end of every shift.

In recent years there have been a number of reviews and inquiries looking into the safety and health practices and the regulation of the Queensland mining industry. One was the re-identification of coal workers' pneumoconiosis (black lung disease) and the subsequent establishment of the Coal Workers' Pneumoconiosis Select Committee in 2016. The findings and recommendations stemming from this revealed a complex failure at many levels including across the industry, the regulator and the health system—many of these failures were related to a lack of effective controls being in place to minimise risk and to protect workers from harm. However, it was also apparent that there was a lack of appropriate data to measure performance and risk. Put simply, the industry was not accurately measuring exposure and was unable to identify the precursors and early warnings that would have allowed corrective action to take place.

Since then, we have had Dr Sean Brady's *Review of all fatal accidents in Queensland mines and quarries from 2000 to 2019*—which was prompted by the occurrence of five fatalities in 2018–19 and another fatality in July 2019—and the recently completed Queensland Coal Mining Board of Inquiry which was established to look into the serious accident that occurred at Grosvenor coal mine and various other high potential incidents involving longwall-related methane exceedances.

One of the significant findings of the Brady review was that the industry had a lack of effective controls in place to minimise risk and protect workers from harm. Dr Brady observed that this was borne out of a lack of appropriate data and identification of the hazards, and an inadequate reporting culture. Like the Coal Workers' Pneumoconiosis Select Committee findings, these fatalities were also the result of systemic and organisational failures.

The findings of the Queensland Coal Mining Board of Inquiry were consistent with those of the Coal Workers' Pneumoconiosis Select Committee inquiry and the Brady review—complex failures relating to the measuring and monitoring of hazards resulting in ineffective controls ultimately leading to catastrophic outcomes. The Board of Inquiry also highlighted the importance of ensuring workers have the confidence to raise safety concerns and report incidents as soon as possible without fear of reprisal or adverse consequences.

¹ <https://www.rshq.qld.gov.au/about-us/resources/publications/annual-report>

² The incident is currently under investigation by the Queensland Mines Inspectorate.

What is important to note is that even though the Board of Inquiry, Coal Workers' Pneumoconiosis Select Committee and the Brady review were all looking at very different incidents, there were consistencies in the findings of their investigations:

- The failures were complex but the explanations were often simplified—blaming human error.
- A failure to learn from past incidents—there are always precursors or early warnings that should have been noticed and acted upon.
- A failure to identify hazards correctly.
- Ineffective or non-existent controls.
- A preference for administrative controls over engineering controls.
- An inadequate reporting culture—resulting in the normalisation of hazards.

These common findings are equally applicable to coal mining, mineral mining and quarrying, explosives, and petroleum and gas operations of all sizes and levels of sophistication.

While these reviews have pointed out the failures that have occurred, they have served as a catalyst for change and are driving the conversations happening from the shop floor to the boardroom to improve safety and health for all resources industry workers.



Kate du Preez

Commissioner for Resources Safety and Health

About the Commissioner

Kate du Preez is Queensland's Commissioner for Resources Safety and Health. Mrs du Preez has more than 20 years of experience in the resources industry across Africa and Australia, including working in underground coal mines and in management positions. She holds a Bachelor of Science in Mining Engineering and was the first woman in South Africa to hold a mine manager's certificate of competency in coal mining. As a miner herself, Mrs du Preez is passionate about the resources industry and is a strong advocate for resources safety and health issues.



The Commissioner for Resources Safety and Health

The Commissioner for Resources Safety and Health is appointed by the Governor in Council under the *Resources Safety and Health Queensland Act 2020*. The position commenced on 1 July 2020.

Commissioner's functions

The *Resources Safety and Health Queensland Act 2020* prescribes the following functions for the Commissioner:

- advise the Minister on matters relating to safety and health in the resources sector
- respond to requests by the Minister for advice on particular matters, including, for example, the strategic direction of Resources Safety and Health Queensland
- fulfil the following roles
 - chair of the Coal Mining Safety and Health Advisory Committee
 - chair of the Mining Safety and Health Advisory Committee
- engage with representatives of the explosives sector, and petroleum and gas sector, about promoting and protecting the safety and health of persons who may be affected by the operation of those sectors
- monitor, review, and report to the Minister on the performance of Resources Safety and Health Queensland's functions.

The Commissioner has the power to do anything necessary or convenient to be done to perform the role of the Commissioner, and in doing so must act independently, impartially and in the public interest.

The Commissioner is required under section 64 of the *Resources Safety and Health Queensland Act 2020* to provide a written report to the Minister for Resources about the operations of the Commissioner during each financial year.

The activities undertaken by the Commissioner for Resources Safety and Health in 2020–21 are summarised in the body of this report. In addition, information on the operations of the advisory committees can be obtained in the following reports:

- Coal Mining Safety and Health Advisory Committee annual report
- Mining Safety and Health Advisory Committee annual report.

These reports can be downloaded from the Commissioner for Resources Safety and Health website at www.commissioner.rshq.qld.gov.au.

Vision and purpose

The 2020–21 financial year was the first full year of operation for the Commissioner. During this time, the Commissioner established a strategic plan to deliver on the vision:

Queensland's resources industries are the safest and healthiest in the world.

To achieve this vision, the Commissioner is guided by the purpose:

To be an impartial, independent and expert advisor to the Minister on matters relating to protecting the safety and health of workers in Queensland's resources industries.

Values

The Commissioner has four core values. These values underpin the work of the Commissioner and are supportive of the Queensland public service values.



Figure 1: Values of the Commissioner for Resources Safety and Health

Queensland Government's objectives for the community

The Queensland Government's objectives for the community are the government's long-term objectives and are built around *Unite and Recover—Queensland's Economic Recovery Plan*.³

The Commissioner has contributed to the wider government objectives of:

- safeguarding our health
- investing in skills.

³ https://budget.qld.gov.au/files/Budget_2021-22_Covid_Economic_Recovery_Plan.pdf

Commissioner's strategic objectives

The Commissioner has four strategic objectives:

- advising the Minister on matters related to safety and health in the resources sector
- promoting and protecting safety and health in the resources sector
- monitoring and reviewing the performance of Resources Safety and Health Queensland
- establishing an independent, impartial and accountable organisation.

The Commissioner achieves these objectives by:

- providing the Minister with timely, evidence-based, and independent advice on matters relating to safety and health in the resources sector
- bringing resources operators, workers and government together to work collectively to reduce risk
- engaging with representatives of the explosives and petroleum and gas sectors
- monitoring and reviewing the performance of Resources Safety and Health Queensland
- ensuring efficient and effective performance of the Commissioner's legislated functions
- ensuring a professional, skilled, diverse and engaged office based on shared values
- chairing and supporting the statutory tripartite safety and health advisory committees.

The elements of the Commissioner's role and the strategies used to fulfil them are illustrated in Figure 2.

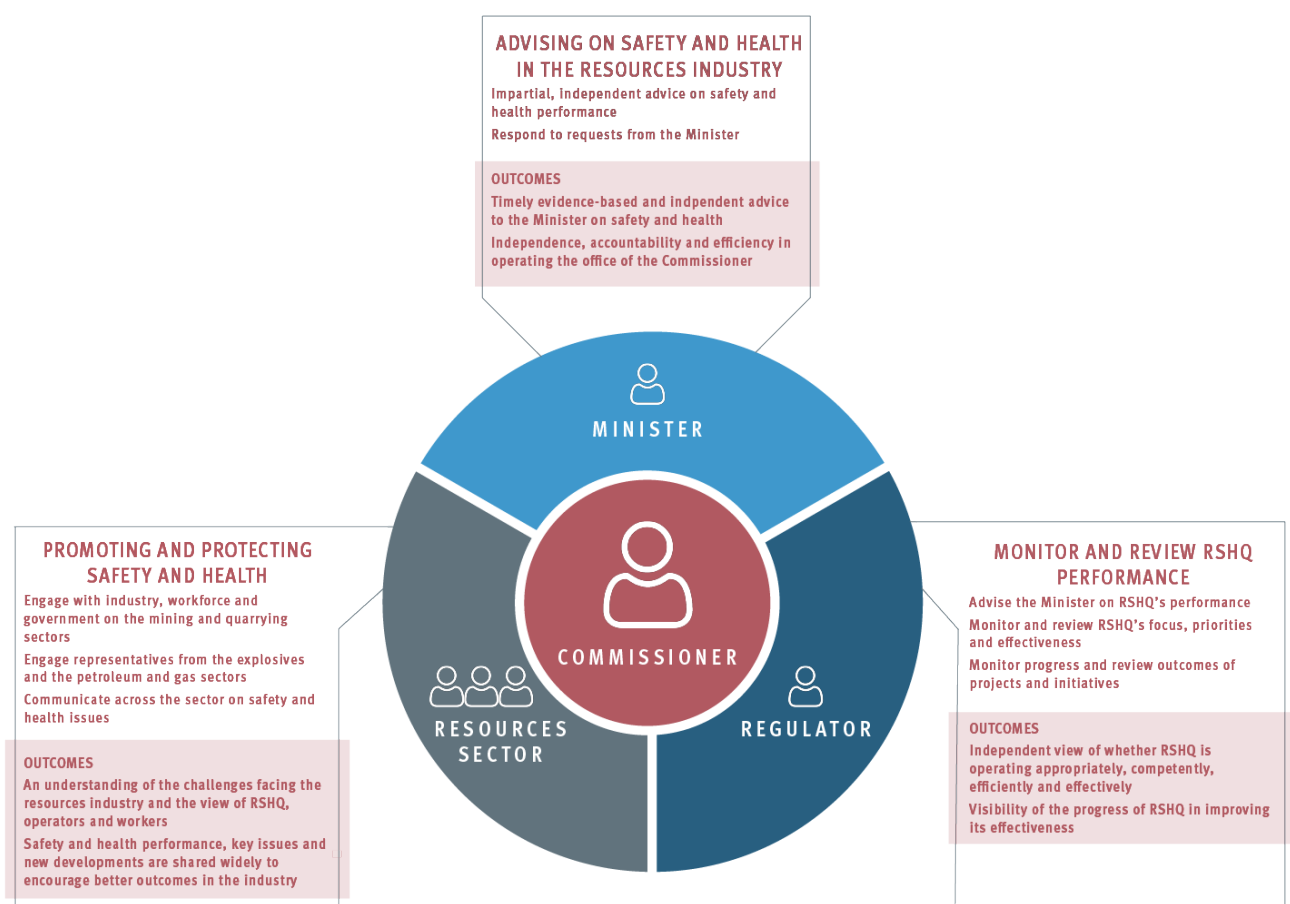


Figure 2: How the Commissioner for Resources Safety and Health fulfils the functions of the role

Relationships with government bodies

The Commissioner has relationships with other government bodies with decision-making powers established either by an Act of Parliament or by a decision of executive government. The following government bodies have functions or responsibilities relevant to the role of Commissioner for Resources Safety and Health:

- Coal Mining Safety and Health Advisory Committee
- Mining Safety and Health Advisory Committee
- Resources Safety and Health Queensland.

Information on their operations can be obtained in the their annual reports.

Commissioner's performance

In 2020–21, the Commissioner completed a range of projects and activities that were aligned to the four strategic objectives under the *Commissioner for Resources Safety and Health strategic plan 2020–25*:

- advise the Minister on matters related to safety and health in the resources sector
- promote and protect safety and health in the resources sector
- monitor and review the performance of Resources Safety and Health Queensland
- establish an independent, impartial and accountable organisation.

Advise the Minister on matters related to safety and health in the resources sector

The Commissioner's primary objective is to advise to the Minister on matters relating to safety and health in the resources sector.

In achieving this objective, the Commissioner:

- provides impartial, independent and evidence-based advice on industry safety and health performance to the Minister
- responds to requests from the Minister.

Impartial, independent and evidence-based advice on industry safety and health performance

When providing advice to—or responding to requests from—the Minister, the Commissioner takes a three-pronged approach including examining emerging issues and trends in safety and health data and outcomes; proactively

engaging with industry stakeholders to understand current safety and health issues; and using formal independent reviews from recognised experts in resources safety and health.

Throughout 2020–21, the Commissioner regularly briefed the Minister for Resources and Ministerial staff on the safety and health performance of the resources industry and the performance of Resources Safety and Health Queensland, and provided updates on stakeholders' issues and concerns and other work underway. The Commissioner continues to provide regular briefings to the Minister's Chief of Staff and policy advisors.

In 2020–21, the Commissioner supported and initiated two independent reviews by recognised industry experts:

- Adoption of high reliability organisational practices in the Queensland resources industry
- Adoption of high reliability organisational practices in the Queensland quarrying industry.

Adoption of high reliability organisational practices in the Queensland resources industry

The Commissioner supported the Queensland Resources Council to commence a benchmarking project to identify if the principles of high reliability organisations are currently being applied in the mining industry. This project follows the work underway in industry after the review of fatal accidents in Queensland mines and quarries by Dr Sean Brady.

The benchmarking project will—in the first quarter of 2021–22—provide practical ways for high reliability organisation principles to be adopted across Queensland mining industry, including

identifying existing practices that align with those principles, including case studies that demonstrate how improvements may be achieved.

The project included site visits to eight underground and surface coal and mineral mines to assess the level of understanding of high reliability organisation concepts. The site visits enabled the project to learn about the practices currently in place that reflect the principles of high reliability organisations, and to assess the gaps, and to obtain a first-hand view of the key people adopting these principles at mine sites.

The focus of the project was to identify how the principles of high reliability organisations could be applied in the mining industry, based on two observations:

- high reliability organisation principles are fundamentally about organisational culture and the practices (systems and processes) used to deal with the hazards they face
- the equivalence of practices in use in high reliability organisations—or aspiring high reliability organisations—to those used in other hazardous industries.

The key objectives of the project were to:

- provide a de-identified report for all members of the Queensland Resources Council that clearly describes how the mining industry is applying the principles of high reliability organisations, including a practical roadmap for Queensland-wide implementation
- give participating sites and companies in the project an opportunity to determine where and how they can improve the application of the principles of high reliability organisations
- provide a greater understanding of what the practical application of the principles of high reliability organisations in the mining industry looks like.

On completion of the project, the Queensland Resources Council will provide a copy of the de-identified report to the Commissioner for Resources Safety and Health for use and reference in the course of the Commissioner's work, including sharing learnings and other related safety and health promotional activities.

Adoption of high reliability organisational practices in the Queensland quarrying industry

In addition, the Commissioner initiated a parallel project in the quarrying industry to benchmark the adoption of the principles of high reliability organisations in that industry. This project followed the same principles and practices as the Queensland Resources Council mining industry benchmarking project.

Typically, high reliability organisation theory focuses on large, complex and highly hazardous operations. In many instances this does not describe quarrying operations. The project aimed to examine how the principles of high reliability organisations can be applied in the quarrying sector, taking into account the wide diversity of operations and the size, complexity and relative hazards involved.

Two quarry sites were identified in consultation with Cement, Concrete and Aggregates Australia. Site visits were conducted to review the application of high reliability organisation principles—where they might be applicable and translated into practices—and a discussion paper was produced based on the information gathered at the site identifying practices that meet the intent of the principles of high reliability organisations, including where these practices are already in place, and any gaps that exist.

The project provided a report to the Commissioner that described how high reliability organisation principles were currently applied in the quarrying

industry and how they can be further applied more broadly across the sector. It also gave the two operations which participated in the benchmarking program an opportunity to understand their current processes and how they can improve and apply high reliability organisation principles.

The project observed the practical application of high reliability organisation principles within the quarrying industry, including close engagement between operational management, supervisors, front-line workers and subject matter experts, and a focus on critical controls with critical control verification processes in place. However, there remains an opportunity to ensure that the critical controls used in the quarrying industry are well defined and verified.

A key finding of the project was that the concepts of high reliability organisations can be applicable in the quarrying industry, but how they are practised will differ from the mining industry, and within the quarrying industry itself, due to the variations in operational complexity and inherent hazards.

Respond to requests from the Minister

Under section 63 of the *Resources Safety and Health Queensland Act 2020*, the Minister may give written direction to the Commissioner about the performance of functions or exercise of powers. The Commissioner must comply with the direction and publish a copy of the direction on a Queensland government website.

In 2020–21, the Minister directed the Commissioner to:

- assist the coal mining industry by facilitating discussions to develop its plan to action recommendations 1, 2, 7–11, 18, 23 and 24 of the Queensland Coal Mining Board of Inquiry Part 1 report
- as chair of the Coal Mining Safety and Health Advisory Committee, consider recommendations 16 and 22 of the Queensland Coal Mining Board of Inquiry Part 1 report
- develop a program of engagement in 2021–22 with workers and relevant industry personnel to promote safety reporting and confidential complaints and to understand the barriers and opportunities of reporting culture, including education across the range of industry stakeholders.

Assist the coal mining industry to action recommendations of the Queensland Coal Mining Board of Inquiry

The Queensland Coal Mining Board of Inquiry made a number of recommendations for the Queensland coal mining industry in relation to gas management—recommendations 1, 2, 7, 8, 9, 10 and 11—and the use of lead indicators of safety—recommendations 18, 23 and 24.

Subsequent to those recommendations, the Minister directed the Commissioner to assist the coal mining industry—via the Queensland Resources Council—to facilitate discussions to develop an action plan to address the recommendations.

As part of the action plan, the Queensland Resources Council established two working groups to address the recommendations:

- *Methane exceedances and classification working group* to address recommendations 1, 2, 7–10
- *Lead indicators working group* to address recommendations 18, 23 and 24.

In 2020–21, the Commissioner facilitated discussions during seven meetings of the working

groups and engaged with relevant stakeholders to ensure the industry action plan was progressed. The Commissioner also ensured that the Minister received quarterly progress updates.

The Queensland Coal Mining Board of Inquiry found that lead indicators prompt the implementation of proactive actions designed to prevent future incidents. As such, they are important measures and an important attribute of high reliability organisations. The *Lead indicators working group* noted industry has started the journey to address recommendations 18, 23 and 24, but recognises it will require cultural change across the industry.

The *Lead indicators working group* is planning to host a workshop on 30 November 2021 to focus on how lead indicators are being practically implemented by companies to improve safety outcomes. It will allow industry to plan and focus as it continues its safety and health journey.

Consider recommendations of the Queensland Coal Mining Board of Inquiry relating to competencies

The Queensland Coal Mining Board of Inquiry made two recommendations related to the competencies required to be held by workers employed in the coal mining industry in specific statutory positions—recommendations 16 and 22.

Subsequent to those recommendations, the Minister directed the Commissioner, as chair of the Coal Mining Safety and Health Advisory Committee, to develop a plan to action those recommendations.

The advisory committee agreed to accept recommendation 16 and updated the competency requirements for site senior executives.

The advisory committee engaged with Simtars on recommendation 22 to consider three potential options to include critical control management in the standard risk management training packages,

particularly *RIIRIS601E*. Discussions on the most appropriate solution will continue in 2021–22.

Promotion of safety reporting and confidential complaints

In 2020–21, the Minister directed the Commissioner to develop a program of engagement with workers and relevant industry personnel for implementation in 2021–22 focussing on the promotion of safety reporting and confidential complaints.

One of the Commissioner's key strategic objectives is to engage with stakeholders to promote and protect the safety and health of people affected by the operation of the resources sector. This includes engaging with industry representatives, workers and the regulator to ensure that workers have the confidence to speak up and report safety and health concerns without fear of reprisal.

In 2020–21, the Commissioner developed a strategic communication and engagement plan to commence in 2021–22 which is centred around the key objectives of:

- encouraging, enabling and supporting workers to make confidential complaints to the inspectorate and site and industry safety and health representatives
- understanding the barriers and opportunities to promote improved safety reporting culture.

The campaign will enjoy synergies with the strategic objectives of the Coal Mining Safety and Health Advisory Committee and the Mining Safety and Health Advisory Committee.

The campaign will engage with workers in the coal mining, mineral mining and quarrying, petroleum and gas, and explosives industries and will seek the participation of the mining advisory committees, relevant industry bodies and organisations, workers and unions in promoting the key messages and activities.

Promote and protect safety and health in the resources sector

The Commissioner's strategic plan has a particular focus on stakeholder engagement and effective leadership to the resources industry on safety and health.

In achieving this, it is fundamental for the Commissioner to engage with all sectors of the resources industry to ensure that stakeholders from the wide diversity in operations and locations have an equitable voice. This engagement facilitates effective stakeholder relationships, improves collaboration and consultation and promotes and protects safety and health by communicating across the sector on safety and health issues and proactively examining emerging issues.

In achieving this objective, the Commissioner:

- chairs the Coal Mining Safety and Health Advisory Committee and Mining Safety and Health Advisory committee
- facilitates resources industry stakeholder engagement
- implements communication and stakeholder engagement strategies.

Chair the safety and health advisory committees

The Commissioner successfully chaired and provided the necessary resources to support the advisory committees in fulfilling their advisory functions to the Minister and achieving their five-year strategic plans.

Both advisory committees focussed on understanding the changes brought about by the *Resource Safety and Health Queensland Act 2020*, particularly in relation to their enhanced responsibilities, and setting their five-year

strategic plans for improving the safety and health of persons at coal mines and mineral mines and quarries.

These plans will provide a solid platform for the advisory committees and will serve as a roadmap in their journey towards achieving their goals. The five-year strategic plans set the key actions and deliverables for the upcoming years, and will ensure that the advice provided to the Minister is contemporary, relevant and evidence-based, and will have a real impact on safety and health outcomes for coal mine and mineral mine and quarry workers.

The advisory committees each met five times in 2020–21 and provided regular briefings to the Minister on the safety and health performance of the industry.

Coal Mining Safety and Health Advisory Committee

In 2020–21, the advisory committee reviewed the effectiveness of the control of risk to persons by:

- assessing the tabled expert legal assessment of the coal mining safety and health legislative framework
- considering and endorsing the updated *Recognised standard for monitoring respirable dust in coal mine*
- considering and endorsing the updated *Recognised standard for management of heat in underground coal mines*
- considering and endorsing the new *Recognised standard for management structures*.
- considering and endorsing the new *Recognised standard for fluid power safety in coal mines*.

The advisory committee reviewed data and trends to identify and prioritise critical risks to safety and health including:

- serious accidents and high potential incidents
- management of respirable dust
- management of mine dust lung diseases in coal mine workers
- management of carbon dioxide in coal mines
- management of diesel particulate matter in coal mines.

The advisory committee also:

- considered and updated the competencies for
 - open cut examiners
 - site senior executives
 - the inclusion of critical control management in risk management training
- considered the recommendations of the Brady review and the implications for the safety and health of coal mine workers
- engaged extensively with coal mining stakeholders.

Mining Safety and Health Advisory Committee

In 2020–21, the advisory committee reviewed the effectiveness of the control of risk to persons by:

- assessing the tabled expert legal assessment of the mineral mining and quarrying safety and health legislative framework
- considering changes to guidelines for respiratory health surveillance and management of respirable dust
- considering regulatory changes regarding blood lead level and definition of employer.

The advisory committee analysed data and trends to identify and prioritise critical risks to safety and health including:

- serious accidents and high potential incidents
- management of respirable crystalline silica and respirable dust data in mineral mines and quarries
- management of mine dust lung diseases in mineral mine and quarry workers.

The advisory committee also:

- considered the recommendations of the Brady review and the implications for the safety and health of mineral mine and quarry workers
- considered the competencies for ventilation officers
- engaged extensively with mineral mining and quarrying stakeholders.

Engage with industry, workforce and government

The Commissioner aims to provide effective leadership to the resources industry on safety and health and to engage with all sectors of the resources industry to ensure stakeholders from the wide diversity of operations and locations have an equitable voice. The aim of this approach is to facilitate effective stakeholder relationships, improved communication, collaboration and consultation, as well as building trust across the industry.

The Commissioner continued to improve on the engagement and communication platforms with existing stakeholders including peak bodies, government departments, unions, workers and mining and quarrying companies, as well as forming new relationships with the petroleum and gas and explosives stakeholders. However, there is more work to be done in building relationships with the explosives industry—in particular,

overcoming the engagement challenges presented by the diverse operational composition of the industry. The Commissioner will continue to explore alternative avenues of engaging with the explosives industry as a priority in 2021–22.

Stakeholder direct engagement

In 2020–21, the Commissioner engaged directly with stakeholders from all sectors of the resources industry, as well as with industry experts and professionals, Resources Safety and Health Queensland,⁴ and with education and training institutions involved in the resources industry.

Figure 3 and Figure 4 show the number and proportion of direct, in-person engagements during the year. The Commissioner also engaged in additional informal discussions with many stakeholders throughout the year to expand on these formal discussions and to provide further information. These informal discussions are not captured in the figures below.

The Commissioner is committed to ensuring stakeholders have an equitable voice and proactively seeks to increase opportunities for engagement.

Throughout the year, the Commissioner participated in various stakeholder engagement forums including:

- Minerals Industry Safety and Health Centre Advisory Board, Sustainable Minerals Institute, The University of

Queensland—the Commissioner is currently a board member

- Concrete Cement and Aggerate Australia Occupational Health and Safety Committee—quarterly meetings
- Cancer and Mortality Advisory Group—the Commissioner is a member
- Queensland Resources Council Health and Safety Committee quarterly meeting presentations
- Australian Petroleum Production and Exploration Association Queensland advisory committee meeting.

The Commissioner also commenced regular engagement meetings with peak bodies including Queensland Resources Council, the Australian Petroleum Production and Exploration Association, Concrete Cement and Aggerate Australia, unions including the Construction, Forestry, Mining, Maritime and Energy Union, Australian Workers' Union, and government bodies including Resources Safety and Health Queensland.

The Commissioner also engaged with a number of relevant subject matter experts including The University of Queensland's Sustainable Minerals Institute, Vanguard Health, Dr Sean Brady, Professor Andrew Hopkins, and Peter Wilkinson from Noetic.

⁴ This included meetings with the Chief Executive Officer and the four chief inspectors and other key leadership personnel.

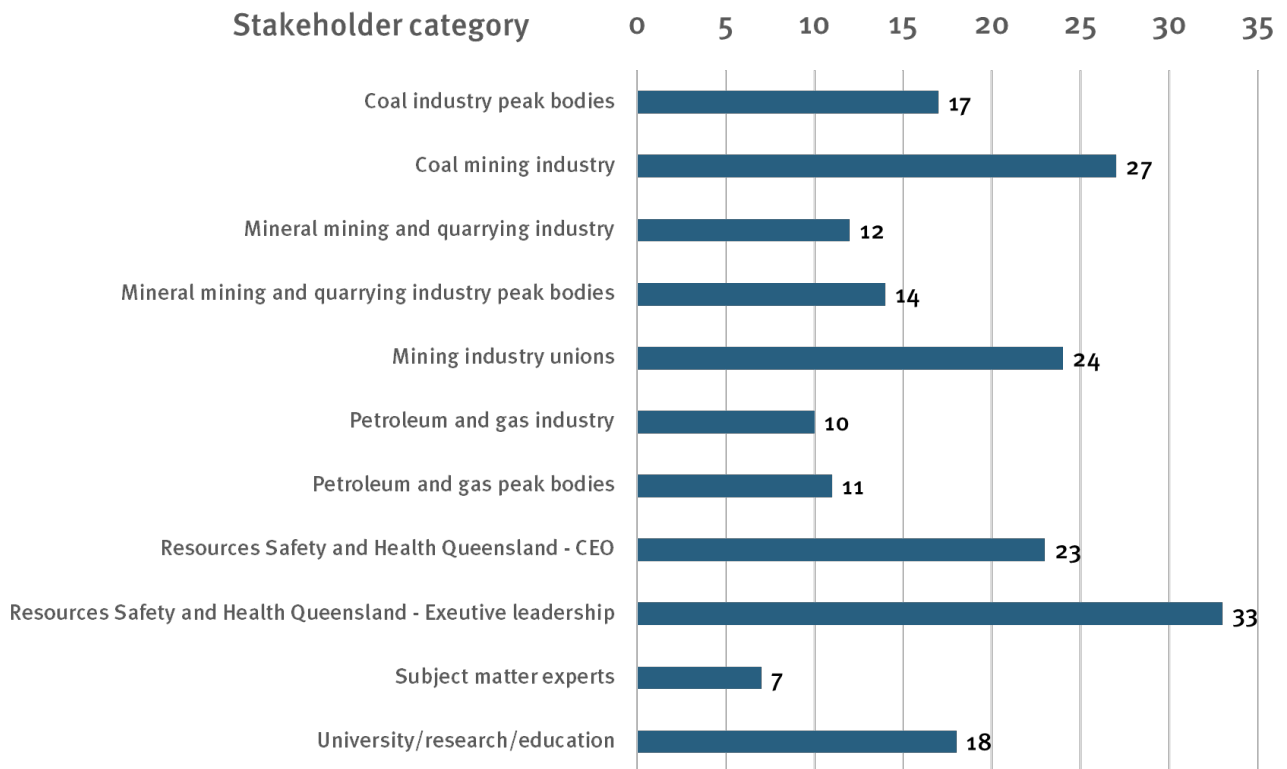


Figure 3: Number of direct engagements with stakeholders in 2020–21 by stakeholder category

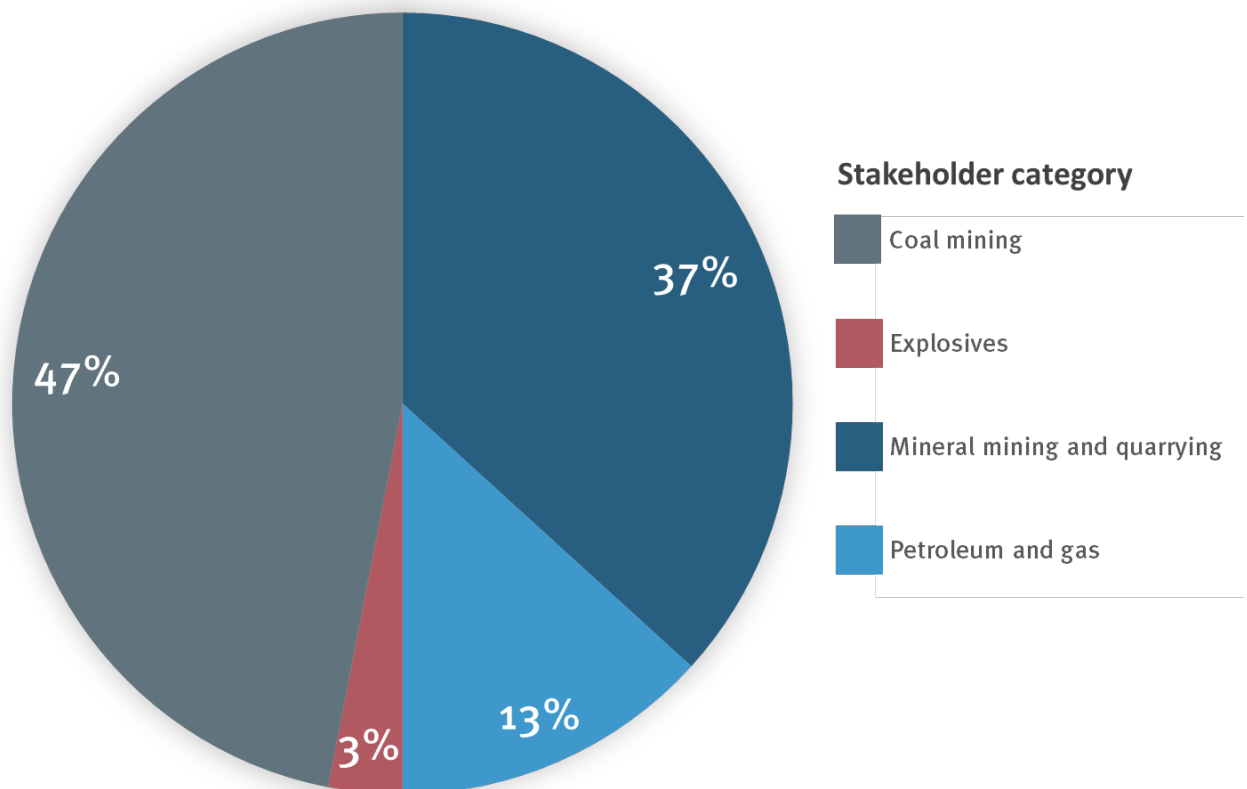


Figure 4: Proportion of direct engagement with stakeholders in 2020–21 by industry sector

Targeted information sessions

One of the Commissioner's communication and engagement priorities was to explore and lead discussions related to the implementation of high reliability organisation principles in the resources industry as per the recommendation by Dr Sean Brady in his *Review of all fatal accidents in Queensland mines and quarries from 2000 to 2019*.

In July 2020, the Commissioner hosted a forum in partnership with the Queensland Resources Council to discuss the practical application of the implementation of high reliability organisation theory in the resources industry.

The forum was delivered online to industry leaders across the coal mining, mineral mining and quarrying, and petroleum and gas industries and featured presentations and panel discussions from the Commissioner, Dr Sean Brady, internationally recognised safety and health expert Mr Peter Wilkinson, and Resources Safety and Health Queensland Chief Executive Officer Mr Mark Stone.

The Commissioner also participated in a *Re-Connect Webinar* held by the Australian Petroleum Production and Exploration Association. During the webinar, the Commissioner discussed the Brady review and the safety and health insights the petroleum and gas industry could gain from its recommendations, including the recommendation that the industry adopt the characteristics of high reliability organisations.

In addition, the Commissioner sponsored a forum on the topic of high reliability organisations which was held by The University of Queensland's Sustainable Minerals Institute. The forum—and associated academic research—aimed to provide

resources industry organisations and regulators with clear guidance on the journey to achieving high reliability.

The forum synthesised the 34 year history of high reliability organisation research and explored key practical issues including:

- the role of leadership in entrenching a culture of high reliability
- implications for regulators
- coupling innovation with high reliability
- measuring reliability.

The Commissioner's sponsorship enabled academic research from Professors Alex Haslam and Jolanda Jetten of the University of Queensland's School of Psychology which explored the linkages between leadership and high reliability organisations. The paper, titled *The Two-Stage Social Identity Model of High Reliability Organisations*,⁵ aimed to develop an evidence-based model that explains how contemporary psychological theorising can overcome the challenges of making organisations highly reliable.

The paper is divided into two parts. In part 1, Haslam and Jetten describe two interrelated sets of processes that are critical to the creation of high reliability organisations. First, the behaviour of organisational members needs to be informed by a sense of shared social identity such that their actions are underpinned by collective thinking. Second, the content of that social identity needs to be informed by a sense that high-reliability behaviours are central to *who we are* and *what we want to be*.

In part 2, they explain that the key challenges of creating high reliability organisations are primarily challenges of leadership. However, in contrast to traditional approaches to this topic, it is argued

⁵ <https://smi.uq.edu.au/project/high-reliability-organisations-hro-forum>

that in order to create and sustain high reliability organisations, leaders need to engage in identity leadership that serves to cultivate and then promote a sense of shared social identity built around high reliability.

Mount Isa Lead Health Management Committee

The Commissioner remains a committed member of the Mount Isa Lead Health Management Committee and supports its continued action to achieve sustainable improvement in the health of the Mount Isa community.

The Queensland Chief Health Officer is the chair of the committee and members represent Queensland Government agencies, Glencore Mount Isa Mines, Queensland and Federal Members of Parliament, and Mount Isa City Council.

In 2020–21, the Commissioner contributed \$29,437 to funding the Mount Isa Lead Alliance.

Participation in level 1 emergency exercise

The Commissioner continues to support the annual *Level 1 mine emergency exercise* by making staff available to participate as assessors.

In 2020–21, one staff member participated as an assessor in the exercise which was held on 7 December 2020 at Moranbah North coal mine in Central Queensland.

All Queensland underground coal mines must run annual simulations to test their readiness for emergencies. In addition to their own exercises, each year one mine hosts the state's level 1 emergency exercise. These exercises have been held annually since 1998 and are monitored by assessors from the Queensland and New South Wales coal mining community.

Communication and stakeholder engagement strategy

In 2020–21, the Commissioner developed and implemented a strategic communications and engagement plan to establish a coordinated model of communication which informs, educates and encourages stakeholders to engage with the Commissioner on resources safety and health.

The objectives of the communication strategy were to:

- inform stakeholders about the role and responsibilities of the Commissioner
- build trust and improve relationships with existing and new stakeholders
- encourage feedback from stakeholders on resources safety and health issues and initiatives
- educate stakeholders about the latest resources safety and health initiatives and research
- promote and encourage best-practice resources safety and health behaviours and actions.

To achieve these objectives, the Commissioner established a number of key communication channels, including a dedicated website and social media presence, and engaged face-to-face with stakeholders on a formal and informal basis via professional events and resources industry site visits.

Social media

In October 2020, the Commissioner established a social media presence on LinkedIn⁶ targeting professional, operational and technical workers in the resources industry. LinkedIn was assessed as the best-fit social media network due to its focus on professional and industry networks.

Regular updates have been posted⁷ informing industry stakeholders about the Commissioner's current projects and providing information about safety and health in the industry. The number of followers⁸ has steadily increased over that time and the engagement rate⁹ has remained steady. These rates will be used as a benchmark for 2021–22.

Social media affords the opportunity for the Commissioner to engage directly with target audiences in the resources industry and to amplify key messages through the personal networks of highly engaged stakeholders.

Website

In November 2020, the Commissioner established a dedicated website¹⁰ to house information about the role of the Commissioner and safety and health advisory committees. The website is also used to regularly communicate and publish information about the Commissioner's projects and activities. In 2020–21, the Commissioner aimed to publish one news article per month on the website¹¹ and met that target.

In 2021–22, the Commissioner will continue to publish important information to the website on an *as-needs* basis and proactively communicate

relevant resources safety and health news and information to the industry.

Industry engagement

An important element of the Commissioner's engagement strategy is engaging with stakeholders in person to inform and educate about resources safety and health issues and to gather feedback about industry and regulator performance and current issues and concerns. The Commissioner has achieved this by attending professional industry events as a delegate and as a presenter and by sponsoring events that align with the Commissioner's strategic objectives.

In 2020–21, the Commissioner attended six site visits, 14 industry events as a delegate and presented at six industry events, including at the annual Queensland Miners' Memorial Day Service, Ipswich and Rosewood Memorial Day Service, site senior executive forum, site safety and health representative training seminar and delivering the opening address at the Cement, Concrete and Aggregates Australia Health and Safety Conference and the 3rd Annual Dust and Respiratory Health forum.

Resources Safety and Health Matters video series

In 2020–21, the Commissioner developed a new video series to explore current safety and health issues in Queensland's resources industry. The Resources Safety and Health Matters video series will provide in-depth discussions on contemporary safety and health issues which affect Queensland's resources sector.

⁶ <https://www.linkedin.com/showcase/queensland-commissioner-for-resources-safety-&-health->

⁷ The average number of posts per month was 2.6. Total number of posts for 2020–21 was 24.

⁸ The average number of followers added per month was 26.1. The total number of followers for 2020–21 was 235.

⁹ The average monthly engagement rate was 12.65%.

¹⁰ www.commissioner.rshq.qld.gov.au

¹¹ The average number of news articles per month was 1.

The Commissioner worked with Professors Alex Haslam and Jolanda Jetten of the University of Queensland's School of Psychology and Susan Johnston from The University of Queensland's Sustainable Minerals Institute to develop the first three videos which discuss the relationship between high reliability organisations and leadership.

The series will be launched in 2021–22 and will be one of the key communication channels to communicate complex information to resources industry stakeholders.

Monitor and review the performance of Resources Safety and Health Queensland

The Commissioner has the objective of monitoring, reviewing and reporting to the Minister on the performance of Resources Safety and Health Queensland's functions.

In 2020–21, the Commissioner reviewed the activity of Resources Safety and Health Queensland and provided regular briefings to the Minister for Resources.

In achieving this objective, the Commissioner provides timely, independent and evidence-based advice on the performance of Resources Safety and Health Queensland by assessing performance against characteristics that define effective regulators in high-hazard industries.

These characteristics include:

- The regulator is independent.
- Governance and accountability are clear.
- The regulator has specific goals and a strategy to achieve them.
- The regulator is supported by appropriate legislation and powers.

- Regulation is based on a clear articulation of risk and risk control.
- Regulatory activity and enforcement are risk-based.
- There are sufficient resources and skilled people.
- Trends and performance are monitored.
- Compliance and enforcement activity is integrated and consistent.
- The regulator effectively communicates with duty holders, workers and other stakeholders.
- The regulator encourages collaboration and improves knowledge.

These characteristics are typical of effective safety and health regulators that oversee a wide range of safety and health issues. At different times, the Commissioner may focus on particular aspects of the characteristics depending on current industry and regulatory conditions.

In providing independent, impartial and evidence-based advice to the Minister, the Commissioner met regularly with the Chief Executive Officer of Resources Safety and Health Queensland, the chief inspectors, industry operators and worker representatives. The Commissioner also conducted formal independent reviews of particular aspects of the regulator's performance.

To ensure consistent and comprehensive oversight of the regulator's performance, a *Monitor and review framework* was developed to outline how the Commissioner will monitor and review the performance of Resources Safety and Health Queensland.

In 2020–21, Resources Safety and Health Queensland worked to establish itself as an independent statutory authority with the vision of achieving *zero serious harm* in the resources industry.

In its first year of operation, Resources Safety and Health Queensland embarked on a wide range of activities across its legislated functions aligned to its strategic objectives of:

- providing effective risk-based safety and health regulation
- being an exemplar, expert regulator
- promoting improved safety and health outcomes.

Some of the key areas reviewed across the *Monitor and review framework* were:

- compliance and enforcement program
- Simtars: Emergency and incident response capability
- Implementation of the Brady review recommendations directed at the regulator.

Compliance and enforcement program

The Commissioner monitored the Resources Safety and Health Queensland compliance and enforcement program to assess the level to which regulation is based on a clear articulation of risk and risk control, regulatory activity and enforcement are risk-based, and compliance and enforcement activity is integrated and consistent.

Core to this work is the regulator's annual compliance program of inspections, audits, complaint investigations, and investigation into incidents and serious accidents. A wealth of information regarding hazards and risk control flows from this activity; information which the regulator shares with industry to promote awareness and effective risk management. The program also results in changes to site inspection type and frequency, on a risk-basis.

Resources Safety and Health Queensland proactively publishes quarterly compliance activities on its website¹² and the Commissioner monitored the quality and effectiveness of this compliance activity. Resources Safety and Health Queensland's compliance and enforcement program aligns with the four-step process described in SafeWork Australia's *Model Code of Practice: How to manage work health and safety risks*.¹³

The example of serious accident reduction in the quarrying sector is one example of the application of this model. The program has contributed to the successful reduction of serious accidents at quarries with the serious accident frequency rate falling from 3.1 serious accidents per million hours worked in 2018–19 to 2.4 in 2019–20, and 1.1 in 2020–21.

The Commissioner noted the continuous improvement to its rationale for its regulatory approach and will continue monitoring the risk-based approach to regulation, incorporating incident data into its inspection and audit activity.

Simtars emergency and incident response capabilities

One of Simtars' founding purposes is to provide a 24-hour emergency response capability to the mining industry. Its response capability comprises hardware, software, subject matter experts and support teams which can be rapidly deployed to site.

Simtars emergency response capability has been tested in recent years, providing extensive on-site and remote support to the 2018 North Goonyella and 2020 Grosvenor underground coal mine incidents, totalling 11,500 hours onsite and remote support.

¹³ <https://www.safeworkaustralia.gov.au/doc/model-code-practice-how-manage-work-health-and-safety-risks>

The Commissioner reviewed Simtars' emergency and incident response capabilities by participating in and reviewing the Level 1 mine emergency exercises, of which Simtars plays a lead role in co-ordinating and passing on learnings through the production of a report released on the website. The Commissioner also attended the EK Healy Cup and Queensland Mines Rescue Service Memorial Cup where Simtars works closely with Queensland Mines Rescue Service to ensure that the mine rescue teams are tested to improve their training.

This systematic exercise of emergency procedures in mines provides valuable experience to industry and workers and is a vital tool in improving mine safety systems. Level 1 exercises are the result of a recommendation made by the Queensland Mining Warden's inquiry into the explosion at the Moura No. 2 Mine in August 1994.¹⁴

To support nature and cause investigations and incident learnings, Simtars now has state of the art 3D laser point cloud scanner which deploys to sites for scene capture and digital re-creation critical in supporting high level quality nature and cause investigations.

Review of the implementation of the Brady review recommendations

In June 2021, the Commissioner commenced an independent review of Resources Safety and Health Queensland's implementation progress of the recommendations directed at the regulator from Dr Sean Brady's *Review of all fatal accidents in Queensland mines and quarries from 2000 to 2019*.

The independent review covered the implementation of:

- recommendations 7, 8, 10 and 11 of the Brady review and to assess whether they meet the intent of the recommendations
- recommendation 6 of the Brady review as it relates to the regulator's role and competencies, including but not limited to the regulator's role in
 - identify and controlling hazards
 - recognising and addressing when controls are ineffective
 - identifying the precursors to failure, or *weak signals*, and acting on them.

Key aspects of the review process included:

- essential documentation requests
- interviews with key personnel from Resources Safety and Health Queensland
- external interviews with worker representatives and operating companies across coal mines and minerals mines and quarries for external perspectives on Resources Safety and Health Queensland's implementation of the recommendations directed at the regulator.

The Commissioner will provide advice to the Minister after the review is concluded in 2021–22.

¹⁴ <https://www.publications.qld.gov.au/dataset/moura-mining-disaster-inquiry-reports>

Establish and operate an independent, impartial and accountable office

In 2020–21, one of the key priorities was to establish an office to support the Commissioner to fulfil the functions of the expanded role in an efficient and effective manner.

This included:

- developing a strategic plan for the fulfilment of the functions of the Commissioner
- preparing, in consultation with Chief Executive Officer of Resources Safety and Health Queensland, a budget of estimated costs of the Commissioner for the next financial year
- seeking ministerial approval of a budget for the Commissioner
- arranging for the services of officers or employees of another government agency to be made available to the Commissioner
- developing professional development programs
- reviewing and developing internal systems, policies and practices and procedures to ensure they are fit for purpose
- establishing a distinct visual identity for the Commissioner for Resources Safety and Health.

The Commissioner does not have the power to directly employ staff. Section 62 of the *Resources Safety and Health Queensland Act 2020* provides for the Commissioner to arrange for the services of officers or employees of a government agency to be made available to the Commissioner. Any such arrangement is to be made with the agreement of the chief executive of the government agency.

The Commissioner maintains a small multidisciplinary workforce composed of four full time staff.

Staffing

At the commencement of the role of Commissioner for Resources Safety and Health on 1 July 2020, three full-time equivalent staff members were made available to the Commissioner. All staff made available were employees of Resources Safety and Health Queensland. This staffing level was consistent with the staff made available to the now superseded Commissioner for Mine Safety and Health in 2019–20.

In May 2021, an additional officer was made available to the Commissioner. The extra staff member was required to meet the expanded functions of the Commissioner and advisory committees under the *Resources Safety and Health Queensland Act 2020*.

Staffing arrangements remained consistent throughout the year with no staff turnover.

All staff completed professional development plans and were encouraged to undertake further development opportunities, including attending conferences, industry events and safety and health exercises.

Visual identity

In 2020–21, the Commissioner established a distinct visual identity to ensure the office of Commissioner for Resources Safety and Health can be identified as a valuable source of oversight and assurance and a distinct part of the accountability framework to manage safety and health in the resources industry.

Systems and governance

In order to ensure consistency in operations, the Commissioner has generally adopted governance arrangements that are consistent with whole-of-

government systems as implemented by Resources Safety and Health Queensland. In some specific examples, where legislative or other requirements differ, the Commissioner has sought to develop and implement governance arrangements to satisfy those requirements.

In 2021–22, the Commissioner will continue to develop and implement tailored systems and governance as required.

Conflicts of interest

Under section 57 of the *Resources Safety and Health Queensland Act 2020*, if the Commissioner has an interest that conflicts, or may conflict, with

the discharge of the Commissioner's responsibilities, the Commissioner must:

- disclose the nature of the interest and conflict to the Minister as soon as practicable after the relevant facts come to the Commissioner's knowledge
- not take action or further action concerning a matter that is, or may be, affected by the conflict unless authorised by the Minister.

In 2020–21, the Commissioner did not disclose any conflicts of interest to the Minister.

Looking ahead

While significant work has been completed in 2020–21, the Commissioner looks forward to continuing to building on these achievements in 2021–22 to be an impartial, independent and expert advisor to the Minister on matters relating to protecting the safety and health of workers in Queensland’s resources industries and ensuring that there is continued engagement with stakeholders from all levels of the resources industry on safety and health matters.

The Commissioner’s three key objectives in 2021–22 remain to:

- advise the Minister on matters related to safety and health in the resources sector
- promote and protect safety and health in the resources sector
- monitor and review the performance of Resources Safety and Health Queensland.

In 2021–22, the Commissioner will aim to achieve these objectives by focussing on the following specific priorities:

- implementing a strategic engagement campaign centred around the key objectives of
 - encouraging, enabling and supporting workers to make confidential complaints to the inspectorate, site safety and health representatives, and industry safety and health representatives
 - understanding the barriers and opportunities to promote improved safety reporting culture
- continuing to work with the Queensland Resources Council to facilitate the necessary discussions to achieve the goals of an industry action plan to address the recommendations of the Coal Mining Board of Inquiry
- facilitating an industry workshop on lead and lag indicators
- continuing to engage with industry on its progress in adopting the principles of high reliability organisations
- continuing to monitor the implementation of the recommendations of the Brady review by Resources Safety and Health Queensland including
 - how Resources Safety and Health Queensland responds to the reporting of high potential incidents and focussing more broadly on the complex issue of reporting culture
 - considering the addition of specific competencies to supporting recommendation 10 of the Brady review
 - how Resource Safety and Health Queensland’s compliance takes a risk-based approach to regulation, focussed on serious harm.

Financial snapshot

Under the *Resources Safety and Health Queensland Act 2020*, it is a requirement that the Commissioner prepare by 31 March, in consultation with the Chief Executive Officer of Resources Safety and Health Queensland, a budget of estimated costs of the Commissioner for the next financial year.

Funding

The funding for the Commissioner is sourced from regulatory fees paid by industry participants under legislation specific to the mining, quarrying, explosives and petroleum and gas industries.

Budget for 2020–21

The Commissioner's budget for 2020–21 was \$1.486 million. As budgets are developed prior to the commencement of the next financial year, the 2020–21 budget development was negotiated prior to the commencement of the *Resources Safety and Health Queensland Act 2020* on 1 July 2020. No amendments to the budget were made during the year.

The surplus for the Commissioner for the 2020–21 financial year was \$29,993. COVID-19 restrictions impacted the activities of the Commissioner in the 2020–21 financial year.

Revenue from regulatory fees is collected and administered by Resources Safety and Health Queensland and funds the Commissioner's budget. The full Resources Safety and Health Queensland audited financial statements are available in its 2020–21 annual report.¹⁵

¹⁵ <https://www.rshq.qld.gov.au/about-us/resources/publications/annual-report>

Financial statement

Table 2: Commissioner for Resources Safety and Health comparison of budget and expenditure

Comparison of budget and expenditure for the period 1 July 2020 to 30 June 2021	
Income from operations	2021
User charges and fees	1,485,536
Total Income from operations	<u>1,485,536</u>
Expenses from operations	
Employee expenses	1,023,405
Supplies and services	347,316
Grants and subsidies	64,438
Other expenses	20,445
Total expenses from operations	<u>1,455,603</u>
Surplus for the year	<u>29,993</u>

Appendix 1 Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> A letter of compliance from the accountable officer or statutory body to the relevant Minister/s 	ARRs – section 7	iii
Accessibility	<ul style="list-style-type: none"> Table of contents Glossary 	ARRs – section 9.1	v N/A
	<ul style="list-style-type: none"> Public availability 	ARRs – section 9.2	ii
	<ul style="list-style-type: none"> Interpreter service statement 	Queensland Government Language Services Policy ARRs – section 9.3	ii
	<ul style="list-style-type: none"> Copyright notice 	Copyright Act 1968 ARRs – section 9.4	ii
	<ul style="list-style-type: none"> Information Licensing 	QGEA – Information Licensing ARRs – section 9.5	ii
General information	<ul style="list-style-type: none"> Introductory Information 	ARRs – section 10	2–6
Non-financial performance	<ul style="list-style-type: none"> Government's objectives for the community and whole-of-government plans/specific initiatives 	ARRs – section 11.1	8
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 11.2	9
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 11.3	9
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 12.1	28–29
Governance – management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 13.1	N/A
	<ul style="list-style-type: none"> Executive management 	ARRs – section 13.2	N/A
	<ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) 	ARRs – section 13.3	10
	<ul style="list-style-type: none"> Public Sector Ethics 	Public Sector Ethics Act 1994 ARRs – section 13.4	N/A
	<ul style="list-style-type: none"> Human Rights 	Human Rights Act 2019 ARRs – section 13.5	N/A
	<ul style="list-style-type: none"> Queensland public service values 	ARRs – section 13.6	8
Governance – risk management and accountability	<ul style="list-style-type: none"> Risk management 	ARRs – section 14.1	N/A
	<ul style="list-style-type: none"> Audit committee 	ARRs – section 14.2	N/A

	<ul style="list-style-type: none"> • Internal audit 	ARRs – section 14.3	N/A
	<ul style="list-style-type: none"> • External scrutiny 	ARRs – section 14.4	N/A
	<ul style="list-style-type: none"> • Information systems and recordkeeping 	ARRs – section 14.5	N/A
	<ul style="list-style-type: none"> • Information Security attestation 	ARRs – section 14.6	N/A
Governance –human resources	<ul style="list-style-type: none"> • Strategic workforce planning and performance 	ARRs – section 15.1	N/A
	<ul style="list-style-type: none"> • Early retirement, redundancy and retrenchment 	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	N/A
Open Data	<ul style="list-style-type: none"> • Statement advising publication of information 	ARRs – section 16	N/A
	<ul style="list-style-type: none"> • Consultancies 	ARRs – section 33.1	https://data.qld.gov.au
	<ul style="list-style-type: none"> • Overseas travel 	ARRs – section 33.2	https://data.qld.gov.au
	<ul style="list-style-type: none"> • Queensland Language Services Policy 	ARRs – section 33.3	https://data.qld.gov.au
Financial statements	<ul style="list-style-type: none"> • Certification of financial statements 	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	N/A
	<ul style="list-style-type: none"> • Independent Auditor's Report 	FAA – section 62 FPMS – section 46 ARRs – section 17.2	N/A



Commissioner for
**Resources Safety
& Health**

