Minister for Natural Resources and Mines
Minister for Manufacturing
Minister for Regional and Rural Development

DELIVERING FOR QUEENSLAND | Queensland Government

Ref CTS 13195/26

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9 July 2026

Ms Kellie Parker
Chair
Resources Safety and Health Queensland Board

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Dear Chair

Statement of Expectations – Resources Safety and Health Queensland Board

Queensland's resource workers deserve to return home safely, and that starts with a regulatory system that is strong, independent and accountable. This Statement of Expectations to the Resources Safety and Health Queensland Board (Board) outlines my expectations for its performance of functions under the *Resources Safety and Health Queensland Act 2020* (RSHQ Act). As Chair, I expect you and your fellow Board members to deliver the leadership and oversight needed to strengthen Queensland's resources safety framework and to restore trust and stability to RSHQ.

In establishing the Board, the Crisafulli Government has implemented a key recommendation of the *Review of the Queensland Resources Safety and Health Regulatory Model* (Regulatory Model Review), recognising the importance of strong governance, accountability and strategic oversight in supporting an effective resources safety and health regulatory framework. The Government expects the Board to provide strategic leadership of RSHQ, promote continuous improvement in regulatory effectiveness, organisational capability, and safety and health outcomes across Queensland's resources and explosives industries.

I expect the Board to perform its functions in a manner that advances the purposes of RSHQ and supports the achievement of the safety and health objectives of Queensland's resources safety and health legislation. To achieve this, I expect the Board to focus on the following priorities:

1. **Delivery of the Regulatory Model Review**
   - A key priority for the Board is to provide strategic leadership and oversight of the implementation of the Regulatory Model Review.
   - The Board is to ensure that the recommendations from the Review are implemented within the timeframes outlined in the Review.
   - The Board is to ensure that I am provided with progress reports on implementation progress.

2. **Cultural uplift**
   - The Board is expected to prioritise overseeing RSHQ's senior leaders' efforts to improve internal cohesion and employee engagement within RHSQ.

3. **Strategic purpose**
   - The Board is expected to ensure that RSHQ maintains a clear focus on delivering public value through the prevention of harm arising from resources sector activities.
   - In setting strategic direction, the Board should ensure that organisational effort is directed towards managing the most significant and emerging risks to the health, safety and wellbeing of workers and affected communities.

4. **Regulatory approach**
   - The Board is expected to promote a regulatory approach that is informed by evidence, guided by risk and responsive to changing operating environments.
   - It should ensure that decisions are supported by robust analysis and a broad range of information sources, rather than relying on any single dataset or indicator.
   - Regulatory and enforcement responses should be tailored to the circumstances, rather than implicitly favouring either a punitive or facilitative regulatory posture.
   - The Board should oversee RSHQ's performance to ensure its effectiveness is demonstrated through the outcomes and impacts it achieves, rather than the volume of its regulatory activity.

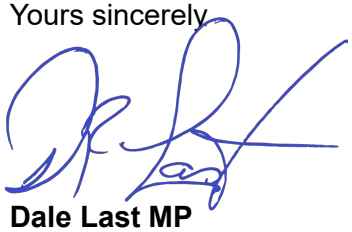
5. **Stakeholder engagement and transparency**
   - The Board should ensure RSHQ engages constructively with workers, employers, industry bodies, advisory committees, government agencies, researchers and other stakeholders.
   - The Board should promote transparency, meaningful stakeholder engagement and the timely sharing of information about significant risks, trends and lessons learned to support improved safety and health outcomes and maintain confidence in Queensland's resources safety and health framework.
   - The Board should inform me of any legislative changes, or further reform, that could be made to improve the overall operation of the organisation.

I expect the Board to keep me informed of significant strategic issues, emerging risks and matters that may materially affect RSHQ's ability to achieve its purpose and objectives. This is to include organisational performance against strategic priorities and any significant issues affecting safety and health outcomes within Queensland's resources and explosives industries.

This Statement of Expectations will be published online by RSHQ in accordance with section 63(4) of the RSHQ Act and remains in effect until 3 November 2027, unless otherwise amended by me. I look forward to working with the Board to strengthen the effectiveness, integrity and performance of Queensland's resources safety and health regulatory framework.

If you have any questions, Ms Ally Foley, Chief of Staff will be pleased to assist you and can be contacted on 3719 7400.

Yours sincerely



Dale Last MP
Minister for Natural Resources and Mines
Minister for Manufacturing
Minister for Regional and Rural Development