



## RSHQ Digital Strategy 2021-2025

### *Why do we need a strategy?*

Our vision is **zero serious harm** – it's a bold vision that demands our best efforts, skill, and judgement. The right digitally enabled solutions will enable this, by helping us to prioritise regulatory effort, solve problems, and focus on things that matter. These solutions will also help us use data to identify precursors to, and patterns of, serious harm and help industry meet its obligations to protect workers.

As we strive to be a risk-based and data-driven regulator, our digitally enabled solutions and capability will be key to how we achieve success. The RSHQ Digital Strategy is an enterprise-wide strategy to help build capability, effectively and efficiently, across RSHQ. It underpins each [RSHQ Strategic Plan 2021-2025](#) objective and aligns with the [Queensland Government Digital 1<sup>st</sup> strategy](#).

To date, RSHQ has embarked upon a multi-year, multi-million-dollar transformational program of cultural and business change to its information technology systems. The RSHQ Digital Strategy builds on learnings gained from this program and confirms the principles, enablers, and performance indicators for the transformation that lies ahead.

### *Principles*

Five principles underpin our strategy:

- **solving the right problems:** we will find, frame, and solve the problems which stand in the way of our vision and strategy. This means analysing what we do in a holistic manner across RSHQ – looking further than individual perspectives, broadening our perspective, and encouraging diverse thinking
- **think digital:** we will make the most of the data we hold and think creatively about how our activities and services can be delivered online with simplicity and control. This does not mean going exclusively digital – but we will think of digitally enabled solutions from the start

- **human centred:** we recognised that people are key to delivering our strategy; our digital solutions will consider all our stakeholders. Their feedback will be important to how our solutions evolve
- **preferring open over closed:** we will share information and knowledge within defined data and privacy standards, to foster collaboration and informed decision making
- **experiment, learn and improve:** we recognise the transformational and disruptive nature of digital projects, as well as our resource constraints. We design and implement solutions with expert advice, and we take an incremental approach that allows us to explore requirements and make improvement.

## *How will we implement our strategy?*

Implementation of our strategy will be led by the RSHQ Board and cascaded to our governance committees and digitally enabled projects and activities, such as Project EOS, the centralised assessment and performance unit, ResHealth, and the Board of Examiners practising certificate scheme. We will hold ourselves accountable for the ongoing application of our five underlying principles, across our existing and future investment and activity.

## *Enablers*

Delivering our strategy is reliant upon several enablers which RSHQ must commit to:

- **an investment in our workforce, to increase digital literacy:** reflected in organisational effectiveness reviews, role descriptions, recruitment, and ongoing development of staff
- **engagement of digital expertise, from outside our organisation:** adopting high-reliability traits of having a *deference to digital expertise* and a *sensitivity to regulatory and resources sector operations*
- **a genuine commitment to collaborate within and outside RSHQ:** to minimise duplication and inefficiency and promote a unified digital system.

## *Performance indicators*

Delivering our strategy will take several years and will be met with challenges. Measuring the true impact of our digital strategy means we must define what we want to achieve and make testable predictions. This will include qualitative and quantitative measures, including sentiment trends.

We'll know we are on the right path if our performance demonstrates:

- we are improving our effectiveness as a risk-based regulator

- our workforce has the *right tools* and information to do their work effectively and efficiently
- regulated entities are satisfied with our digital services; finding them easy to access and straightforward to use
- our digital projects are well scoped, project and contract managed to ensure delivery of benefits, quality outcomes, learnings, and smooth transition to operations
- where systems and solutions should ‘talk to each other’, they do
- data and information are held securely
- stakeholders understand our strategy and take opportunities to provide input and feedback.