



Congratulations to WorkCover's largest ever group of graduates who earned a Certificate III Personal Injury Management through PIEF (Personal Injury Education Foundation).

# CORPORATE GOVERNANCE

## Strategic planning

A four-year Corporate Plan and one-year Statement of Corporate Intent are prepared annually and approved by the Minister in accordance with the [Workers' Compensation and Rehabilitation Act 2003](#). The Corporate Plan summarises our vision, values, goals, strategies and performance indicators. The plan forms the basis for divisional business plans, which define operational strategies to meet our business objectives. The divisional business plans outline our key financial and operational performance indicators, which we monitor monthly. Our Statement of Corporate Intent outlines our objectives and major activities, and specifies various financial and non-financial performance targets for the financial year.

## Board of Directors

The statutory role and requirements of the Board are set out in section 427 of the [Workers' Compensation and Rehabilitation Act 2003](#), and chapter 8 outlines the powers and functions of WorkCover. The WorkCover Board charter specifies the role and responsibilities of the Board in detail and is available on our website.

The WorkCover Board consists of independent non-executive directors appointed by the Governor in Council who is responsible for appointing directors, based on experience and knowledge, and determining their remuneration. Information on directors' and executives' benefits is detailed in note S3 of the financial statements.

## Directors' length of service

Director	First appointed	End date
Glenn Ferguson AM, Chair	01/07/2012	30/06/2017
Justin O'Connor, Deputy Chair	01/07/2012	30/06/2017
Melinda Bailey, Risk and Audit Committee Chair	01/07/2009	30/06/2017
Peter Dowling AM	01/07/2014	30/06/2017
Ian Winterburn	01/07/2012	30/06/2017

Director	First appointed	End date
Flavia Gobbo, Chair	01/07/2014	30/06/2020
Roslyn McLennan, Deputy Chair	07/07/2016	30/06/2020
John Crittall	01/07/2012	30/06/2020
Kerriann Dear	01/07/2017	30/06/2020
Ian Leavers	01/07/2012	30/06/2020
Michael Roche, Risk and Audit Committee Chair	01/07/2017	30/06/2020
Lyn Rowland	01/07/2017	30/06/2020
Ben Swan	01/07/2017	30/06/2020
Alison Quinn	01/07/2017	12/07/2017

## Risk and Audit Committee

The Risk and Audit Committee assists the WorkCover Board in discharging its corporate governance responsibilities. The committee reports directly to the Board on matters pertaining to WorkCover's risk governance framework, including:

- the monitoring of internal control systems;
- compliance with legislative requirements;
- oversight of the risk management framework;
- safeguarding the independence of the internal and external auditors; and
- ensuring the integrity of the financial reporting process.

The [Risk and Audit Committee charter](#) guides the committee, its structure and its specific roles and responsibilities under the [Financial Accountability Act 2009](#) and the [Financial and Performance Management Standard 2009](#).

The committee consists of four independent non-executive Directors, drawn from the Board, that meet quarterly. The committee observes and tracks its performance against the charter at each meeting, with due regard to the Queensland Treasury's [Audit Committee Guidelines: Improving Accountability and Performance](#). In discharging its duties, the committee has considered all audit recommendations as made by the external auditor.

## Directors' meetings

During the year, WorkCover held 11 formal Board meetings and four Risk and Audit Committee meetings. The CEO attends all Board meetings and members of the executive management team are invited to present and discuss relevant issues. A register of directors' interests is updated at each Board meeting to avoid any conflicts of interests and minutes are recorded and maintained in accordance with best practice.

A summary of attendance of directors at meetings is set out below:

Director	Board meetings		Risk and Audit Committee meetings	
	Meetings attended	Eligible to attend	Meetings attended	Eligible to attend
Glenn Ferguson AM, Chair	10	11	0	0
Justin O'Connor, Deputy Chair	10	11	4	4
Melinda Bailey, Risk and Audit Committee Chair	7	11	4	4
John Crittall	11	11	0	0
Peter Dowling AM	9	11	2	4
Flavia Gobbo	10	11	0	0
Ian Leavers	8	11	0	0
Roslyn McLennan	9	11	0	0
Ian Winterburn	11	11	1	4

## Senior executives

The CEO assesses performance of senior executives on an annual basis as part of the organisation's performance review process. The Board also assesses the performance of the CEO as part of this process.

## Stakeholder feedback

WorkCover recognises the importance of complaints management as being inherent to delivering a quality customer experience. We support the rights of our customers and stakeholders to have their complaints heard and actioned appropriately. We are committed to resolving complaints quickly and objectively and believe that all customer and stakeholder feedback, both positive and negative, presents opportunities for continuous improvement.

WorkCover maintains a [complaints management policy](#) in accordance with the AS ISO10002-2014: Guidelines for complaints management in organisations and section 219A of the [Public Service Act 2008](#). A copy of this policy is published on the WorkCover website so that customers can access it easily. WorkCover's complaints management performance is monitored and audited to ensure compliance with the statutory, policy and reporting requirements concerning stakeholder feedback.

## Mandatory open data reporting

WorkCover has reported online information for consultancies and overseas travel in accordance with mandatory reporting requirements.

# ETHICS, COMPLIANCE AND RISK MANAGEMENT

## Ethics

Ethics provide the overarching principles and rules that govern the behaviour of WorkCover's people and also considers the impact on the community and environment. WorkCover has well established policies, procedures and practices that seek to promote ethical standards of behaviour and a culture of compliance that embraces compliance with organisational, legal and regulatory obligations. The expectation that employees and officers act with integrity, honesty and accountability are reflected in WorkCover's Code of Conduct.

## Code of conduct

WorkCover's Board members and employees are expected to maintain the highest level of ethical standards whilst performing their duties. WorkCover's [code of conduct](#) supports our values providing a framework for high ethical standards and has been written to align with the requirements of the [Public Sector Ethics Act 1994](#) (PSEA). The assertions of integrity and accountability are integrated into WorkCover's strategies, objectives and actions. The code of conduct is communicated to our people through the corporate induction program and is available on the WorkCover intranet and website. Our people receive annual refresher training on this document and the PSEA in general. All relevant internal policies and practices align with the code and the PSEA, including the ethics principles and values detailed in this Act. All WorkCover employees are required to comply with the code of conduct. Any noncompliance may result in disciplinary action, which could include termination of employment.

The WorkCover Board is bound by ethical standards outlined in the [Workers' Compensation and Rehabilitation Act 2003](#) (the Act), which requires directors to act honestly, disclose interests, exercise diligence and not use information or their position inappropriately. Directors are bound by the PSEA and as such, WorkCover's code of conduct, on which they annually receive the same training as staff. Additionally, the Board follows the guidelines set out in [Welcome Aboard: A Guide for Members of Government Boards, Committees and Statutory Authorities](#) as issued by the Department of the Premier and Cabinet.

## Compliance

We maintain a number of policies and procedures detailing our compliance obligations in relation to relevant legislation, regulations, and codes of practice. We continually monitor our systems and processes to ensure we maintain compliant with our obligations. Progress against the annual compliance calendar is also reported quarterly to the Risk and Audit Committee.

## Internal audit

The internal audit function supports the Risk and Audit Committee by providing independent and objective assurance advice, designed to apply a disciplined approach to evaluating and improving the effectiveness of WorkCover's risk management, control and governance processes. The Internal Audit function is performed by EY, who are appointed by the Risk and Audit Committee, independently from management and WorkCover's external auditor. The internal audit function is managed in accordance with the WorkCover Internal Audit charter, which is consistent with all relevant assurance and professional ethical standards.

EY prepare a strategic internal audit plan, which outlines the assurance activities to be performed during a financial year. The Risk and Audit Committee approve the internal audit plan and monitor the performance of the internal audit function, with due regard to the [\*Queensland Treasury's Audit Committee Guidelines: Improving Accountability and Performance\*](#).

During the 2016–2017 financial year, 13 internal audit engagements were completed as per the annual internal audit plan. At the completion of each engagement, internal audit report their findings and recommendations to the Risk and Audit Committee, including risks that have been identified during fieldwork. All recommendations arising from the completed internal audit engagements have either been implemented or, are on track to be implemented within agreed timeframes. The internal audit plan's coverage over WorkCover's key risks is reviewed regularly through the use of an assurance map.

## Quality assurance reviews

Our quality assurance reviews form part of our compliance and risk management frameworks. The quality assurance programs emphasise continuous improvement and are designed to assess that the controls in place to manage risks are effective and to identify potential areas for improvement to our activities.

## Training and development

WorkCover is committed to ensuring the ongoing capability and capacity of our people through the continued investment and development of our leadership and technical training competencies delivered throughout the year. As part of this commitment, all employees complete regular training to keep up to date with compliance and industry requirements and for professional development.

## Customer compliance

WorkCover has a dedicated customer compliance team who work with Queensland employers, to ensure they are aware of their obligations to maintain adequate cover when engaging workers. The team maintains a balanced compliance strategy by providing targeted education and monitoring employer compliance across the state.

The education program focuses on stakeholder awareness, whilst compliance audits are conducted on businesses that appear to have contravened their obligations, including failing to insure, or under-insuring their workers.

During the year, the following compliance outcomes were achieved:

- 1292 random site visits were conducted including 717 regional site visits
- These site visits identified 249 non-compliant employers, representing a 19% non-compliance detection rate

- An additional 872 targeted desk based employer audits were conducted. These audits found 469 employers that were non-compliant with the Act representing a 54% non-compliance rate.

## Recordkeeping

All employees at WorkCover are responsible for keeping and maintaining records which are maintained through WorkCover's Claims and Policy Information System (CPIS) for our claims and policy records and through an integrated electronic records system for all corporate records. Annual compliance training is completed to ensure that all employees are aware of their obligations under the [Public Records Act 2002](#). This is essential training given that all of our claims and policy records have been digitised since 2008 and corporate records since 2014.

The approach to recordkeeping was reviewed throughout the year to ensure continuous improvement strategies are implemented to maintain the quality and compliance of all records.

Public records are being retained in line with WorkCover's recordkeeping policy, the Queensland State Archives' General Retention and Disposal Schedule for Administrative Records and WorkCover's Queensland State Archives approved Retention and Disposal Schedule, which was last reviewed in May 2014. No records were transferred to the Queensland State Archives during the 2017 financial year. Additionally, no breaches of the retention and disposal schedules were noted during the year, with no records being reported as missing or lost during this same period.

## Privacy

WorkCover is committed to protecting the privacy of customers, staff and third parties in accordance with the [Information Privacy Act 2009](#) (IP Act), which governs how information is collected, used, stored and disclosed by Queensland Government agencies. All disclosures of private and personal information by WorkCover are managed under this Act, the [Right to Information Act 2009](#) (RTI Act) or the [Workers' Compensation and Rehabilitation Act 2003](#). WorkCover has a Privacy Committee responsible for the promotion of privacy principles throughout the organisation. The Committee actively encourages privacy awareness through initiatives such as the participation in Privacy Awareness Week which highlighted the importance of the protection of personal information to our employees. Additionally, employees undertake annual privacy training in accordance with our compliance program.

## Risk management

WorkCover is committed to the effective management of risk to achieve our objectives. Our risk management framework is consistent with the principles set out in AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines and meets the requirements of the *Financial and Performance Management Standard 2009*.

Our approach to risk management is aimed at embedding a risk awareness culture throughout the organisation. This includes the establishment of an appropriate structure and culture designed to systematically identify, evaluate and manage key risks associated with our activities.

Our [risk management policy](#) is available on our website.

## Workplace health and safety

WorkCover is committed to maintaining a safe working environment, preventing workplace injuries and appropriately managing injuries should they occur. The focus on a zero harm at work safety culture and early intervention resulted in all of workers' compensation claimants returning to work.

WorkCover provides and maintains safe equipment for employees and undertakes scheduled safety inspections throughout the year. WorkCover continues to monitor our compliance with the [Work Health and Safety Act 2011](#) introduced in January 2012.

WorkCover has continued to strive for employer excellence over the last year by maintaining its commitment to continuous evaluation of safety ergonomics, injury management strategies and processes, training, wellness, and the safety culture of the organisation.

The Workplace Health and Safety Committee maintains its commitment to meeting on a monthly basis in accordance with WorkCover policy and the [Work Health and Safety Act](#), and continues to foster open communication with workers and transparency with executive management. In 2016 a WHS Champs group was established to deliver and communicate operational outcomes of the WHS Committee, the WHS Champs meet on a quarterly basis.

A review of emergency procedures has led to improved detail in evacuation procedures.

WorkCover uses a software program for recording workplace incidents, which includes a workplace injury/illness, a dangerous event or a 'near miss'. Reports from this system are used to provide information to our Workplace Health and Safety Committee for review and setting of strategies to mitigate the risk of injuries. These reports are also presented to the Board to assist in meeting their obligations of due diligence to our people and maintaining a safe work environment.

Progressive updates to workplace induction, and progressive introduction or consolidation of WHS subject matter via monthly toolbox talks continue to introduce and engage new, and existing employees, on the obligations, expectations, and due-diligence required of those who work within the organisation.

See the Engaged people section of our annual report for more information on other initiatives WorkCover delivered in 2016–2017 to promote a safe and healthy working environment for our people.

## Business continuity management

Our business continuity and disaster recovery plan have been developed to minimise the impact of a crisis on our customers, stakeholders and employees. On a regular basis, BCM plans are reviewed and tested.