

CHAIR AND CEO REPORT



We are pleased to present WorkCover Queensland's Annual Report for 2016–2017.

We achieved a great deal in the last year, with significant steps forward in our aim to have our customers at the heart of everything we do.

We continued to work together with our customers and key stakeholders to provide a customer experience that delivers excellent return to work outcomes for workers at the lowest cost for Queensland businesses.

Maintained lowest premium rate in Australia

For the third consecutive year, we offered the lowest rate in Australia, maintaining the average premium rate of \$1.20 per \$100 of wages for 2016–2017. This average rate for Queensland employers has been sustained through careful investment and cost control.

A customer centric organisation

Our aim is to have our customers at the heart of our organisation. We have gathered feedback and insights from employers and injured workers to help us understand their customer experience. We also spoke with some key stakeholder groups such as unions and employer associations.

Our customers told us they want us to be **easy, fair and transparent, consistent** to deal with and they want to feel **valued** and **empowered**. We have now established these as our five customer strategy principles.

We established and implemented our customer experience metric to measure our performance against these principles. Measuring the value of our customers' experience will help us achieve our vision of delivering excellent return to work outcomes at the lowest cost to Queensland businesses.

In March and May 2017 we asked our customers to rate our performance against the five customer strategy principles which then allowed us to set a baseline and our target for the next financial year.

Workers gave their overall customer experience score as 7 out of 10 and employers scored their customer experience at 6.8 out of 10.

We are using these ratings and insights to co-ordinate activities that will improve the experience for our customers and achieve our goals and vision.

Enhancing our service delivery experience

We have continued to enhance our innovative digital services to offer a better experience for customers. We provide highly reliable online services based on modernised platforms and infrastructure.

We believe workers should have a consistently good experience no matter how they choose to interact with us—when they call us, through our Worker Assist app or on our website. We've made improvements to our award winning Worker Assist app for workers who want to interact with us on the go, and enhanced our internal systems for our call centre teams.

We've also worked together with our panel law firms to deliver OneFile, an enhanced digital service designed to support panel lawyers and help reduce the administration involved in managing a common law claim. This

intelligent system allows for better management of upcoming work through a shared system available to us and our panel firm.

Committed and engaged people

We introduced a confidential People Survey in March 2017, which measured staff engagement and gave us insights into our culture. Overall, an outstanding response rate of 91% was achieved. WorkCover outperformed the Australian benchmark on every category within the engagement survey, achieving a sustainable engagement index score of 81 out of 100. The results have been used throughout WorkCover to celebrate our strengths and action plan our opportunities for improvement as a team.

Implementing legislative reforms

During the year, WorkCover worked closely with stakeholders to support the implementation of legislative reforms, particularly the introduction of the National Injury Insurance Scheme for workplace injuries in 2016 and reforms in the *Workers' Compensation and Rehabilitation (Coal Workers' Pneumoconiosis) and Other Legislation Amendment Bill 2017*.

WorkCover will continue to work with all stakeholders associated with these legislative reforms to ensure consistent and fair cover is provided for customers.

Financial and investment performance

WorkCover's operating profit for 2016–2017 was a strong financial result.

The net return on our investment portfolio was 9.96% (2015–2016: 2.02%). This is a strong result and we will continue to work with our investment fund manager to effectively manage our investment risk and ensure our portfolio achieves its long term objectives.

WorkCover continues to be fully funded and will maintain a strong financial position as a direct result of our disciplined financial management, prudent investment approach and cost control focus.

Outlook

Over the next 12 months, WorkCover will continue to work with our people, customers and stakeholders to improve our service delivery, ensuring our people and customers are supported by technology and data analytics to achieve the best possible outcomes.

We are passionate about our customers and we will work hard to put them at the heart of everything we do, and regularly gather feedback to check we're delivering an outstanding customer experience.

We'll also continue to invest in our people and measure our engagement with our People Survey.

We will continue to enhance our innovative online services for employers and workers and providers, so they receive a high quality experience across our service channels.

Our state-wide education program will continue to work with businesses to make sure they have the right level of cover to protect their business and their workers from workplace injuries.

WorkCover will also work with stakeholders to implement arrangements to support legislative reforms.

To help us achieve our goals, we have fine-tuned our organisational structure and created two new positions of Chief Customer Officer and Chief Strategic Development Officer – both report into the Chief Executive Officer. We have aligned our new structure into two areas – Business Output Units, based on customer segmentation and Business Support Units. This new structure allows us to be more strategic and puts us in a strong position to help our customers and deliver our objectives.

Thank you

Together we thank and acknowledge the hard work of our Board members, Executive Management Team, and all our people for their commitment to achieving some outstanding results for Queensland's workers and employers.

Additionally, we acknowledge the work of our former CEO, Mr Tony Hawkins, who retired in December 2016 after 19 years of service. On 1 July 2017, we saw the appointment of new board members for 2017–2018. We would like to acknowledge the work of our previous Chair for five years, Mr Glenn Ferguson AM and previous directors. We remain grateful for their influence and leadership, which has ensured we're in a strong position to move forward and achieve our goals.

We also thank the Minister for Employment and Industrial Relations, the Honourable Grace Grace MP, and the Queensland Government for their ongoing support.



Flavia Gobbo

Chair



Bruce Watson

CEO

PREMIUM BREAKDOWN

Our \$1.20 average premium rate against our costs is broken down as per the below graph:



*Other, under statutory claims, includes asbestos and firefighters allowance.

BOARD OF DIRECTORS



Flavia Gobbo BA/LLB, GAICD

Chair

Flavia is a Solicitor of the High Court of Australia and the Supreme Court of Queensland and has extensive experience as a senior corporate lawyer with one of Australia's top publicly listed companies. She is a Director of Employers Mutual, Deputy Chair of Rowing Australia and Board member of SecondBite, a not for profit national food rescue organisation. Flavia was Chair of the former Queensland workers' compensation regulatory authority.



Roslyn McLennan BEcon

Deputy Chair

Roslyn is General Secretary of the Queensland Council of Unions. She is a Director of Safe Work (Queensland), a Trustee of Sunsuper and is a Member of the ACTU Executive. Roslyn was formerly Assistant General Secretary of the Queensland Independent Education Union.



John Crittall BEcon (Hons), MAdmin (IR)

Director

John has extensive experience providing strategic guidance in the key areas of industrial relations, workplace health and safety and legislative compliance. He is currently the Chair of the Building Employees Redundancy Trust, Director of Mates in Construction, Chair of Construction Income Protection Limited and Chair of Electro Group. John was formerly a Director at Master Builders, a role he held for over 10 years.



Kerriann Dear BSc, BSocWk(Hons)

Director

Kerriann has worked in the field of industrial social work since 1999 and has been a Board member and CEO of the Queensland Working Women's Service Inc. since 2003. Kerriann has overseen the development and operations at a number of industrial advisory programs for vulnerable people including Working Women Queensland, Young Workers Advisory Service and Domestic Violence Work Aware.



Ian Leavers

Director

Ian is General President and CEO of the Queensland Police Union, a position he has held since 2009. He has been involved with the Queensland Police Union and as a union official since 1997. Ian is also a Director of the Queensland Police Credit Union.



Michael Roche BComm(Hons), MComm(Hons), GAICD

Director

Michael has had extensive senior executive experience in the government and private sectors, including 11 years as Chief Executive of the Queensland Resource Council. He is now a Strategic Adviser to law firm McCullough Robertson and is Principal of Michael Roche Advisory. He is a director of disability services group Multicap Ltd. He was a director and Investment Committee Chair of industry superannuation fund Mine Wealth and Wellbeing Super Fund. Michael is also the WorkCover Risk and Audit Committee Chair.



Lyn Rowland BA, PostGradDipHR/IR

Director

Lyn's career has spanned both public and private sectors with 35 years' experience in human resources management and industrial relations, providing strategic and transformational leadership in executive roles in Normandy Mining, Queensland Rail, MacMahon Holdings, Limitless Holdings (UAE) and Queensland Health. Lyn has held Director roles with the Queensland Museum, Southern Cross Soloists and the Normandy Mining Superannuation Fund.



Ben Swan GAIST, GradDipStrategicLeadership, DipSuperannuation, CertChangeLeadership

Director

For over 20 years, Ben has represented workers in industrial tribunals, boards and committees across a diverse range of national industries, including mining, oil and gas, pastoral, aviation, retail, tourism and hospitality, manufacturing, engineering and refining and smelting. Ben is the current Secretary of The Australian Workers' Union in Queensland, and has held the positions of AWU Assistant National Secretary, AWU Assistant Secretary (Qld) and AWU National Industrial Officer.

EXECUTIVE TEAM



Bruce Watson MOL, Dip Fin Services, FAICD
Chief Executive Officer

Commencing as WorkCover Queensland CEO on 1 January 2017, Bruce was previously CEO of Mine Wealth and Wellbeing Super Fund for 11 years and was awarded "Executive of the Year" in 2010 by the Fund Executive Association for his contributions to business and industry. Bruce is a highly experienced and proven CEO, recognised by industry for delivering sustainable financial performance and customer service excellence in the financial services sector. Bruce is committed to achieving WorkCover's vision of being Australia's leading workers' compensation insurer by driving the delivery of technologically advanced claims management platforms and outstanding customer experience.



Trevor Barrenger BA, GAICD
Chief Information Officer

Trevor has had extensive experience in the delivery of business solutions and technology systems in a number of global consulting organisations. He has had the opportunity to work on large projects across Europe, America and Australia, and his experience supports his ability to deliver technology solutions to meet WorkCover's business needs and customer service outcomes.



David Heley BAdmin, FCPA, DFP, AGIA, GAICD
Chief People and Finance Officer

David has more than 20 years' experience in the finance and insurance sector. David's focus is on ensuring a strong financial position and a committed and capable workforce both now and for the future. His group provides people and financial strategies to secure WorkCover as Australia's best workers' compensation insurer. These strategies are underpinned by learning and development, IR and ER, reporting and analysis, taxation, treasury, compliance, and audit functions that support the business. David is also the Company Secretary.



Christina Carras BComm, ACA, SIA (Aff), AGIA, GAICD
Chief Customer Officer

Christina oversees the claims, premium and relationship management of our industry aligned customer service model. She is responsible for the health and community care, education, tourism and technical industries, and plays an integral role in delivery changes that benefit both our employers and injured workers, while at the same time engaging with our people to deliver the best outcomes.



Laurent Cazier BA, DipBBus, MBA, AIMM
Lead Customer Experience

Laurent has worked in the personal injury industry for more than 15 years. He oversees the claims, premium and relationship management of our industry aligned customer service model for the construction, labour hire, mining, and security and safety employers. With a strong passion for injury prevention, the health benefits of work and the positive impact of health and wellness programs, Laurent is able to lead and influence his teams to deliver tailored services that result in the best outcomes for injured workers at the lowest cost for employers.



Barbara Martin BBehSc, MRehabCounsel
Lead Customer Experience

Barbara has contributed to the vision of the personal injury industry for the last 14 years. She is responsible for the agriculture, manufacturing, logistics and supply sectors and provides leadership to a range of management groups. Barbara's passion for injury prevention and the health benefits of work has influenced positive outcomes for customers and stakeholders. Her comprehensive knowledge of the scheme provides for integrity in our information and education, within a changing business environment.



Janine Reid BLaws, MBA, GIA (Cert), GAICD
Chief Legal Counsel

Janine has worked in personal injuries for over 20 years. Her knowledge and experience in personal injuries support her ability to manage our common law strategy and legal panel. She is also responsible for providing legal advice to the business and the WorkCover Board and engaging with external stakeholders.