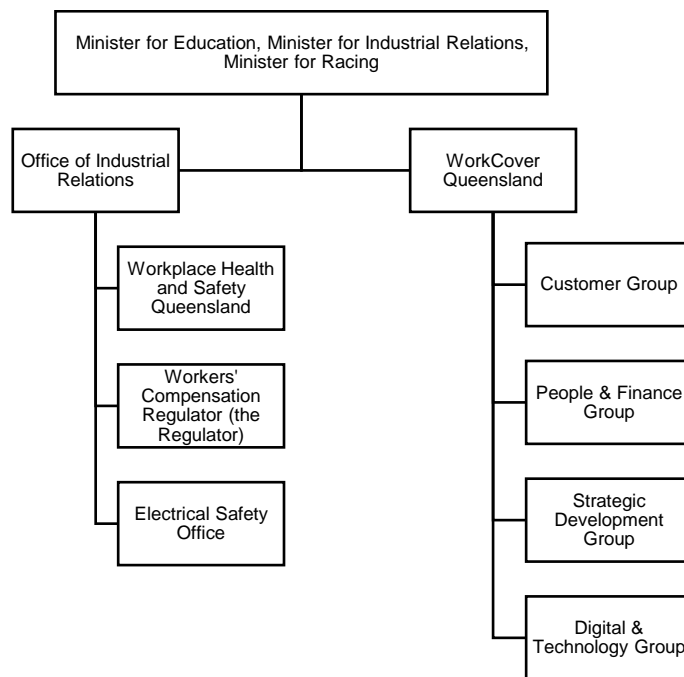


Governance management and structure

WorkCover Queensland is a statutory authority established under the Act. The WorkCover Board is accountable to the Minister for Education, Industrial Relations and Racing, the Honourable Grace Grace.

Organisational structure



Corporate governance

WorkCover is committed to ensuring our systems, policies and the way we operate reflect best practice corporate governance that allows for continuous improvement.

Strategic planning

A comprehensive annual strategic planning process is undertaken with the Board and Executive Leadership Team. A four-year corporate plan and a one-year Statement of Corporate Intent are prepared annually and submitted by the Board each year for approval by the Minister in accordance with the Act. The corporate plan is tabled in the Queensland Parliament following Minister approval. The corporate plan summarises our vision, values, goals, strategies, challenges, and performance indicators. It forms the basis for the group operational business plans, which outline how we will achieve our business objectives. Group business plans include the key financial and operational performance indicators, which are used to measure and monitor our performance. 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

Chapter 8 of the Act outlines the functions and powers of WorkCover. Section 424(1) of the Act provides for the establishment of the WorkCover Board. The Board's role is set out in section 427 of the Act and reflected in the [Board charter](#) which specifies the responsibilities of the Board collectively and individually. The charter is reviewed and approved annually by the Board and made available on our website.

The Board has delegated the operational management of WorkCover to the CEO, including the delivery of the Strategic Plan and direction, with the support of the Executive Leadership Team.

The Board consists of a maximum of nine independent non-executive directors appointed by the Governor in Council, based on their experience and knowledge, for a term of no more than five years. The Governor in Council also appoints the Board Chair and Deputy Chair and determines the terms of appointment including remuneration, paid in accordance with the Remuneration Procedures for Part-Time Chairs and Government Boards. WorkCover's Board has 67% female representation among the directors.

Information on directors' and executives' benefits is detailed in note E3 of the consolidated financial statements.

Newly appointed Directors receive a formal induction providing them with an overview of WorkCover's operations, objectives and board and committee information. Upon induction, Directors are provided with relevant board and committee documents, including charters and policies and an induction manual outlining key governance arrangements. During the year, three new Directors were appointed and inducted.

Board members undertake biennial performance evaluations. During the year, the Board participated in an independent Board performance evaluation process which was conducted in November 2020. The review assessed the performance of the Board as a whole, the Chair and the effectiveness of the Board Committees. The outworkings of the review were considered by the Board as part of the Board strategic planning session, with recommendations incorporated into future Board strategies.

The Board has established two working Committees including the Risk and Audit Committee (refer to Risk Management and Accountability section for details) and People Committee.

Director's appointment terms

CURRENT DIRECTORS	FIRST APPOINTED	END DATE
Flavia Gobbo, Chair	01/07/2014	30/06/2023
Michael Clifford, Deputy Chair	01/07/2020	30/06/2023
Sarah Morris, Risk and Audit Committee Chair	16/02/2018	30/06/2023
Lyn Rowland, People Committee Chair	01/07/2017	30/06/2023
John Crittall	01/07/2012	30/06/2023
Kerriann Dear	01/07/2017	30/06/2023
Ian Leavers	01/07/2012	30/06/2023
Judy Bertram	01/07/2020	30/06/2023
Stacey Schinnerl	02/10/2020	30/06/2023

FORMER SERVING DIRECTORS DURING THIS FINANCIAL PERIOD

Benjamin Fullarton ¹

01/07/2020

19/08/2020

1 Benjamin Fullarton was appointed but did not commence director duties.

People Committee

The role of the People Committee is to assist the Board in fulfilling its corporate governance responsibilities. The committee reports directly to the Board on matters pertaining to WorkCover's people matters, including:

- the development of terms and conditions of the Executive and senior management contracts and remuneration
- strategies, organisational policies and processes, including but not limited to:
 - employment terms
 - staff remuneration and contracts
 - termination payments
 - succession planning
 - industrial relations
 - talent and capability
 - attraction and retention
 - training and development
- ensuring sound processes are developed for performance evaluation and determination of levels of remuneration for the Executive and senior management
- giving guidance to the Chair regarding the annual evaluation of the performance of the CEO, and
- performing other functions that the Board may from time to time assign to the Committee.

The People Committee charter guides the committee, its structure and its specific roles and responsibilities. The People Committee are not paid any additional remuneration for serving on the Committee.

Committee membership

The committee consists of a minimum of three and a maximum of five independent non-executive directors, drawn from the Board, that meet quarterly. A summary of committee membership (as at 30 June 2021) is set out below.

PEOPLE COMMITTEE	
COMMITTEE MEMBER	COMMITTEE ROLE
Lyn Rowland	Committee Chair
Flavia Gobbo	Independent non-executive member
Ian Leavers	Independent non-executive member
Judy Bertram [^]	Independent non-executive member

[^] appointed to the Committee in February 2021

Directors' meetings

During the year, WorkCover held seven Board meetings, five Risk and Audit Committee meetings and four People Committee meetings. The CEO, Chief People and Finance Officer (Company Secretary), and Chief Customer Officer attend all Board meetings and other members of the executive leadership team and senior management are invited to present and discuss relevant topics. A register of Directors' interests is updated at each Board meeting to avoid any conflicts of interests, and Directors declare their Key Management Personnel related parties annually. Directors are also required to advise the Company Secretary, on an ongoing basis, of any changes to their Directors interests' or related parties that may conflict with their role at WorkCover. Board minutes are recorded and maintained in accordance with best practice.

Directors may seek independent, professional advice where considered necessary to fulfil their obligations. This is done so at WorkCover's expense and with the prior approval of the Chair.

Directors have access to assistance to support their professional development, including participation in further learning, and industry and association events and conferences.

Director attendance at 2020–2021 Board and Committee meetings is outlined below:

	BOARD	RISK AND AUDIT COMMITTEE	PEOPLE COMMITTEE
NUMBER OF MEETINGS HELD IN THE YEAR	7	4	4
Directors	Number of meetings attended		
Flavia Gobbo	7	3	2
Sarah Morris	7	4	-
John Crittall	7	4	-
Kerriann Dear	7	-	-
Ian Leavers	7	-	4
Lyn Rowland	7	-	4
Michael Clifford	7	2 [^]	-
Judy Bertram	7	-	2 [#]
Stacey Schinnerl	6 [*]	-	1

All Directors have a standing invitation to Committee meetings.

**Stacey Schinnerl appointed to the Board October 2020*

^ Michael Clifford appointed to the Risk & Audit Committee February 2021

Judy Bertram appointed to the People Committee in February 2021.

Senior executives

The People Committee reviews the senior executive remuneration strategy annually. The CEO assesses the performance of senior executives on an annual basis as part of the organisation's performance review process and in accordance with the remuneration strategy. The Board also assesses the performance of the CEO as part of this review process based on key performance indicators set annually, with remuneration aligned to the Queensland Government CEO Remuneration Framework.

Ethics

Ethics provide the overarching principles, values and rules that govern the behaviour of WorkCover's people and the impact on the community and environment. WorkCover has well established policies, procedures and practices that seek to promote the highest standards of ethical behaviour and a culture that embraces compliance with organisational, risk, legal and regulatory obligations. WorkCover's Ethics policy is reviewed annually, and was approved during the year by the Risk and Audit Committee. The expectation that employees and Directors act with integrity, honesty and accountability are reflected in WorkCover's [Code of conduct](#).

Code of conduct

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](#) (PSE Act). The assertions of integrity, honesty 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 compliance training on this document and the PSE Act in general. All relevant internal policies and practices align with the code and the PSE Act, including the ethical principles and values as detailed in the PSE Act. All employees are required to comply with the code and any non-compliance may result in disciplinary action, which could include termination of employment.

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

Compliance

WorkCover maintains a number of policies and procedures detailing our compliance obligations in accordance with relevant legislation, regulations and codes of practice. We continually monitor our systems and processes to ensure we maintain compliance with these obligations via an annual compliance calendar. WorkCover's compliance policy is reviewed annually and was approved in February by the Risk and Audit Committee. Progress against the annual compliance calendar is also reported to the Risk and Audit Committee on a quarterly basis.

Human rights

WorkCover supports the objectives of the [Human Rights Act 2019 \(Qld\)](#) (HRA), to protect, promote and build a culture that respects human rights.

WorkCover undertook a range of activities during the financial year to further the objectives of the HRA:

- reporting of WorkCover’s obligations
- reviewed its annual staff compliance training modules and induction training material for new starters which include references to the HRA and associated obligations
- conducted awareness raising for staff by incorporating human rights obligations into internal policies and procedures and annual compliance training
- conducted awareness raising for external customers by making reference to the HRA and how to make human rights complaints on WorkCover’s website
- nominated personnel for staff to contact who have enquiries relating to discrimination and harassment in the workplace
- reviewed amendments to the Act to ensure compatibility with the HRA.

WorkCover conducted the following reviews for compatibility with human rights:

- incorporated human rights into WorkCover’s internal complaint handling policies and procedures
- reviewed and updated workplace policies and procedures to refer to the HRA
- updated WorkCover’s website to incorporate obligations under the HRA and lodging complaints to the Queensland Human Rights Commission (QHRC)
- reviewed WorkCover’s processes and procedures in relation to claims management, claims determination and other decision-making frameworks to ensure the human rights provisions are appropriately documented.

Complaints under the HRA can only be made about alleged breaches which occurred after 1 January 2020.

WorkCover did not receive any human rights complaints regarding alleged breaches occurring during this financial year.

Customer and stakeholder feedback

WorkCover recognises the importance of complaints management as part of delivering a quality customer experience. We support the rights of our customers and stakeholders to have their complaints heard and actioned appropriately when they feel WorkCover has not met their expectations. 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 framework in accordance with section 219A of the *Public Service Act 2008* and the AS/NZS ISO 10002:2014 Guidelines for complaints management in organisations. A copy of WorkCover’s [complaints policy](#) has been made available on the WorkCover website. In addition, the number of complaints received by WorkCover in the previous financial year are published on the WorkCover website as required under section 219A of the *Public Service Act 2008*. This includes the number of complaints resulting in further action and those complaints resulting in no further action.

WorkCover’s management of complaints is monitored to ensure compliance with the statutory, policy and reporting requirements concerning stakeholder feedback.

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. Further details of the Learning and Development program is included in the Engaged People section of this report.