

Corporate Plan

2026 - 2030

Who we are

WorkCover Queensland is the main provider of workers' compensation insurance in Queensland. We are a government owned statutory body established under the *Workers' Compensation and Rehabilitation Act 2003 (Qld)*.

Our vision

To be the best workers' compensation insurer and make a positive difference to people's lives.

Our purpose

We partner with and support our customers to keep Queenslanders working, through:

- A focus on return to work outcomes that are underpinned by trusted partnerships
- Tailored quality experiences for workers and employers
- Creating value for injured workers and employers through innovative and sustainable outcomes
- Influencing and investing in injury risk reduction.

Our values



Deliver with heart: We turn care into action. We balance the needs of workers, employers and stakeholders with business decisions to deliver outcomes that matter. We listen to understand and communicate with empathy, compassion and respect. This makes every interaction clear, human and easy to navigate.



Own the outcome: We act with integrity and focus on what matters. We set clear expectations, hold ourselves to high standards and take responsibility for results. We celebrate success and reflect on and learn from our mistakes. By performing at our best, we uphold the trust that's placed in us.



Best together: We work with and for each other. We connect across teams and focus our energy behind shared goals to succeed every day. We seek out diverse perspectives, respect every voice and make it safe to speak up and ask for help. By combining our expertise and inviting contribution, we achieve the extraordinary together.



Unlock what's possible: We stay open to possibility and improve every day. We are proactive, responsive and use smart solutions to deliver outcomes. Guided by purpose and evidence, we remove barriers and act with focus. With curiosity, we seek feedback, evaluate, adapt and progress. By learning and refining what works, we shape what's next.

Our customers

Our customers are employers and injured workers, supported by various stakeholder groups.

Challenges

- Maintaining the long-term **financial sustainability** of the fund in the context of changing claim profiles and increasing claim volumes.
- Responding to the growing prevalence and complexity of **mental injury claims**, including primary and secondary mental injuries, while supporting appropriate outcomes for injured workers.
- Maintaining high-quality, timely services for injured workers and employers while investing in the capabilities required to meet **future demand and expectations**.
- **Sustaining investment in technology and workforce capability** to anticipate and respond to emerging challenges and opportunities, while operating within clear time, cost, quality and scope parameters.
- Ensuring controls, intelligence and investigative capability remain effective in **managing fraud risk** and protecting public funds.
- Attracting and retaining a highly capable workforce with the expertise and commitment required to deliver exceptional care and outcomes for Queensland.
- Managing access to **timely treatment, rehabilitation and effective return to work support** for injured workers within a diverse provider and stakeholder environment.

Prepared by the WorkCover Queensland Board of Directors for the Deputy Premier, Minister for State Development, Infrastructure and Planning and Minister for Industrial Relations. Agreed by the Deputy Premier, Minister for State Development, Infrastructure and Planning and Minister for Industrial Relations on 16 June 2026.

Goals



People and culture: Build an empowered, purpose-driven and accountable workforce and culture that drives outstanding outcomes and performance.



Customer centricity: Defined by our purpose, leverage the combined capability of our people, streamlined processes and customer-focused ethos to deliver personalised, consistent and supportive services.



Technology and innovation: Bring together contemporary, inter-connected systems that reduce administration overhead, deliver insights and tailored support and service delivery.



Stakeholders and partners: Leverage our partners, employers and stakeholders to enhance performance and uplift prevention, recovery and injured worker outcomes.



Operational excellence: Build efficient, consistent and repeatable operations through clear processes, data driven decisions and a culture of continuous improvement.



Risk and financial sustainability: Strengthen governance, controls and financial stewardship to reduce risk, ensure transparency and long term scheme sustainability.

Strategies 2026 - 2030

- Invest in our people and culture to foster an engaged, empowered and accountable workforce focused on delivering exceptional outcomes and support to injured workers and employers.
- Position WorkCover as the leader in claims, injury management and care for injured workers and employers through streamlined multi-channel services delivered by our people.
- Invest in leading edge systems, data and security to reduce administration overhead, enhance decision making and support WorkCover to protect its data.
- Enhance services provided to injured workers and employers via personalised, consistent customer experiences, supported by improved processes, training and support.
- Focus the business on meeting the essential needs of injured workers and employers, using feedback from stakeholders and the broader community, to deliver positive results for Queensland.
- Leverage our employer, provider and stakeholder partnerships to support prevention, safe and sustainable return to work outcomes, and to drive enhancements across the workers' compensation ecosystem.
- Embed forward-thinking, disciplined, data-driven practices to streamline work, uplift consistency, and improve outcomes for injured workers and employers.
- Enhance governance, controls and financial stewardship, ensuring risk, compliance and investment oversight are strategic enablers that support transparency, mitigate risk and protect long term scheme sustainability.

Performance indicators

- Average duration of finalised statutory claims*
- Average annual statutory claim cost*
- Final return to work %*
- Average common law claim cost
- Funding ratio
- Average premium rate (target)
- Breakeven premium rate
- Management and levy expense rate
- Customer experience measure (injured workers and employers).

**12-month rolling average*