

Annual Report

2021–2022

**Acknowledgement of country**

WorkCover Queensland acknowledges and pays respect to Queensland’s Elders past, present and emerging.

We thank the Traditional Custodians of Country throughout Australia for their ongoing custodianship of land, waters and community.

# Contents

[About this report 4](#_Toc112423170)

[Letter of compliance 5](#_Toc112423171)

[About WorkCover Queensland 6](#_Toc112423172)

[Customer service commitment 7](#_Toc112423173)

[Corporate plan 8](#_Toc112423174)

[Our goals and performance indicators 9](#_Toc112423175)

[Statement of Corporate Intent 2021—2022 10](#_Toc112423176)

[Our Board of Directors 16](#_Toc112423177)

[Executive Leadership Team 18](#_Toc112423178)

[Highlights 20](#_Toc112423179)

[Statistics 21](#_Toc112423180)

[Chair and CEO Report 26](#_Toc112423181)

[Claims costs and claims management 29](#_Toc112423182)

[Working together with our customers and stakeholders to improve outcomes 32](#_Toc112423183)

[Engaged people 34](#_Toc112423184)

[Governance management and structure 38](#_Toc112423185)

[Governance risk management and accountability 42](#_Toc112423186)

[Financial performance 46](#_Toc112423187)

[Compliance checklist 99](#_Toc112423188)

[Glossary 101](#_Toc112423189)

# About this report

Under the [*Workers’ Compensation and Rehabilitation Act 2003*](https://www.legislation.qld.gov.au/view/html/inforce/current/act-2003-027)(the Act), WorkCover Queensland is required to produce an annual report. This report has been prepared to meet the needs of stakeholders and the accountability requirements under the [*Financial Accountability Act 2009*.](https://www.legislation.qld.gov.au/view/html/inforce/current/act-2009-009)



WorkCover is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, you can contact us on 1300 362 128 and we will arrange an interpreter to effectively communicate the report to you.

To view previous reports, please visit our website:
<https://www.worksafe.qld.gov.au/resources/publications/annual-reports>

If you wish to speak to us about this report, please contact:

Communications
WorkCover Queensland
GPO Box 2459
BRISBANE QLD 4001
1300 362 128
communications@workcoverqld.com.au
ISSN 1329-6539

© WorkCover Queensland 2022

**License**

This annual report is licensed by WorkCover Queensland under a Creative Commons Attribution (CC BY) 4.0 International license.



CC BY License Summary Statement:

In essence, you are free to copy, communicate and adapt this annual report, as long as you attribute the work to WorkCover Queensland.

To view a copy of this license, visit <http://creativecommons.org/licenses/by/4.0/>

**Attribution**

Content from this annual report should be attributed as: WorkCover Queensland 2021–2022 Annual Report.

# Letter of compliance

24 August 2022

The Honourable Grace Grace MP
 Minister for Education, Minister for Industrial Relations and Minister for Racing
 1 William Street
 BRISBANE QLD 4000

Dear Minister

I am pleased to submit for presentation to the Parliament the WorkCover Queensland 2021–2022 Annual Report and Financial Statements.

I certify that this Annual Report complies with:

* the requirements under the [*Workers’ Compensation and Rehabilitation Act 2003*](https://www.legislation.qld.gov.au/view/html/inforce/current/act-2003-027)
* the prescribed requirements of the [*Financial Accountability Act 2009*](https://www.legislation.qld.gov.au/view/html/inforce/current/act-2009-009) and the [*Financial and Performance Management Standard 2019*](https://www.legislation.qld.gov.au/view/pdf/asmade/sl-2019-0182), and
* the detailed requirements set out in the [*Annual report requirements for Queensland Government agencies*](https://www.forgov.qld.gov.au/manage-government-performance#prepare-annual-reports).

I am pleased to acknowledge both the contribution of our Board as well as the care and dedication of our people in providing excellent workers’ compensation cover in Queensland.

A checklist outlining the annual reporting requirements is provided at page 99 of this annual report.

Yours sincerely



**Flavia Gobbo**
WorkCover Queensland Chair

# About WorkCover Queensland

**WorkCover Queensland has been providing workers’ compensation insurance in Queensland for more than 25 years to more than 170,000 businesses.**

Supporting Queensland workers and businesses is at the heart of everything we do. From customer service and managing claims, to accessing rehabilitation, and making sure employers have insurance in place to protect their workers.

The most important thing for us is keeping Queenslanders working and we understand everyone’s needs are different. We work with each individual to make sure they get the best outcome for their situation.

We are committed to balancing employer and worker needs. We aim to keep premiums low for employers, while also supporting injured workers with their recovery and return to work.

Working together

WorkCover partners with various government agencies and key stakeholders to give Queensland businesses and the broader community efficient access to specialist advice on workers’ compensation matters, rehabilitation, and return to work.

|  |  |
| --- | --- |
| **Minister for Education, Minister for Industrial Relations and Minister for Racing**  | Develops workers’ compensation and workplace health and safety legislation |
| **Office of Industrial Relations** | **Workplace Health and Safety Queensland (WHSQ)**Enforces workplace health and safety laws and educates stakeholders about their legal obligations**Workers’ Compensation Regulatory Services (WCRS)**Regulates the Queensland workers’ compensation scheme, including self-insurers, and is a facilitator of legal and medical resolutions, and an educator and promotor of the scheme on behalf of all stakeholders**The Electrical Safety Office**Develops and enforces legislative and compliance standards to improve electrical safety |
| **WorkCover Queensland** | Provides and manages workers’ compensation insurance for Queensland employers and workers |

# Customer service commitment

WorkCover Queensland is committed to putting the customer first and providing quality experiences. We partner with our customers and stakeholders to deliver innovative and sustainable outcomes, creating value for Queensland businesses and workers.

Our values of excellence, integrity, responsiveness
and respect are incorporated into everything we do. Our people also aim to live by our customer
strategy principles—easy, fair and transparent, empowered, consistent and valued— with every customer interaction.

|  |  |
| --- | --- |
| ServiceWorkCover’s aim is to deliver excellent customer service and to make doing business with us easy. We will always strive to meet our customers’ expectations by:* personally answering calls during business hours
* listening first, then responding in a timely way
* communicating openly and in plain language
* providing contact details of a person to assist
* being fair and impartial in all our interactions.
 | Recovery from injuryWorkCover is here to support the often difficult and emotional experience of a work-related injury. We are committed to assisting people to recover at work and liaising with all parties involved to achieve the best possible outcome by:* communicating regularly with everyone involved
* undertaking necessary rehabilitation
* facilitating an early and safe return to work, subject to fitness and capability
* providing support to reduce the impact of the injury
* assisting to reduce the disruption an injury can cause.
 |
| EngagementWorkCover cares about its customers and stakeholders and engages with them in a positive way for mutual benefit through:* understanding individual requirements
* asking how we can improve
* providing regular updates
* proactively building relationships
* offering value added services.
 | Information and feedbackWorkCover values customer and stakeholder feedback to help continually improve services. We are also committed to protecting the privacy of our customers. We take all reasonable precautions to protect the information given to us by:* storing personal information securely
* allowing access to information quickly and easily.
 |

# Corporate plan

## 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*.](https://www.legislation.qld.gov.au/view/html/inforce/current/act-2003-027)

## 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:

* Trusted partnerships which underpin our focus on return to work outcomes
* Tailored quality experiences for workers and employers
* Creating value for business through innovative and sustainable outcomes
* Influencing and investing in injury
risk reduction.

## Our values

**Excellence**: to deliver outcomes that are highly valued by our customers

**Integrity**: to always do the right thing

**Responsiveness**: to provide an experience that meets the individual needs of our customers

**Respect**: to be considerate of the rights and dignity of everyone.

## Our customers

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

## Challenges

* Balance return to work rates, costs and support for injured workers and employers to maintain a financially sustainable fund
* Continue development of our digital, information and technology architecture and supporting capabilities
* Respond to emerging trends in claims including mental injuries, silicosis and other respiratory conditions, and the future of work
* Maintain an engaged, skilled, diverse and capable workforce
* Evolve the claims management model and capability of our people to support the changing workforce and nature of injuries
* Engage and influence customers and stakeholders to achieve mutually beneficial outcomes including a focus on minimising the risk of workplace injuries and improving the management of injuries and return to work
* Design and deliver products, services and experiences that are valued by our customers, now and in the future
* Retain and grow our employer
customer base.

Prepared by the WorkCover Queensland Board of Directors for the Minister for Education, Minister for Industrial Relations and Minister for Racing. Agreed by the Minister for Education, Minister for Industrial Relations and Minister for Racing on
18 May 2021.

# Our goals and performance indicators

**Claims management: We work smart and innovate**

* Deepen partnerships to create
better outcomes
* Optimise the value and efficiency of what
we do
* Execute the right projects and activities at the right time
* Explore and test opportunities for innovation and ‘disruption’.

**Performance indicators**

* Final Return to Work %
* Average claims costs (statutory and
common law).

**Customer: Our customers are at the heart of everything we do**

* Understand our customers deeply and deliver valued experiences
* Provide tailored, innovative solutions for
our customers.

**Performance indicator**

* Customer experience (CX) measure for workers and employers.

**People: Our people are remarkable**

* Create an environment that inspires our people to make a difference
* Ensure our people are connected to our purpose, which drives positive outcomes
* Enable a continuous learning culture that uplifts the capability of our people.

**Performance indicator**

* Employee engagement index.

**Corporate: We are financially secure**

* Perform at an optimal balance between premium, claims costs and investment return
* Invest in injury management and
risk reduction
* Maximise the value of our spend for better return to work outcomes and operational efficiencies
* Maintain our financial stability.

**Performance indicators**

* Funding ratio
* Average premium rate.

# Statement of Corporate Intent 2021—2022

## Introduction

This Statement of Corporate Intent has been prepared under the direction of, and is submitted by, the WorkCover Queensland Board of Directors (WorkCover), in accordance with the *Workers’ Compensation and Rehabilitation Act 2003* (the Act).

This Statement of Corporate Intent should be read in conjunction with the 2021-2025 WorkCover Queensland Corporate Plan.

## Goals

* Our customers are at the heart of everything
we do
* Our people are remarkable
* We work smart and innovate
* We are financially secure.

## Main undertakings

WorkCover is a government-owned statutory body and is the main provider of workers’ compensation insurance in Queensland. A WorkCover accident insurance policy covers injured workers for their lost wages and medical and rehabilitation costs after a workplace accident, and it covers employers against these costs and possible common law claims.

The main provisions of the Act provide the following for workers and employers:

* Compensation
* Access to damages
* Employers’ liability for compensation
* Employers’ obligation to be covered against liability for compensation and damages
* Management of compensation claims
by WorkCover
* Injury management, focusing on rehabilitation of workers particularly for return to work.

It is intended that WorkCover will:

* maintain a balance between:
	+ providing fair and appropriate benefits for injured workers or dependents, and
	+ ensuring reasonable cost levels
	for employers
* ensure that injured workers or dependents are treated fairly
* provide for the protection of employers’
interests in relation to claims for damages for
workers’ injuries
* provide for employers and injured workers
to participate in effective return to work (RTW) programs
* provide for flexible insurance arrangements suited to the particular needs of industry.

## Nature and scope of activities during 2021–2022

|  |  |
| --- | --- |
| **GOAL** | **STRATEGIES** |
| **Claims management** | We work smart and innovate | * Further embed our tailored care and support claims management model. Monitor and measure impact on claim durations
* Research, test and implement interventions to respond to key/emerging risks to improve claim outcomes
* Implement initiatives to optimise treating services and outcomes to realise improvements in quality, price, outcomes and timely access to services
* Enhance our specialist claims management models to address:
* Emerging trends and risks
* Mental injuries including Post Traumatic Stress Disorder (PTSD)
* Silicosis and other latent onset conditions
* Catastrophic injuries
* Further evolve our common law panel management strategy
* Implement key data analytics initiatives to support our people, customers and providers.
 |
| **Customer** | Our customers are at the heart of everything we do | * Engage with customers, stakeholders and our people to understand our customers’ needs and deliver an excellent end-to-end customer experience
* Continue to implement our regional engagement program
* Further explore and offer tailored solutions for employers and workers
* Enhance our customer research and insight program
* Research, design and implement improvements to our customer segmentation, customers’ end-to-end experience for claims (statutory and common law), premium and relationship management
* Partner with the Office of Industrial Relations, Workplace Health and Safety and other key stakeholders to educate and influence customers on improved safety, injury risk reduction and return to work.
 |

|  |  |
| --- | --- |
| **GOAL** | **STRATEGIES** |
| **People** | Our people are remarkable | * Develop our people through our learning and capability framework
* Support our commitment to diversity through inclusive and flexible work practices and community engagement
* Prioritise our employee engagement, workplace safety and wellbeing initiatives.
 |
| **Corporate** | We are financially secure | * Appropriately price and collect premium, considering emerging trends in claims, workforce and employment arrangements including legislation changes
* Retain and grow our customer base
* Focus on education and compliance activities so that Queensland businesses have the right level of insurance coverage
* Manage and monitor the investment strategy
* Further develop our digital, information and technology architecture and supporting capabilities
* Monitor outcomes of recent legislative amendments.
 |

## Financial and non-financial performance indicators

Performance indicators are focused at the corporate level. As part of WorkCover’s performance management system, managers and their people have indicators specifically directed to their business units.

|  |  |  |
| --- | --- | --- |
| **INDICATOR** | **2021–2022 TARGET** | **2021–2022 ACHIEVED** |
| **Claims management**Final Return to Work rateAverage cost of Statutory ClaimAverage cost of Common Law Claim | 93.1%$11,600$199,000 | <91.5%\*$11,713$191,167 |
| **Customer**Customer experience measure (workers and employers) | 7.6 / 10 | 7.2 / 10 |
| **People**Employee engagement index | 8.0 / 10 | 6.7 / 10 |
| **Financial**Funding ratio Average premium rate | >120%$1.20 | 142.5%$1.20 |

*\* During the 2021-2022 financial year errors were identified in recording the Final RTW outcome that creates the risk of this metric being materially misstated. The error rate was established through internal reviews and independently verified through internal audit. Based on the analysis, there is a 95% probability that the true Final RTW rate is between 84.4% and 91.5% with a margin of error of 3.5%.*

## Capital structure and payments to the consolidated fund

In accordance with the Act, WorkCover is taken to be fully funded if it is able to meet its liabilities for compensation and damages payable from its funds and accounts, and maintain capital adequacy as required under the *Workers’ Compensation and Rehabilitation Regulation 2014* (the Regulation). The Regulation states that in order to maintain capital adequacy, WorkCover’s total assets must at least be equal to total liabilities (which correlates to a funding ratio of 100%).

The Act allows for payments to be made to the consolidated fund. The WorkCover Board will make a recommendation to the Minister with respect to such a payment (if any) following certification of the 2021–2022 financial statements.

Each year the Workers’ Compensation Regulator levy and the Workplace Health and Safety Queensland grant are payments made in accordance with the Minister's instruction as approved by the Governor-in-Council by gazette notice for the prevention, recognition and alleviation of injury to workers, making employers and workers aware of their rights and obligations, and scheme-wide rehabilitation and return to work programs for workers.

## Borrowings made, proposed to be made

WorkCover currently has no borrowings and there are none planned for the immediate future. Investment funds are used to manage all cash flow requirements. WorkCover’s borrowing policy is outlined below.

## Policies adopted to minimise and manage the risk of investments and borrowings that may adversely affect financial stability

### Investment risk

WorkCover has a robust investment management program, maintaining a balanced investment profile with a long-term outlook commensurate with being a long-term insurance operation. WorkCover engages the Queensland Investment Corporation (QIC) as investment manager, and Mercer assisting with independent investment portfolio oversight
and governance.

A strong Investment Management Agreement governs WorkCover’s arrangement with QIC. In addition, the WorkCover Board monitors investments at each meeting and receives regular presentations from QIC. The Board reviews the investment strategy annually, and an independent review framework exists to continuously monitor the investments management program through focused quarterly reviews, including a holistic external strategy review every two years.

Derivative instruments are used as part of the investment strategy to hedge foreign exchange risks, rebalance asset classes and to help achieve particular exposures by taking advantage of, and protect against, market conditions.

### Business risk

WorkCover has a risk management program in place. Risk registers are maintained and monitored by each business group. Strategies to manage risk are incorporated into each group’s business planning process. WorkCover’s Board approves the risk management framework and sets the risk appetite. The WorkCover Risk and Audit Committee is responsible for overseeing the risk management program, including reviewing and monitoring WorkCover’s top strategic risks on a quarterly basis.

### Borrowing risk

The Act provides the framework for WorkCover’s procedures for borrowing. WorkCover may enter into such arrangements to procure equipment up to an amount and on such terms as it considers appropriate. All financing arrangements will be made in conjunction with Queensland Treasury Corporation (QTC) in order to establish that applicable rates are competitive and conditions are appropriate. Board approval will be required for all financing arrangements over pre-defined expenditure limits. All limits are as stated in the WorkCover delegation manual.

## Policies and procedures relating to acquisition and disposal of significant assets

In acquiring or disposing of significant assets, WorkCover complies with the Financial and Performance Management Standard 2019 and Queensland Treasury guideline—Non-Current Asset Policies for the Queensland Public Sector.

Significant assets may be acquired via purchase, finance lease agreement, donations, or transfer from other government entities. A business case must be submitted to the CEO and/or Deputy CEO seeking approval. The CEO will present any major initiatives to the Board for approval. Approval limits are as stated in the WorkCover delegation manual.

When disposing of significant assets, approval must be sought from the appropriate delegated authority. Approval limits are as stated in the WorkCover delegation manual.

### Accounting policies applying to preparation of accounts

WorkCover’s accounting policies are outlined each year in the annual report and are reviewed as part of the financial statements’ audit process. More information on accounting policies is provided in WorkCover’s Financial Management Practice Manual (FMPM).

### Community service obligations

It is not envisaged that the government will require WorkCover to perform any specific community service obligations.

### Employment and industrial relations plan

WorkCover prepares an employment and industrial relations plan annually in accordance with the Act.

## Information to be reported to the Minister

### Quarterly reporting

A quarterly report will be provided to the Minister within one month of the end of the relevant quarter as required by the Act. The report will contain information regarding WorkCover’s performance against the Statement of Corporate Intent.

### Annual reporting

A full annual report will be provided to the Minister in accordance with the Act and in compliance with the Financial and Performance Management Standard 2019, which requires WorkCover to give the annual report to the Minister to allow the report to be tabled in the Legislative Assembly within three months after the conclusion of each financial year.

# Our 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 the Chair of Victoria’s Emergency Services Telecommunications Authority, a Director of WorkSafe Victoria, and Deputy Chair of SecondBite, a not-for-profit national food rescue organisation. Flavia was Chair of QCOMP, the former Queensland workers' compensation regulatory authority.

**Michael Clifford BA
Deputy Chair**

Michael is the General Secretary of the Queensland Council of Unions.  He has represented the interests of working people for over 25 years in a variety of roles including as National Industrial Officer of the Finance Sector Union, Queensland Secretary of the Finance Sector Union, Coordinator at United Voice (now United Workers Union) and Assistant General Secretary of the Queensland Council of Unions.  Michael is the former Deputy Chair of Sunsuper, and now serves as a Director for the Australian Retirement Trust. He is a former Director of Intrust Super. Michael was the inaugural Chairperson of the Australian Labor Party’s Queensland Policy Coordination Council.

**Judy Bertram B Sc, Dip Ed, GAICD
Director**

Judy has extensive experience at senior levels in government leading the strategy, policy and operational management of workplace health and safety and in strategic policy and planning roles in the vocational education and training system and child safety. Judy has been employed by the Queensland Resources Council since 2012 and is currently the Deputy Chief Executive and Director, Community and Safety. She is also a Trustee Board Director of MineSuper and served for 9 years as a Director on the Board of Deaf Services Queensland.

**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 and mental health social work since 1999. She 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. Kerriann is a Branch Councillor with the Social and Community Services Division of The Services Union and works as a workplace consultant and educator in the public and not-for-profit sectors.

**Ian Leavers APM**
**Director**

Ian is the General President and CEO of the Queensland Police Union, a position he has held since 2009, as well as the President of the Police Federation of Australia. He has been involved with the Queensland Police Union as a union official since 1997. Since 2013, he has been a Director of QBank. Ian was formerly a member of the Domestic and Family Violence Implementation Council, former director on the Queensland Workplace Health and Safety Board, and is now a Domestic and Family Violence Prevention Champion for the Queensland Government. Ian was awarded the Australian Police Medal (APM) in the 2020 Queen's Birthday Honours List for his outstanding police leadership, advocacy and improvement of wages and conditions for all police, and being at the forefront of the creation of modern policing policy at both a state and national level, particularly with legislative reform.

**Sarah Morris BEcon, GradDipApp Finance and Investment, GradDipApp Corporate Gov, CA, FGIA, GAICD**
**Director**

Sarah Morris is Executive Manager – Strategy and Finance at TUH Health Fund. Sarah has held senior and executive positions with several organisations across defence services, finance, insurance, resources and professional services industries. She is a former state and national councillor of the Governance Institute of Australia and is the current WorkCover Risk and Audit Committee Chair.

**Stacey Schinnerl BBus
Director**

Stacey is the Secretary of The Australian Workers’ Union of Employees, Queensland and the Branch Secretary of The Australian Workers’ Union (Queensland Branch). In both industrial advocacy and elected union positions, Stacey has represented the interests of Queensland workers for nearly 18 years. Stacey has previously served on the Executive of the Australian Council of Trade Unions and is a current Director on the Board of Chifley Services Pty Ltd. She holds a Bachelor of Business degree majoring in Human Resource Management and Employment Relations.

# Executive Leadership Team

**Bruce Watson MOL, Dip Fin Services, FAICD, FASFA
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.

**David Heley BAdmin, FCPA, DFP, AGIA, GAICD
Deputy Chief Executive Officer**

David has more than 20 years' experience in the finance and insurance sector. As Deputy CEO and CFO, David's focus is on ensuring a strong financial position now and into the future. His group provides corporate and financial strategies to secure WorkCover as Australia's best workers' compensation insurer. David is responsible for all of the company’s financial functions, including accounting, audit, treasury, corporate finance, governance, risk, data and analytics functions that support the business.

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

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 and strategy to the business, the WorkCover Board and engaging with external stakeholders. Janine is also the company secretary.

**Emma Wright BBusHRM, MOrgDevHRM
Chief People Officer**

Emma is a trusted, authentic leader who displays personal commitment and inspires others, leading with a vision that values people. With over 13 years’ experience in corporate services and human resources within the utilities and insurance industries, she builds and leads high performing and diverse teams with a strong focus on culture and employee experience. As Chief People Officer, Emma leads the People Group, a team that is driven to transform WorkCover into a contemporary organisation that’s highly adaptive for the future of work.

**Barbara Martin BBehSc, MRehabCounsel
Chief New Claims Officer**

Barb is an accomplished Executive Leader and industry expert with over 20 years’ experience in claims management. As Chief New Claims Officer, Barb’s focus is on improving the registration, determination and onboarding of customers as they start their claims journey with us. She is dedicated to supporting innovative ideas and streamlining processes to allow her teams to deliver high quality and efficient services. Barb is passionate about supporting people to develop and achieve their best in a performance and customer focused culture.

**Christina Carras BComm, ACA, SIA (Aff), AGIA, GAICD
Chief Claims Management Officer**

Christina leads the Claims Management Group to ensure the end-to-end claims management process meets WorkCover's corporate goals and balances the interests of both Queensland employers and injured workers. Christina oversees the claims, premium and relationship management of our industry-aligned customer service model. She plays an integral role in delivery of innovative changes that benefit both our employers and injured workers, while at the same time engaging with our people to deliver the best outcomes.

**Claudia Lajeunesse MA (Honours), MOrgLdrship, FinTech SBS
Chief Digital Information Officer**

Claudia has extensive experience leading digital teams in Australia and Europe, with a strong focus on transforming organisations and creating exceptional digital experiences for customers. Claudia leads the Digital and Technology Group at WorkCover Queensland, aiming to create a seamless collaboration that drives a culture of connection through tools that support and produce great work. She will also oversee the development and delivery of our Digital Transformation Portfolio through a multi-year program of work, targeting core renewal and digital identity.

**Marc Dennett MBA, GradDipMgt, GradCertBus
Chief Partnerships and Relationships Officer**

Marc has more than 20 years’ experience in injury management and prevention. He has previously held senior roles at WorkCover Queensland, the Office of Industrial Relations and was previously the Queensland member of the Heads of WorkSafe Authorities. Marc leads the Partnerships and Relationships Group, focusing on building trusted networks, engaging our stakeholders and industry associations to help support and deliver strategic and sustainable outcomes for our customers.

# Highlights

## Our organisation

|  |  |  |
| --- | --- | --- |
| **$1.20**average premium rate per $100 of wages, maintained for the eighth consecutive year | **$5.47B** funds under management | **324,671**customer calls to our contact centre |
| **82%**people survey response rate | **7.2 / 10**combined customer experience measure | **6.7/10**sustainable employee engagement |

## Our employers

|  |  |  |
| --- | --- | --- |
| **174,599**employers insured | **$96.51M**premium savings for employers (including apprentice and 5% early payment discounts) | **111,934** customers renewed their policy online |
| **309**customers helped onsite by our compliance advisors | **528** employers helped through Injury Prevention and Management Program | **7.2 / 10**average customer experience rating by employers |

## Our workers

|  |  |  |
| --- | --- | --- |
| **$1.27B**statutory benefits and entitlements paid to workers | **<91.5%\***injured workers returned to work | **63,371**injured workers assisted |
| **2,990**new common law claims | **7.2 / 10**average customer experience rating by workers  |  |

*\* During the 2021-2022 financial year errors were identified in recording the Final RTW outcome that creates the risk of this metric being materially misstated. The error rate was independently verified by PwC internal audit. Based on the analysis, there is a 95% probability that the true Final RTW rate is between 84.4% and 91.5% with a margin of error of 3.5%. This is discussed further in the* [*Claims costs and claims management section*](#_Claims_costs_and_1)*.*

# Statistics

|  |
| --- |
| **STATUTORY CLAIMS AND PAYMENTS BY INJURY NATURE** |
|  | **NUMBER OF ACCEPTED CLAIMS** | **FINANCIAL YEAR COSTS** |
| **INJURY NATURE** | **2022** | **2021** | **2022** | **2021** |
| **No.** | **%** | **No.** | **%** | **$M** | **%** | **$M** | **%** |
| Burns | 1,215 | 1.9% | 1,306 | 2.0% | 9.3 | 0.7% | 11.4 | 1.0% |
| Fractures | 5,702 | 9.0% | 5,426 | 8.3% | 171.6 | 13.5% | 158.6 | 13.7% |
| Intracranial injuries and injuries to nerves and spinal cord |  645 | 1.0% |  594 | 0.9% | 27.3 | 2.2% | 22.1 | 1.9% |
| Mental disorders | 1,974 | 3.1% | 1,724 | 2.6% | 134.5 | 10.6% | 104.7 | 9.1% |
| Musculoskeletal injuries and diseases | 34,234 | 54.0% | 36,160 | 55.3% | 555.5 | 43.8% | 552.5 | 47.7% |
| Nervous system and sense organ diseases | 1,180 | 1.9% | 1,345 | 2.1% | 25.7 | 2.0% | 25.1 | 2.2% |
| Other injuries and diseases | 5,152 | 8.2% | 5,572 | 8.5% | 141.9 | 11.2% | 133.9 | 11.6% |
| Respiratory system diseases |  253 | 0.4% |  336 | 0.5% | 97.6 | 7.7% | 51.6 | 4.5% |
| Skin and subcutaneous tissue diseases |  251 | 0.4% |  250 | 0.4% | 2.1 | 0.2% | 2.7 | 0.2% |
| Wounds, lacerations, amputations and internal organ damage | 12,765 | 20.1% | 12,695 | 19.4% | 102.8 | 8.1% | 93.8 | 8.1% |
| **TOTAL** | **63,371** | **100.0%** | **65,408** | **100.0%** | **1,268.3** | **100.0%** | **1,156.4** | **100.0%** |

|  |
| --- |
| **STATUTORY CLAIMS AND PAYMENTS BY INJURY LOCATION** |
|  | **NUMBER OF ACCEPTED CLAIMS** | **FINANCIAL YEAR COSTS** |
| **INJURY LOCATION** | **2022** | **2021** | **2022** | **2021** |
| **No.** | **%** | **No.** | **%** | **$M** | **%** | **$M** | **%** |
| Back | 10,184 | 16.1% | 11,117 | 17.0% | 175.7 | 13.8% | 178.7 | 15.4% |
| Foot and toes | 2,068 | 3.3% | 2,122 | 3.2% | 27.9 | 2.2% | 27.6 | 2.4% |
| Hand and fingers | 10,914 | 17.2% | 10,653 | 16.3% | 92.2 | 7.3% | 88.7 | 7.7% |
| Head and face | 5,119 | 8.1% | 5,361 | 8.2% | 65.5 | 5.2% | 54.1 | 4.7% |
| Lower limbs | 11,957 | 18.9% | 11,938 | 18.3% | 187.7 | 14.7% | 177.7 | 15.4% |
| Multiple locations | 1,716 | 2.7% | 1,758 | 2.7% | 35.4 | 2.8% | 36.6 | 3.2% |
| Neck | 1,964 | 3.1% | 2,181 | 3.3% | 40.2 | 3.2% | 39.2 | 3.4% |
| Systemic | 2,308 | 3.6% | 2,066 | 3.2% | 140.9 | 11.1% | 112.8 | 9.8% |
| Trunk | 2,998 | 4.7% | 3,088 | 4.7% | 198.8 | 15.7% | 134.2 | 11.6% |
| Unspecified location |  961 | 1.5% | 1,075 | 1.6% | 22.6 | 1.8% | 26.5 | 2.3% |
| Upper limbs | 13,182 | 20.8% | 14,049 | 21.5% | 281.4 | 22.2% | 280.3 | 24.1% |
| **TOTAL** | **63,371** | **100.0%** | **65,408** | **100.0%** | **1,268.3** | **100.0%** | **1,156.4** | **100.0%** |

*Note: Systemic includes mental injuries*

|  |
| --- |
| **STATUTORY CLAIMS AND PAYMENTS BY INDUSTRY CLASSIFICATION** |
|  | **NUMBER OF ACCEPTED CLAIMS** | **FINANCIAL YEAR COSTS** |
| **INJURY INDUSTRY** | **2022** | **2021** | **2022** | **2021** |
| **No.** | **%** | **No.** | **%** | **$M** | **%** | **$M** | **%** |
| Accommodation and Food Services | 3,696 | 5.8% | 3,747 | 5.7% | 48.5 | 3.8% | 43.0 | 3.7% |
| Administrative and Support Services | 2,041 | 3.2% | 1,960 | 3.0% | 41.0 | 3.2% | 38.0 | 3.3% |
| Agriculture, Forestry and Fishing | 2,357 | 3.7% | 2,548 | 3.9% | 43.9 | 3.5% | 41.8 | 3.6% |
| Arts and Recreation Services |  925 | 1.5% |  872 | 1.3% | 14.5 | 1.1% | 12.4 | 1.1% |
| Construction | 7,775 | 12.2% | 7,521 | 11.5% | 185.5 | 14.6% | 172.5 | 15.0% |
| Education and Training | 5,233 | 8.3% | 5,581 | 8.5% | 78.8 | 6.2% | 68.6 | 5.9% |
| Electricity, Gas, Water and Waste Services |  808 | 1.3% |  829 | 1.3% | 16.0 | 1.3% | 15.6 | 1.3% |
| Financial and Insurance Services |  202 | 0.3% |  275 | 0.4% | 5.4 | 0.4% | 6.9 | 0.6% |
| Health Care and Social Assistance | 11,220 | 17.7% | 12,119 | 18.6% | 212.8 | 16.9% | 185.3 | 16.1% |
| Information Media and Telecommunications |  255 | 0.4% |  253 | 0.4% | 4.7 | 0.4% | 3.7 | 0.3% |
| Manufacturing | 9,547 | 15.1% | 9,611 | 14.7% | 161.7 | 12.7% | 147.2 | 12.8% |
| Mining |  983 | 1.6% | 1,141 | 1.7% | 46.6 | 3.7% | 49.6 | 4.3% |
| Other |  494 | 0.8% |  401 | 0.6% | 21.3 | 1.7% | 19.0 | 1.6% |
| Other Services | 2,053 | 3.2% | 2,064 | 3.2% | 35.7 | 2.8% | 36.3 | 3.1% |
| Professional, Scientific and Technical Services | 1,132 | 1.8% | 1,175 | 1.8% | 22.8 | 1.8% | 18.9 | 1.6% |
| Public Administration and Safety | 4,567 | 7.2% | 4,504 | 6.9% | 117.2 | 9.2% | 95.6 | 8.3% |
| Rental, Hiring and Real Estate Services |  695 | 1.1% |  661 | 1.0% | 14.6 | 1.2% | 11.6 | 1.0% |
| Retail Trade | 3,476 | 5.5% | 3,922 | 6.0% | 56.3 | 4.4% | 55.8 | 4.8% |
| Transport, Postal and Warehousing | 3,057 | 4.8% | 3,229 | 4.9% | 88.8 | 7.0% | 84.9 | 7.3% |
| Wholesale Trade | 2,855 | 4.5% | 2,995 | 4.6% | 52.2 | 4.1% | 49.7 | 4.3% |
| **TOTAL** | **63,371** | **100.0%** | **65,408** | **100.0%** | **1,268.3** | **100.0%** | **1,156.4** | **100.0%** |

*Note: Other includes Household worker, Workplace Personal Injury Insurance, Voluntary etc.*

|  |
| --- |
| **COMMON LAW CLAIMS AND PAYMENTS BY INJURY NATURE** |
|  | **NUMBER OF NEW COMMON LAW CLAIMS** | **FINANCIAL YEAR COSTS** |
| **INJURY NATURE** | **2022** | **2021** | **2022** | **2021** |
| **No.** | **%** | **No.** | **%** | **$M** | **%** | **$M** | **%** |
| Burns |  28 | 0.9% |  37 | 1.3% | 4.5 | 1.0% | 4.2 | 0.9% |
| Fractures |  270 | 9.0% |  260 | 9.0% | 44.7 | 9.7% | 53.9 | 11.1% |
| Intracranial injuries and injuries to nerves and spinal cord |  22 | 0.7% |  24 | 0.8% | 4.1 | 0.9% | 2.5 | 0.5% |
| Mental disorders |  371 | 12.4% |  298 | 10.3% | 60.7 | 13.2% | 57.4 | 11.7% |
| Musculoskeletal injuries and diseases | 1,730 | 57.9% | 1,759 | 60.5% | 243.1 | 52.6% | 269.6 | 55.3% |
| Nervous system and sense organ diseases |  43 | 1.4% |  39 | 1.3% | 8.4 | 1.8% | 7.1 | 1.5% |
| Other injuries and diseases |  173 | 5.8% |  179 | 6.2% | 28.8 | 6.2% | 29.5 | 6.1% |
| Respiratory system diseases |  101 | 3.4% |  52 | 1.8% | 23.8 | 5.2% | 21.3 | 4.4% |
| Skin and subcutaneous tissue diseases |  7 | 0.3% |  6 | 0.2% | 1.8 | 0.4% | 2.8 | 0.6% |
| Wounds, lacerations, amputations and internal organ damage |  245 | 8.2% |  249 | 8.6% | 41.3 | 9.0% | 38.3 | 7.9% |
| **TOTAL** | **2,990** | **100.0%** | **2,903** | **100.0%** | **461.2** | **100.0%** | **486.6** | **100.0%** |

|  |
| --- |
| **COMMON LAW CLAIMS AND PAYMENTS BY INJURY LOCATION** |
|  | **NUMBER OF NEW COMMON LAW CLAIMS** | **FINANCIAL YEAR COSTS** |
| **INJURY LOCATION** | **2022** | **2021** | **2022** | **2021** |
| **No.** | **%** | **No.** | **%** | **$M** | **%** | **$M** | **%** |
| Back |  764 | 25.6% |  800 | 27.7% | 132.5 | 28.8% | 131.1 | 26.9% |
| Foot and toes |  72 | 2.4% |  61 | 2.1% | 14.5 | 3.1% | 11.1 | 2.3% |
| Hand and fingers |  221 | 7.4% |  215 | 7.4% | 31.1 | 6.7% | 29.8 | 6.1% |
| Head and face |  102 | 3.4% |  110 | 3.8% | 19.1 | 4.1% | 18.7 | 3.8% |
| Lower limbs |  363 | 12.1% |  341 | 11.7% | 45.3 | 9.8% | 60.0 | 12.3% |
| Multiple locations |  55 | 1.8% |  62 | 2.1% | 10.6 | 2.3% | 12.5 | 2.6% |
| Neck |  91 | 3.0% |  94 | 3.2% | 14.8 | 3.2% | 21.8 | 4.5% |
| Systemic |  380 | 12.7% |  308 | 10.6% | 62.9 | 13.7% | 59.9 | 12.3% |
| Trunk |  208 | 7.0% |  159 | 5.5% | 40.1 | 8.7% | 36.9 | 7.6% |
| Unspecified location |  21 | 0.7% |  27 | 0.9% | 1.0 | 0.2% | 4.7 | 1.0% |
| Upper limbs |  713 | 23.9% |  726 | 25.0% | 89.3 | 19.4% | 100.1 | 20.6% |
| **TOTAL** | **2,990** | **100.0%** | **2,903** | **100.0%** |  **461.2**  | **100.0%** |  **486.6**  | **100.0%** |

|  |
| --- |
| **COMMON LAW CLAIMS AND PAYMENTS BY INDUSTRY CLASSIFICATION** |
|  | **NUMBER OF NEW COMMON LAW CLAIMS** | **FINANCIAL YEAR COSTS** |
| **INJURY INDUSTRY** | **2022** | **2021** | **2022** | **2021** |
| **No.** | **%** | **No.** | **%** | **$M** | **%** | **$M** | **%** |
| Accommodation and Food Services | 141 | 4.7% | 158 | 5.4% | 19.7 | 4.3% | 17.6 | 3.6% |
| Administrative and Support Services | 98 | 3.3% | 88 | 3.0% | 10.0 | 2.2% | 11.7 | 2.4% |
| Agriculture, Forestry and Fishing | 85 | 2.8% | 79 | 2.7% | 13.7 | 3.0% | 12.6 | 2.6% |
| Arts and Recreation Services | 30 | 1.0% | 32 | 1.1% | 4.6 | 1.0% | 5.7 | 1.2% |
| Construction | 435 | 14.5% | 434 | 15.1% | 79.2 | 17.2% | 86.8 | 17.7% |
| Education and Training | 100 | 3.3% | 102 | 3.5% | 15.7 | 3.4% | 17.8 | 3.7% |
| Electricity, Gas, Water and Waste Services | 27 | 0.9% | 32 | 1.1% | 5.3 | 1.1% | 5.6 | 1.2% |
| Financial and Insurance Services | 12 | 0.4% | 6 | 0.2% | 1.2 | 0.3% | 0.9 | 0.2% |
| Health Care and Social Assistance | 441 | 14.7% | 367 | 12.6% | 55.0 | 11.9% | 52.7 | 10.8% |
| Information Media and Telecommunications | 8 | 0.3% | 7 | 0.2% | 1.4 | 0.3% | 1.0 | 0.2% |
| Manufacturing | 503 | 16.9% | 482 | 16.7% | 81.0 | 17.5% | 83.1 | 17.1% |
| Mining | 133 | 4.4% | 125 | 4.3% | 27.4 | 5.9% | 31.0 | 6.4% |
| Other | 141 | 4.7% | 108 | 3.7% | 13.3 | 2.9% | 16.4 | 3.4% |
| Other Services | 78 | 2.6% | 103 | 3.5% | 12.9 | 2.8% | 13.6 | 2.8% |
| Professional, Scientific and Technical Services | 35 | 1.2% | 34 | 1.2% | 3.1 | 0.7% | 4.4 | 0.9% |
| Public Administration and Safety | 189 | 6.3% | 161 | 5.5% | 36.4 | 7.9% | 28.6 | 5.9% |
| Rental, Hiring and Real Estate Services | 35 | 1.2% | 36 | 1.2% | 4.1 | 0.9% | 5.0 | 1.0% |
| Retail Trade | 157 | 5.3% | 185 | 6.4% | 19.6 | 4.2% | 27.4 | 5.6% |
| Transport, Postal and Warehousing | 196 | 6.6% | 214 | 7.4% | 36.4 | 7.9% | 35.9 | 7.4% |
| Wholesale Trade | 146 | 4.9% | 150 | 5.2% | 21.2 | 4.6% | 28.8 | 5.9% |
| **TOTAL** | **2,990** | **100.0%** | **2,903** | **100.0%** | **461.2**  | **100.0%** | **486.6**  | **100.0%** |

|  |
| --- |
| **STATUTORY AND COMMON LAW PAYMENTS** |
| **PAYMENT TYPE** | **2022** | **2021** |
| **$M** | **% on gross** | **$M** | **% on gross** |
| **STATUTORY CLAIMS** |  |  |   |   |
| Weekly compensation | 558.5 | 32.2% | 520.2 | 31.7% |
| Medical/Rehabilitation | 293.7 | 17.0% | 299.6 | 18.2% |
| Lump sum |   |   |   |   |
| Permanent impairment | 138.6 | 8.0% | 122.5 | 7.4% |
| Fatal lump sum | 20.6 | 1.2% | 15.1 | 0.9% |
| Latent onset lump sum | 142.9 | 8.3% | 93.0 | 5.7% |
| Hospital | 100.9 | 5.8% | 93.6 | 5.7% |
| Other | 13.1 | 0.8% | 12.4 | 0.8% |
| **GROSS STATUTORY PAYMENTS** | **1,268.3** | **73.3%** | **1,156.4** | **70.4%** |
|  |  |  |   |   |
| **COMMON LAW CLAIMS** |  |  |   |   |
| Settlements | 397.5 | 23.0% | 426.3 | 25.9% |
| Legal and investigations |   |   |   |   |
| Defendant | 60.0 | 3.5% | 55.8 | 3.4% |
| Plaintiff | 3.7 | 0.2% | 4.5 | 0.3% |
| **GROSS COMMON LAW PAYMENTS** | **461.2** | **26.7%** | **486.6** | **29.6%** |
| **TOTAL GROSS PAYMENTS** | **1,729.5** | **100.0%** | **1,643.0** | **100.0%** |

# Chair and CEO Report

Our continued focus to provide sustainable support for customers

Over the past year, we have continued to experience the challenges of a difficult economic climate. Like many others in the insurance industry, we have experienced rising claims costs and poor investment returns.

WorkCover’s focus has always been on balancing return to work outcomes, costs, and employer premiums to maintain a financially sustainable fund. Fundamentally, that means supporting injured workers and employers to achieve a safe return to work as soon as possible after injury.

We provide more assistance for workers than ever by:

* working with medical professionals to ensure timely access to allied health and medical professionals for treatment​, despite the impact of COVID-19 on service availability
* implementing streamlined processes and presumptive post-traumatic stress disorder (PTSD) legislation for faster access to much needed treatment, and
* expanding our services to access telehealth, psychotherapy and counselling services and Return to Work Services providers with specialist psychological expertise.

We have continued delivering services our customers need, as evidenced by recent customer experience scores:

* 7.2/10 for both employers and injured workers
* 8.9/10 for employers with common law claims, and
* 4.3/5 for claims process and digital service.

## Our financial investment and performance

WorkCover’s final comprehensive result for 2021—2022 was a $318 million loss primarily due to significantly poorer investment returns and rising claims costs.

Our disciplined approach to financial management has allowed us to build our financial reserves over many years. This has helped us to minimise the impact of these economic challenges and unexpected events, like the COVID-19 pandemic, that cause adverse investment returns.

While our funding ratio is trending downwards, our position is still strong—we continue to be fully funded and have maintained an average premium rate that has been one of Australia’s lowest for the past eight years.

Rising statutory claims costs is a trend being experienced across all workers’ compensation jurisdictions in Australia. Longer statutory claim durations and more mental injury claims are placing pressure on our financial position, despite our operating costs remaining below those of other jurisdictions. Addressing this growth in costs remains a priority for us heading into 2022-2023.

## Premium rate

WorkCover Queensland offers one of the lowest average premium rates for workers’ compensation insurance in Australia. Our financial reserves have allowed us to subsidise premium rates by $1.2B over the past six years but there is a limit to how long we can continue to use our investment returns to shield our customers from rising premium rates.

As the main provider of workers’ compensation insurance in Queensland, WorkCover is responsible for maintaining a stable and strong fund. Whilst we understand the impact of increasing premium rates on our customers, to take no action on premium rates for the coming year would not only be financially irresponsible but would also place pressure on the quality of services we can deliver.

For the 2022–2023 financial year, WorkCover’s average net premium rate will move to $1.23 per $100 of wages, after discounts. This is the first premium rate increase since 2012–2013.

To help minimise the impact of a premium increase, we are continuing to offer discounts for early payment and employers who employ apprentices, and flexible, interest-free payment plans.

We are proud to have been able to offer consistency in our premium rate for employers for many years. Despite this increase, WorkCover still offers one of the lowest average premium rates in Australia without compromising the quality of services we deliver to help our workers safely return to work.​

WorkCover will continue to work with employers to help control their premiums by reducing their claims costs through safe work practices and supporting their workers through early and safe rehabilitation and return to work. Premium rates are reviewed annually —if claims costs continue to escalate, proportionate increases in the future may be necessary.

## Partnering with our stakeholders

We recognise the importance of strong relationships and collaborative partnerships with key stakeholders. We know there are benefits for our customers and our business if we work together. To support this, a new Partnerships and Relationships Group was established as part of our organisational restructure in January 2022 to focus on developing and strengthening these relationships with our key stakeholders including industry groups, unions and legal, medical and allied health providers and associations.

We will continue our work with stakeholders and employers to pilot injury risk reduction initiatives to help reduce the risk of injury and associated costs for our customers. The outcomes from the pilots this year have been encouraging with positive feedback from stakeholders and employers.

More information on these joint initiatives is available under the Working together section of this annual report.

## Outlook for the next financial year

The uncertain environment we have operated in over the last few years has taught us the importance of flexibility and preparedness in providing sustainable support for our customers. Our focus for 2022–2023 will be on that, to ensure we:

* support our people to continuously develop their capabilities to meet the future demands of work
* optimise statutory and common law claims management to improve claim outcomes, through early intervention and managing liability and risk
* strengthen relationships with stakeholders to influence outcomes
* ensure financial sustainability through appropriate premium and investment strategies, and
* continue to improve our cyber maturity to protect our people, information, and assets as well as improving our existing digital, data and supporting capabilities.

We are proud of the experiences we deliver for our customers and we will continue to look for ways to improve how we work together to maximise value and growth for our people, our customers and our business.

## Thank you, acknowledgements, and condolences

We would like to pay tribute to Bill Ludwig OAM, a WorkCover Queensland former Board member, National President and Queensland State Secretary of the Australian Workers’ Union (AWU), who passed away in April 2022.

Bill was a strong support to the late Ian Brusasco AO, the WorkCover Chair at the time, and together Bill, Ian and the Board oversaw a turnaround of the scheme to achieve better financial viability and customer focus. He was well recognised and respected for his great influence in this mission.

We would like to thank and acknowledge the work of our Board members, executive management team and all our people throughout the year.

We would also like to thank the Minister for Education, Minister for Industrial Relations and Minister for Racing, the Honourable Grace Grace MP, and the Queensland Government for their ongoing support.

|  |  |  |
| --- | --- | --- |
|  |  |  |
| **Flavia Gobbo**ChairWorkCover Queensland |  | **Bruce Watson**Chief Executive OfficerWorkCover Queensland |

# Claims costs and claims management

## Statutory claims trends

Rising statutory claims costs is a trend being experienced across all workers’ compensation jurisdictions in Australia. Longer statutory claim durations and more mental injury claims are placing pressure on our financial position and impacting the outcomes for our customers after a workplace injury. Addressing this has been a priority in 2021-2022.

Despite a 3.1% decrease in accepted statutory claim numbers from the previous year, statutory claims costs totalled $1,268.3M for the 2021–2022 year, a 9.7% increase from last year. The average statutory claim duration (measured by the number of paid days) increased from 53.7 days in 2020–2021 to 57 days in 2021–2022.

There are several factors contributing to this growth in statutory claims costs including growth in the rate of mental injury claims.

## Mental injuries

In 2021–2022, 1,974 primary mental injury claims were accepted. This is a 14.5% increase from 2020–2021 and continues the rising trend in the number of mental injury claims (nearly 100% growth since 2017–2018). We anticipate the upward trend will continue into the next financial year.

The increase in primary mental injury claims coincides with legislative changes and initiatives enhancing the support for workers with mental injuries including:

* the introduction of early intervention treatment for workers prior to a decision about their mental injury claim in October 2019
* the introduction of the administrative policy to proactively determine trauma-related mental injury claims for first responders in August 2020, and
* the introduction of presumptive legislation for particular workers with PTSD in May 2021.

These claims are by their nature more complex to determine and manage, and consistently result in substantially longer claim durations and poorer return to work outcomes than claims for physical injuries.

In Queensland, mental injury claims:

* currently represent 10.6% of total statutory payments ($134 million for 2021–2022)
* have an average annual claim cost of $20,392 ($17,016 in 2020–2021). This cost is almost double the average annual claim cost of physical injuries ($11,075 for 2021–2022)
* take three times longer to decide (around 32.9 working days) than physical injuries (9.9 working days), and
* have higher periods of time lost (128.2 average annual paid days) than for physical claims (52.5 average annual paid days).

WorkCover is also experiencing a significant growth in secondary mental injuries claims (mental injury claims that arise with or following a physical injury) that is impacting the duration and cost of statutory claims and the conversion rate to common law. Approximately 2,600 statutory claims had an accepted secondary mental injury. This is an upward trend that is consistent across other jurisdictions.

This is partly attributable to earlier identification of these conditions during a statutory claim, improved data recording and a better acceptance in the community of mental health issues.

## Return to work outcomes

Our claims management approach is focused on early intervention and understanding and addressing the biopsychosocial risks that may impact a worker’s recovery and return to work after their injury. In most cases, workers can safely return to their pre-injury job but sometimes we need to help workers find a new role at the same employer or find a new role with a new employer. This is more challenging if the worker is also experiencing secondary mental health concerns during their recovery.

In 2021-2022 the average number of days to the first return to work after injury and the number of workers who had returned to work at 12 weeks after their injury remained stable despite an increase in claims mix complexity and challenging external factors including delays in treatment and surgery availability and access to suitable duties. We have maintained our focus on early intervention for those workers at risk of poor outcomes as evidence confirms that being out of work for long periods of time following injury decreases the likelihood of workers ever returning to work.

Queensland recorded positive results in comparison to other jurisdictions in [Safe Work Australia’s 2021 National Return to Work Survey](https://www.safeworkaustralia.gov.au/doc/2021-national-return-work-survey-summary-report) with 84% of workers independently surveyed reporting they had returned to work since injury and were currently in paid employment, compared to the National average of 81%.

WorkCover also measures the final return to work outcome at the end of a statutory claim. We did not achieve our corporate target of 93.1%. Our result for 2021-2022 was less than 91.5%.

During 2021-2022, through our quality assurance monitoring and independent internal auditing, we identified instances where we did not correctly record the final return to work outcome when we closed the claim. That creates the risk of this metric being materially misstated. The error rate was established through internal reviews and independently verified through internal audit. Based on the analysis, there is a 95% probability that the true final return to work rate is between 84.4% and 91.5% with a margin of error of 3.5%. We have a number of improvements underway to improve the accuracy of the final return to work result in the future. This includes additional training for our people, reviewing our policies and procedures and ongoing quality assurance and audits. Where we have identified errors in coding we have corrected these errors to improve accuracy of the reported result.

Our Employment Connect program, part of WorkCover’s accredited rehabilitation and return to work program, provides support to those workers who have been unable to return to work because of their injury at the time their statutory claim finalises. In 2021-2022, this program assisted 216 workers, with 41% of participants achieving a successful return to work outcome at the completion of the program.

During 2021-2022, through our quality assurance monitoring and independent internal auditing, we identified instances where we did not correctly consider some workers for referral to the program under the 2019 amendments to section 220 of the Act. WorkCover self-reported this compliance issue to the Workers’ Compensation Regulatory Service and we are currently actioning a number of improvement opportunities to address this issue. These include improvements to our systems and processes and further training and technical support for our people. Where we have identified workers that should have been referred to the program, we have immediately rectified that issue and offered ongoing return to work support. This issue and the return to work recording issue continue to be closely monitored by our Executive and Board with ongoing reporting to the Workers’ Compensation Regulatory Service.

## Statutory claims management strategies

WorkCover has implemented the following strategies to improve outcomes for our customers and address issues surrounding rising claims costs:

* **Earlier claims decisions** – our focus has been on reducing the number of days to decide claims so that we can support workers and employers as soon as possible after an injury. In January 2022 we centralised our claims determination teams into our New Claims Group and we have experienced an improvement in the number of claims we are deciding within five days
* **Early risk identification and data insights** –continued refinement of our triage approach and data analytics, to better identify and manage high risk claims. We continued to embed our tailored care and support approach to claims management in 2021-2022. Our Customer Advisors have access to evidence-based tools that provide greater insights into the risk factors present on a claim and how these factors correlate with recovery and return to work outcomes
* **Better education and support for employers** –the insights provided by our risk assessment tools show that a worker’s ability to cope with their injury and a lack of employer support are the two risk factors that have the strongest correlation with poor outcomes. In response to these findings, we created a suite of resources for employers promoting the benefits of supporting injured workers back to work and continue to focus on interventions to address these two key risk factors
* **More access to medical and allied health care** – COVID-19 caused delays for workers to obtain and safely attend medical appointments. Medical and allied health providers are now experiencing high demand for their services and we continually work closely with them to increase appointment availability for injured workers
* **Coaching and capability uplift for our people** – investing in better learning support platforms and dedicated technical support roles to ensure we continue to develop our people’s capability to manage claims and achieve better outcomes
* **Organisational structure redesign to increase our focus** – in January 2022 WorkCover established the Claims Management Group, which is focused on delivering improved statutory claims outcomes through a more targeted focus on claims management
* **Technology upgrades** – better use of technology to remove administrative work and streamline experiences for our people and our customers
* **A focus on better support for mental injury** – our mental injury treatment guidelines support our people and health providers in managing these claims. The guidelines were developed with input from providers and professional associations and are continuously reviewed and maintained to ensure the information remains current and relevant. The experiences of WorkCover Customer Advisors and providers using this resource have been positive, as it provides transparent guidance and consistency in response to treatment requests, and
* **Referrals to RTW providers –** we have worked closely with our existing provider panel to build capacity and improve outcomes through our new return to work services mentoring program and regular performance discussions supported by our tailored scorecard.

## Common law trends

The number of new common law claims was in line with expectations. This has been gradually increasing in recent years and we are closely monitoring this trend as longer duration statutory claims and secondary mental injury claims have higher rates of conversion to common law.

In 2021-2022, 58% of common law claims involved either a primary or secondary mental injury. This is putting upward pressure on the average damages, legal costs and durations of common law claims and the outstanding claims provision. Despite this change in the claims mix, we were able to resolve our damages claims within our target, with the average cost of a common law claim at $191,167 (target of $199,000). This outcome was achieved through strong oversight and quality control of our external legal partners. We also leveraged data insights to optimise our claim allocations to our lawyers, with claims being allocated to our lawyers with proven expertise and outcomes on different claim types. We also worked with our legal partners to develop claims protocols and quality assurance processes to manage emerging risks in our common law claims portfolio.

## Silicosis and Occupational Diseases

We continue to work closely with the Office of Industrial Relations (OIR) and Resources Safety and Health Queensland (RSHQ) to support workers with mine dust lung diseases.

As at 30 June 2022, WorkCover had completed the health screening of 1,053 stonemasons exposed to crystalline silica dust from engineered stone.

253 workers have been diagnosed with a work-related condition. We are helping them with their recovery and rehabilitation and providing compensation for their loss of wages.

Some of these workers were diagnosed through other health screening options and they have lodged claims with WorkCover. Of these workers:

* 36 have a diagnosis of progressive massive fibrosis (PMF)
* 13 have a respiratory condition that is not silicosis, and
* 204 have silicosis (non PMF).

During 2021–2022, a small number of new silicosis claims relating to manufactured stone were received. Silicosis diagnosis, treatment and claims costs have added $51.8M to scheme costs in 2021–2022.

# Working together with our customers and stakeholders to improve outcomes

## Education and engagement activities

As COVID-19 restrictions eased over the year, we welcomed opportunities to meet with our customers and stakeholders at both in-person and online events for educational and engagement purposes. In 2021–2022, WorkCover supported a number of stakeholder events including:

* Participated in the AiGroup mental health and aged care events in June 2021 and October 2021
* Presented a session about mental injuries for Clubs Queensland in November 2021
* Presented a series of introductory sessions about WorkCover and mental health claims to general practitioners, first year registrars and medical students at:
	+ Albany Hills Radius Medical Centre in September 2021
	+ General Practitioners Training Queensland in September 2021, and February and March 2022
	+ Griffith University, as part of our ongoing partnership with the institution between 2021-2022
* Presented a session about WorkCover for small business owners at a Logan Chamber of Commerce breakfast in February 2022
* Presented sessions discussing mental health and common law at the Association of Self Insured Employers of Queensland’s (ASIEQ) Conference in March 2022
* Travelled to Townsville to present at the North Queensland Work Well Conference in May 2022
* Presented at the Multicultural Small Business Expo hosted by the Department of Employment, Small Business and Training, as part of the Queensland Government's Small Business Month in May 2022
* Hosted and facilitated a series of hazardous manual handling virtual and in-person sessions in collaboration with the Office of Industrial Relations and Workplace Health and Safety Queensland in May and June 2022
* Travelled to Cairns to participate in a small business exhibition with the Chamber of Commerce and Industry Cairns in June 2022
* Hosted a customer event for Gold Coast-based businesses in June 2022 with industry experts presenting on the importance of mentally healthy workplaces and best practice in supporting workers with mental injuries
* Our Board members participated in an employer visit on the Gold Coast in June 2022
* Hosted a stakeholder networking event in June 2022
* Participated in the annual ASIEQ Self-Insurer Licences Holder event in June 2022

Webinars

* Hosted our [common law webinar series](https://www.youtube.com/playlist?list=PLiOclcBIZRBeEE7IuNDKenKw_-AKfBaKf), co-presented with our panel lawyers, now in its third year
* Presented introductory sessions about Working with WorkCover Queensland for the Australian Rehabilitation Providers Association (ARPA) and the Australian Physiotherapy Association (APA) in February 2022, and
* Hosted our first Premium Masterclass webinar for customers, providing them with a high-level introduction to premium calculation, ahead of our annual policy renewal season in June 2022.

## Expansion of WorkCover’s Injury Risk Reduction Initiatives (IRRI) program

With the support of occupational injury experts and our allied health return to work panel, we worked closely with our key stakeholder groups (including unions and industry bodies) to develop and implement pilots with selected employer groups.

Pilots rolled out in 2021–2022 included:

* partnering with Growcom and WHSQ to develop and deliver injury prevention and management material to the horticulture industry
* piloting an ambassador program to minimise occupational violence to prevent physical and mental injury in the health and community service sector, and
* developing a job task inventory and distributing material to prevent injuries in community clubs in collaboration with Clubs Queensland.

In addition to new pilots, previously implemented pilots were expanded:

* The aged care and disability mobility screening tool to prevent patient handling injuries was successfully trialled with another large employer in the sector
* Onsite support services for mental health were successfully rolled out to meat manufacturing employers, which was then rolled out to another employer in the manufacturing industry, and
* Outcomes from our trial of innovative technological solutions to minimise forklift injuries led to the development of a working party through the Manufacturing Industry Sector Standing Committee.

Many of the pilots were delivered in regional areas in Far North Queensland, Darling Downs and the Sunshine Coast. A previous pilot resulted in a national roll out with [Steering Healthy Minds](https://www.steeringhealthyminds.com.au/), an industry collaboration which delivers a mental health peer support network for transport industry workers.

After completing initial discovery work during 2021–2022, we will look at facilitating pilots in other industries in 2023, as well as providing continuous support to several of our previous initiatives.

## Improving customer experience through research insights and co-design

In 2021-2022, we obtained feedback from approximately 12,500 customers across our survey feedback platforms and interviewed workers, employers, providers, and our people.

We have continued to build on the insights collected across the lifecycle of a claim and policy, with surveys sent to customers as they proceed through key stages of the journey: claim determination, recovery and return to work, and claim closure. We also continued to collect quarterly feedback on the overall experience workers and employers had with us. This ongoing feedback allows us to engage with our customers, provide positive feedback to our people, and identify opportunities for continuous improvement.

Over the past 12 months, we conducted other specific research and design initiatives, and started implementing outcomes. This includes:

* refining the current claim journey map looking at the role of employers, workers, our people, and our systems during the course of the claim
* co-designing communications with our people and injured workers to provide extra guidance when using the Worker Assist app, and
* continuing to update written communication letters, so they are more customer focused and easier to understand, with clear next steps.

# Engaged people

## Workforce profile

|  |  |  |
| --- | --- | --- |
| 910full time equivalent employees\**as at the fortnight ended 17 June 2022* | 66%of our workforce is female | 15.2%employee attrition rate |

## Organisational restructure

To help us meet the challenge of increasingly complex statutory claims and rising claims costs in a rapidly changing external environment, we recognised the need to ensure the organisation had the most effective operating model. The right model means we can focus on the right things and deliver better outcomes for our customers.

In January 2022, we implemented an organisational restructure to support earlier determination and ongoing management of our claims and enable a stronger focus on outcomes across all areas of our business. The new structure welcomed three new members to the Executive Leadership Team: Chief New Claims Officer, Chief Partnerships and Relationships Officer and Chief People Officer.

Our New Claims Group is focused on early, claims decisions, to ensure our customers receive support as soon as possible after their injury. The creation of our Partnerships and Relationships Group reflects our continued focus on working together with customers and stakeholders to improve customer outcomes and scheme sustainability. Our People Group leads initiatives to attract, onboard, engage, develop and retain high-performing employees at WorkCover.

During 2021–2022, we introduced our new Chief Digital Information Officer who is focused on modernising and simplifying our digital environment to better serve our customers.

## Recruitment

To attract and retain the best talent in a highly competitive talent market, we continue to use inclusive recruitment practices supported by consistent, transparent, and merit-based processes.

Throughout the year, we enhanced our candidate experience by refreshing our [Careers](https://www.worksafe.qld.gov.au/about/careers/working-at-workcover-queensland) page on the website, developing our Employee Value Proposition statement (EVP), and supporting collateral to promote and attract new talent to WorkCover.

During 2021-2022, we saw:

* 2,977 applications for vacant positions
* 200 external new starters welcomed to WorkCover as part of our permanent and fixed term workforce
* 70 internal movements to a new role, and
* 15.2% attrition rate as at 30 June 2022.

## Growing the capability of our people

### Enabling lifelong learning

WorkCover encourages a continuous learning culture by supporting our people through a blended approach to develop new skills and knowledge via easily accessible, on-demand learning tools, and on-the-job training. We continually build customised eLearning modules with tailored technical activities that connect learners to relevant industry, skills, and external learning resources.

All employees have access to LinkedIn learning to develop the required skills and knowledge for their role. 7,512 learning videos were viewed throughout 2021–2022.

### Personal Injury Education Foundation (PIEF)

WorkCover continues to maintain a corporate membership with PIEF to support the personal injury industry, acknowledging the value the foundation provides to the industry and demonstrating our ongoing commitment to the professional development of our people.

In 2021-2022, 14 employees engaged in vocational studies with PIEF ranging from:

* Certificate IV in Personal Injury Management
* Diploma in Personal Injury and Disability Management, and
* Graduate Certificate in Personal Injury.

Industry education for leaders is supported through PIEF’s professional development program. During 2020-2021 several leaders engaged with PIEF’s online programs across a range of topics including:

* engaging remote and hybrid teams
* managing challenging interactions
* leading teams in uncertain times
* productivity and working well remotely, and
* presentation skills.

### Managing mental health in the workplace

WorkCover has partnered with AON since 2017 to provide our people with the opportunity to participate in Mental Health First Aid (MHFA) training to develop our capabilities and understand mental health and how it affects our people and customers. We continue to encourage all our people to attend MHFA training and complete accreditation as a Mental Health First Aider. The program helps our people to:

* recognise the symptoms of different illnesses and mental health crises
* know how to offer and provide initial help, and
* know how to guide a person towards appropriate treatments and other support.

Once qualified, our people are equipped to provide immediate assistance to someone who may be developing a mental health condition or experiencing a mental health crisis.

All our leaders must complete mental health first aid training to ensure we are providing the right support to our people and customers. In addition, all our people are offered the opportunity to complete MHFA training throughout the year.

**Graduate program**

WorkCover’s graduate program provides an opportunity for our graduates to map their career path with the organisation, complete further study or move on to a different role when they complete our two-year program.

In 2021, our eight graduates completed our inaugural program with all eight successful in obtaining either ongoing or fixed term roles at WorkCover.

In 2022, we welcomed four new graduates who are currently completing rotational programs specialising in Digital Technology and Design or Business Analytics and Insights, and we have started a new recruitment campaign for four more graduates to begin the program in 2023.

## Leadership development

### Emerging Leaders program

In early 2021, five people were selected to participate in the 10-month Emerging Leaders program. The program involved coaching, workshops and modules developing self, leading teams, leading the business and on-the-job experience.

Three participants were successful in obtaining leadership roles at the end of the program. In 2022, we started our new program with 10 participants in a format that utilises a self-directed approach, incorporating more coaching and networking to support our emerging leaders’ growth.

### Intentional leadership program for Claims leaders

The WorkCover Queensland Intentional Leadership Program supports 54 Claims leaders in developing and refreshing foundational leadership knowledge and skills for newly promoted, mid-career or highly experienced leaders. Facilitated in partnership with the Institute of Managers and Leaders, the program helps our leaders to lead a productive, motivated and engaged team.

### Harvard Corporate Learning

To support leaders in continuously developing their capabilities, we provide on demand access to Harvard Corporate Learning through Harvard Spark. In 2021-2022, our people accessed over 9,370 content items.

## People survey

We measure how engaged our employees are at work because strong engagement drives discretionary effort, performance and retention. This leads to better outcomes for our customers, more consistent service and a more sustainable business. Our annual people survey also assess how our people align with our purpose and values, and how supported they feel by the business, with insights benchmarked against external organisations and used as a catalyst for action.

In early 2022, we completed our most recent pulse survey which had an 82% response rate, and a 6.7/10 sustainable engagement rate. Our people told us they are strongly aligned with WorkCover’s goals and objectives, have a high willingness to expend discretionary effort, and feel they have strong social support within their teams and from their immediate managers. However, they are experiencing internal and external pressures that have impacted their experience at work. This includes rising claims cost and durations, business adjustments following the pandemic, and operational and structural changes.

Following the survey, we developed action plans focused on reducing pressure from rising workloads and increasing transparency of decision making by senior leaders.

## Health and wellbeing

We continue our commitment to the health, safety and wellbeing of our people and to providing a safe working environment. In December 2021, we refreshed WorkCover’s health, safety and wellbeing strategy to include three strategic goals: healthy people, healthy systems and healthy workplace. These goals are supported by three key principles: transparency, trust and tailored needs.

The Workplace Health and Safety Committee continues to meet monthly, driving WorkCover’s safety culture and aligning our activities around our strategic goals and principles. Key initiatives during 2021–2022 include:

* Human Rights Commission facilitated training for our newly formed Contact Officer network who are available to support employees who experience harassment in the workplace
* continuation of ergonomic assessments, early intervention physiotherapy services, early intervention psychological services and access to the Employee Assistance Program (EAP) services
* introduction of WorkCover’s mental health framework, with a focus on the important interplay between data and analytics, proactive interventions, policies and procedures and support mechanisms. This resource aims to provide a tailored framework to address the challenges of our workforce and create and maintain a high-performing, mentally healthy organisation
* a series of workshops and training for our people to build a psychologically safe and enriched work environment.

## Flexible working

WorkCover continues to support flexible work arrangements to help our people balance work, family and lifestyle and to ensure operational availability of the workforce as an ongoing COVID-19 management measure. We provide a 5-in-10 remote working framework (where our people may work 5 days at home in a 10-day fortnight).

## Early retirement, redundancy, and retrenchment

In 2021–2022, five employees received redundancy packages at a cost of $524,532.56. Employees who did not request or accept a redundancy offer selected alternative employment placements. No early retirement or retrenchment packages were paid during the reporting period.

## Diversity, inclusion and belonging

Our diversity, inclusion and belonging activities continue to support those under-represented in the workforce, including but not limited to:

* women
* people with disability
* Aboriginal and Torres Strait Islander peoples
* the LGBTIQA+ community
* young people
* older people, and
* culturally and linguistically diverse people.

Key initiatives across 2021-2022 included:

* launching [WorkCover’s Reflect Reconciliation Action Plan](https://www.worksafe.qld.gov.au/about/who-we-are/workcover-queensland/reconciliation-action-plan) (RAP) endorsed by Reconciliation Australia. This involves developing relationships with Aboriginal and Torres Strait Islander stakeholders, defining WorkCover’s vision for reconciliation and exploring our sphere of influence, as well as committing to specific actions and initiatives along the journey. WorkCover’s Reconciliation Working Group (RWG), as the governing body of WorkCover’s RAP, was established in February 2020 and is now comprised of 15 members from across business, of which 33% identify as Aboriginal
* developing the Aboriginal and Torres Strait Islander Peoples employment strategy
* annual reviews of the diversity, inclusion and belonging strategy including awareness campaigns of National and United Nations observed significant dates, and
* signing the CEO statement of support for the United Nations Women’s Empowerment Principles and Diversity Council Australia’s #IStandForRespect campaigns, advancing WorkCover’s commitment to gender equity.

## Industrial and employee relations

WorkCover continually reviews workplace practices to ensure our people have the opportunity to contribute to the role WorkCover plays in the Queensland community. We want our people to have a voice, feel supported in raising employment concerns, seek advice, and make suggestions for improvement.

We continue to engage in purposeful consultation with Together Union on workplace matters. Through the WorkCover Consultative Committee, our leadership team, Together Union, and internal delegates are provided a forum to actively raise and quickly resolve matters, including organisational change, policy, people initiatives, wellbeing and safety.

The workload management toolkit has been developed under the WorkCover Employing Office Certified Agreement 2018 to assist leaders to work with employees to design work practices that promote wellbeing, work-life integration, and support performance. The toolkit was developed with Together Union through the WorkCover Consultative Committee. This tool can also be used to build capability, improve outcomes, and performance to better serve our customers.

The WorkCover Employing Office Certified Agreement 2018 has a nominal expiry date of 30 September 2022. This Agreement applies to all Award-covered employees and bargaining commenced in early 2022.

Remuneration arrangements and terms of employment for employees on individual contracts are determined in accordance with WorkCover’s annual remuneration strategy, endorsed by the People Committee.

## Positive performance management framework

WorkCover’s positive performance management framework has been developed to align with the Public Sector Reform and to maintain and uplift the capability and performance of our people.

Managing performance proactively and effectively enhances overall organisational productivity and performance. WorkCover is focused on creating an environment where our people thrive throughout the employee lifecycle.

# Governance managementand structure

WorkCover Queensland is a statutory authority established under the *Workers’ Compensation and Rehabilitation Act 2003* (the Act). The WorkCover Board is accountable to the Minister for Education, Industrial Relations and Racing, the Honourable Grace Grace MP.

## Organisational structure

## Board of Directors

WorkCover’s powers and functions are outlined in Chapter 8 of the Act. Section 424(1) 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 individual and collective responsibilities of the Board. The Charter is reviewed and approved annually by the Board and made available on our website.

The Board has delegated 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 is comprised 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 year. The Governor-in-Council also appoints the Board Chair and Deputy Chair and determines the terms of appointment including remuneration which is paid in accordance with the [Remuneration Procedures for Part-Time Chairs and Government Boards](https://www.qld.gov.au/__data/assets/pdf_file/0025/39481/remuneration-procedures.pdf). WorkCover’s Board has 62.5% female representation among the directors, with the Chair and Risk and Audit Committee Chair both being female.

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, no new Directors were appointed.

The Board undertake biennial performance evaluations. The last review was conducted in November 2020.

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

|  |  |  |
| --- | --- | --- |
| **CURRENT DIRECTORS (AS AT 30 JUNE 2022)\*** | **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 |
| 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 |

*\*Lyn Rowland resigned from the Board of Directors and in the role of People Committee Chair on 31 December 2021.*

## People Committee

The People Committee’s role is to assist the Board fulfil its statutory and regulatory responsibilities, which are outlined in the People Committee Charter. The Committee reports directly to the Board on WorkCover’s people matters and strategies relating to:

* remuneration practices
* success planning
* industrial relations
* talent and capability
* attraction and retention
* training and development
* diversity and inclusion.

The Committee consists of a minimum of three and maximum of five independent non-executive directors, comprised from the Board, that meet quarterly. The People Committee are not paid any additional remuneration for serving on the Committee. A summary of committee membership (as at 30 June 2022) is outlined below.

|  |  |
| --- | --- |
| **COMMITTEE MEMBER** | **COMMITTEE ROLE** |
| Flavia Gobbo | Acting Chair |
| Ian Leavers | Independent non-executive member |
| Judy Bertram | Independent non-executive member |

*\*Lyn Rowland served as the People Committee Chair until 31 December 2021, before resigning from the Board of Directors.*

## Directors’ meetings

During the year, WorkCover held seven Board meetings, one of which is a dedicated strategy session, four Risk and Audit Committee meetings and four People Committee meetings. The CEO, Deputy CEO and Chief Legal Officer (Company Secretary) 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 and Directors declare their Key Management Personnel related parties annually. Directors also 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 at Workcover’s expense, with prior approval of the Chair. Directors have access to assistance to support their professional development, through learning and development participation in industry events and conferences.

All Directors have a standing invitation to attend all Committee meetings. Director attendance at 2021-22 Board and Committee meetings is outlined below:

|  |  |  |  |
| --- | --- | --- | --- |
| **NUMBER OF MEETINGS HELD IN THE YEAR** | **BOARD** | **RISK AND AUDIT COMMITTEE** | **PEOPLE COMMITTEE** |
| **Directors** | **Number of meetings attended** |
| Flavia Gobbo, Chair | 7 / 7 | 3 / 4 | 3 / 4 |
| Michael Clifford, Deputy Chair | 6 / 7 | 4 / 4 | - |
| Sarah Morris, Risk and Audit Committee Chair | 7 / 7 | 4 / 4 | - |
| John Crittall | 7 / 7 | 4 / 4 | - |
| Kerriann Dear | 7 / 7 | - | - |
| Ian Leavers | 7 / 7 | - | 4 / 4 |
| Judy Bertram | 7 / 7 | - | 3 / 4 |
| Stacey Schinnerl | 7 / 7 | - | - |
| Lyn Rowland\* | 3/3 | - | 2/2 |

**\****Lyn Rowland resigned from the Board of Directors on 31 December 2021.*

## Public Sector Ethics

All WorkCover employees, including our Board, are required to maintain the highest level of ethical standards and act in accordance with our Code of Conduct when performing their duties. It is expected that all employees meet these standards of conduct and support the vision and values of WorkCover. Our Code of Conduct is based on the four ethics principles contained in the *Public Sector Ethics Act 1994* (Qld) (PSE Act).

The ethics considered essential for the performance of public administration in Queensland are:

* Integrity and impartiality
* Promoting the public good
* Commitment to the system of government
* Accountability and transparency.

The principles have been incorporated into WorkCover’s Code of Conduct. A Code of Conduct agreement is signed upon a new employees’ appointment acknowledging they are committing to upholding these principles and standards of behaviour. The Code of Conduct is communicated to our people through the corporate induction program and is available on our internal intranet and external website. Our people, including the Board receive annual compliance training on the Code and the PSE Act in general. All relevant internal policies and practices align with the Code, including the ethical principles and values. Non-compliance with the code may result in disciplinary action, which could include termination of employment.

The Board are also required to act honestly, disclose interests, exercise diligence and not use information or their position inappropriately. Additionally, they follow guidelines set out in Welcome Aboard: A Guide for Members of Queensland Government Boards, Committees and Statutory Authorities, as issued by the Department of Premier and Cabinet.

WorkCover’s values of excellence, integrity, responsiveness and respect align with the PSE Act values and principles and these are integrated into everything we do.

## Human Rights

WorkCover support the objectives of the *Human Rights Act 2019* (Qld)(HRA), to protect, promote and build a culture that respects human rights. During the year, WorkCover undertook a range of activities to further the objectives of the HRA:

* Reporting of WorkCover’s obligations
* Reviewed annual compliance training materials and induction program training which include references to the HRA and obligations
* Implementation of the Prevention of Sexual Harassment and Sexual Violence policy, including a network of Contact Officers to support victims of harassment in the workplace
* Launched WorkCover’s Reconciliation Action Plan (RAP) and progressed RAP initiatives.

No human rights complaints were received by WorkCover in relation to WorkCover’s actions or activities between 1 July 2021 – 30 June 2022.

# Governance risk management and accountability

## Risk and Audit Committee

The Risk and Audit Committee consists of a minimum of three and a maximum of six independent non-executive directors comprised from the Board. Remuneration of the committee is noted in note E3 of the Financial Statements and paid in accordance with the [Remuneration Procedures for Part-Time Chairs and Members of Queensland Government Bodies.](https://www.qld.gov.au/__data/assets/pdf_file/0025/39481/remuneration-procedures.pdf) A summary of committee membership (as at 30 June 2022) is outlined below.

|  |  |
| --- | --- |
| **COMMITTEE MEMBER** | **COMMITTEE ROLE** |
| Sarah Morris | Committee Chair |
| Flavia Gobbo | Independent non-executive member |
| Michael Clifford | Independent non-executive member |
| John Crittall | Independent non-executive member |

The CEO, Deputy CEO, Chief Legal Officer (Company Secretary), internal audit and external audit all have a standing invitation to attend Committee meetings. Members of senior management are invited where required.

The Committee meet quarterly and during 2021-2022 met 4 times, fulfilling its responsibilities as per the Risk and Audit Committee Charter. Key achievements included:

* Endorsing the 2020-2021 Financial Statements for WorkCover Queensland and the WorkCover Employing Office
* Approving the 2021-2022 Internal Audit Plan
* Approving the Internal Audit Charter
* Endorsing the Risk and Audit Committee Charter, and
* Approving the Risk Management policy, Environmental policy, Ethics policy, PID policy, Compliance policy.

## Risk management

WorkCover is committed to the implementation of our risk management program throughout the organisation, including setting the risk appetite, periodic review and monitoring the treatment of the top strategic and corporate risks. Our executive risk management framework and risk management policy are consistent with the principles in ISO 31000:2018 Risk Management - Guidelines and meets the requirements of the Financial Performance Management Standard 2019.

Our approach to risk management is aimed at embedding a risk aware culture throughout the organisation. This includes establishing an appropriate structure and clear lines of responsibility to systematically identify, evaluate, and manage key risks associated with our business activities. Emerging trends are identified, assessed, monitored and reported on through a dedicated framework to support timely understanding and escalation of the trends identified. We publish our risk management statement on our [website.](https://www.worksafe.qld.gov.au/about/publication-scheme/our-policies/workcover-queensland-policies/risk-management)

WorkCover’s risk management policy was endorsed through the year by the Risk and Audit Committee and approved by the Board. During the year, the Board also participated in a risk workshop to review and set the risk appetite statements and discuss our corporate risks.

WorkCover’s quality assurance programs form part of our compliance and risk management frameworks. These programs emphasise continuous improvement, is aligned to ISO Compliance management systems and is designed to assess the effectiveness of internal controls in place to manage risks and identify areas for improvement. Quality assurance program reporting is provided quarterly to the Risk and Audit Committee.

As part of WorkCover’s commitment to proactively managing our business continuity risks, during the year we implemented a structured training program for our key crisis control team and backups. WorkCover’s business continuity management plans have been developed to minimise the impact of a crisis on our customers, stakeholders and employees, and were reviewed and tested during the year. Through our effective business continuity management, WorkCover successfully navigated the continued impacts of COVID-19, and weather events on our daily operations, resulting in continuation of services with no major interruptions.

## Employer compliance

WorkCover has a dedicated customer audit and intelligence team who work with Queensland employers, to ensure they are aware of their obligations to maintain adequate cover when engaging workers. The team is both responsible for auditing Queensland businesses, as well as managing WorkCover’s uninsured employer compliance. The team maintains a balanced compliance strategy by providing targeted education and monitoring of employer compliance across the state.

Audit targets and site visit selection occurs using detailed data analysis and data sharing to highlight non-compliant businesses throughout Queensland. This involves strong working relationships with the Australian Taxation Office, the Queensland Revenue Office and the Labour Hire Licensing Compliance Unit to ensure a uniform compliance approach across Queensland.

## Compliance audits

366 targeted employer policy compliance audits and classification rating reviews were conducted. Audited employers had an 80% non-compliance rate with the total amount of premium and penalties raised from compliance audits and reviews at $9.5M.

## Site visits and uninsured employers

Industry trend information and data mining on business information, locations and growth were used to select 803 employer site visits and ad-hoc provisional coverage reviews. These visits and reviews recouped $2.7M of additional premium and penalties from uninsured and under-insured employers.

Additionally, 155 new uninsured claims were identified which resulted in $4.5M in uninsured claims costs and penalties being raised against employers who had failed to hold their compulsory accident insurance policy at the time a claim for compensation was lodged.

## Internal audit

The internal audit function supports the Risk and Audit Committee by providing independent and objective risk- based assurance advice, with the purpose of evaluating and improving the effectiveness of WorkCover’s risk management, control and governance processes.

The internal audit function is currently outsourced to a third party internal audit contractor, appointed by the Risk and Audit Committee. The internal audit function operates independently from management and WorkCover’s external auditor. The internal audit function operates under an approved Internal audit charter which formalises the role, authority, responsibility, scope and operational framework of WorkCover’s internal audit function, consistent with relevant assurance and professional ethical standards.

Each year, the internal audit contractor prepares an internal audit plan, which outlines the internal audit 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 [Audit committee guidelines: improving accountability and performance. T](https://s3.treasury.qld.gov.au/files/Audit-Committee-Guidelines-July-2020-.pdf)he 2021–2022 internal audit plan was approved during the May 2021 Risk and Audit Committee meeting.

During the 2021–2022 financial year, 11 internal audit engagements were completed as per the annual internal audit plan, with 1 additional audit in progress at 30 June 2022. At the completion of each engagement, the internal auditors report their findings and recommendations to the Risk and Audit Committee. 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 using an assurance map and discussions with key stakeholders.

## External audit

The external audit function for WorkCover is performed by the Queensland Audit Office (QAO) with recommendations reported and monitored by the Risk and Audit Committee. The external audit plan is approved by the Risk and Audit Committee each year with the current plan approved at the November 2021 Risk and Audit Committee meeting.

Key findings from the external auditor can be found in the external audit report with our financial statements.

## External oversight

During the year, WorkCover was included as a part of the Office of the Information Commissioner’s (OIC) audit on Awareness of Privacy Obligations. Managing privacy obligations is a key part of WorkCover delivering services and maintain public trust. As at 30 June 2022, this review was still underway. WorkCover awaits any findings or recommendations from the OIC.

The Chair and CEO meet with the Minister on a regular basis to discuss relevant matters, including the quarterly report which includes progress against our Statement of Corporate Intent objectives. The CEO and Deputy CEO also meet quarterly with representatives from the Office of Industrial Relations and Queensland Treasury to discuss WorkCover’s financial and operational performance.

Under the Act, the Minister is required to ensure that a review of the workers’ compensation scheme’s operational effectiveness be undertaken at least once every five years. The last review was undertaken in 2017-2018, with the next review due in 2022-2023.

## Privacy

WorkCover is committed to protecting the privacy of customers, employees and third parties in accordance with the [*Information Privacy Act 2009* (IP](https://www.legislation.qld.gov.au/view/html/asmade/act-2009-014) Act), which governs how information is collected, used, stored and disclosed by Queensland Government agencies. All disclosures of personal information by WorkCover are managed under this IP Act, the *Right to* [*Information Act 2009 (*](https://www.legislation.qld.gov.au/view/html/asmade/act-2009-013)RTI Act) or the Act.

WorkCover has a Privacy Committee that meet quarterly and are responsible for the promotion of privacy principles and oversight to achieve compliance. Privacy awareness is encouraged through initiatives such as participation in Privacy Awareness Week. Additionally, employees undertake annual privacy training as part of their induction and refresher training. The Board and Risk and Audit Committee receive updates on privacy matters at each meeting.

## Information systems and recordkeeping

WorkCover employees are responsible for keeping and maintaining records which are stored through WorkCover’s claims and policy information system (claim and policy records) and through an integrated electronic records system for corporate records. Annual compliance training is completed to ensure all staff are aware of their obligations under the *Public Records Act 2002*.

Public records are being retained in line with WorkCover’s Records governance policy, the Queensland State Archives’ General Retention and Disposal Schedule and WorkCover Queensland’s State Archives approved Retention and Disposal Schedule. No records were transferred to the Queensland State Archives during the 2021-2022 financial year. No breaches of the retention and disposal schedules have been reported during the year, with no records reported as missing or lost during the same period.

## Open Data

WorkCover has published information through the Open Data online portal, in accordance with the mandatory open data reporting requirements.

# Financial performance

WorkCover’s final comprehensive result for 2021-2022 was a $318 million loss. A loss on investment returns is due to the current economic climate with rising interest rates and high inflation, combined with rising claims costs is contributing to a challenging financial environment.

|  |  |  |
| --- | --- | --- |
| FINANCIAL RESULTS | 2021–2022$M | 2020–2021$M |
| **Statement of comprehensive income** |
| Net premium revenue | **1,820** | 1,626 |
| Net claims incurred | **(2,137)** | (2,143) |
| Underwriting expenses (net of claims handling) | **(28)** | (34) |
| Net investment and other expenses | **(134)** | 705 |
| Income tax equivalents | **153** | (43) |
| Other comprehensive income/(loss) | **8** | (3) |
| Total comprehensive (loss)/income for the year | **(318)** | 108 |
| **Statement of financial position** |
| Total assets | **6,267** | 6,170 |
| Total liabilities | **4,397** | 3,981 |
| Net assets | **1,871** | 2,189 |
| **Statement of changes in equity** |
| Reserves | **989** | 1,390 |
| Contributed equity | **3** | 3 |
| Accumulated surplus | **879** | 796 |
| Total equity | **1,871** | 2,189 |

## Premium revenue

Our net premium revenue was $1.820B for the year, an increase of 12% from 2020–2021.

The target average premium rate for 2021–2022 remained unchanged at $1.20. However, rising claims costs are placing upward pressure on our reserves. For the new financial year 2022-2023, WorkCover’s average net premium rate will move to $1.23 per $100 of wages, after discounts, continuing to be one of the lowest average rates for workers’ compensation insurance in Australia.

## Net claims incurred

Net claims incurred were $2.137B for 2021–2022 (2020–2021: $2.143B).

The net claims costs reduced slightly in 2021–2022, largely driven by a reduction in the movement in the net outstanding claims provision compared to 2020–2021 (the yearly increase in the provision reduced by $105M), reduction in common law claims paid and higher claims recovery revenue. This was offset by statutory claims experience (particularly for medical and weekly benefits).

The overall increase in the net outstanding claims provision is mainly due to an increase in common law benefits, statutory benefits and experience and assumptions made by the Actuary.

## Underwriting expenses

Underwriting expenses include WorkCover’s management and operational expenses and the levy payable to the WCRS and WHSQ. To meet disclosure requirements under accounting standards, the claims handling expense portion of the underwriting expenses is added to gross claims expense to reflect the total cost of administering claims during the year.

## Investment portfolio

WorkCover’s investment portfolio is managed by QIC. The net market value in funds invested as at 30 June 2022 was $5.466B (30 June 2021: $5.706B).

The net return on this investment portfolio for the year was -2.48% (2020–2021 : 13.76%). COVID-19 together with many other geopolitical issues have had a broadly negative impact on WorkCover’s investment portfolio for the 2021-2022 financial year. We will continue to work with our investment fund manager to effectively manage our investment risk to ensure our portfolio achieves its long term objectives.

## Capital adequacy

The Act outlines specific requirements that WorkCover must meet to be fully funded.

WorkCover is fully funded if total assets are at least equal to its liabilities. WorkCover is currently achieving both our legislative requirements (100%) and the Board’s aim of maintaining a funding ratio of at least 120%.

## Looking to the future

WorkCover continues to use prudent financial management to ensure a balanced and financially viable scheme for all customers and stakeholders. Part of this continuing prudent financial management includes a focus by WorkCover in continuing to operate within budget, achieving value for money, and more generally, ensuring WorkCover continues to minimise its costs and risks in relation to its liabilities.

Premiums will be set and claims and operational expenses carefully managed in order to continue to deliver a balanced scheme and we will ensure our long term investment strategy is built around a balanced portfolio.

Our in-house statutory claims management models allow us to continue to progress several claims management strategies to facilitate injured workers’ return to work as quickly and safely as possible. It also allows us to optimise treating services to ensure workers get the right treatment at the right price.

Consolidated financial statements

# Compliance checklist

| **Summary of requirement** | **Basis for requirement** | **Annual report reference** |
| --- | --- | --- |
| **Letter of compliance** | * **A letter of compliance from the accountable officer or statutory body to the relevant Minister/s**
 | ARRs *–* section 7 | Letter of compliance |
| **Accessibility** | * **Table of contents**
* **Glossary**
 | ARRs – section 9.1 | ContentsGlossary |
| * **Public availability**
 | ARRs – section 9.2 | About this report |
| * **Interpreter service statement**
 | *Queensland Government Language Services Policy*ARRs – section 9.3 | About this report |
| * **Copyright notice**
 | *Copyright Act 1968*ARRs – section 9.4 | About this report |
| * **Information Licensing**
 | *QGEA – Information Licensing*ARRs – section 9.5 | About this report |
| **General information** | * **Introductory Information**
 | ARRs – section 10 | About WorkCover QueenslandChair and CEO report |
| **Non-financial performance** | * **Government’s objectives for the community and whole-of-government plans/specific initiatives**
 | ARRs – section 11.1 | Chair and CEO report |
| * **Agency objectives and performance indicators**
 | ARRs – section 11.2 | Corporate PlanStatement of Corporate Intent |
| * **Agency service areas and service standards**
 | ARRs – section 11.3 | Highlights |
| **Financial performance** | * **Summary of financial performance**
 | ARRs – section 12.1 | Financial performance |
| **Governance – management and structure** | * **Organisational structure**
 | ARRs – section 13.1 | Governance management and structure |
| * **Executive management**
 | ARRs – section 13.2 | Governance management and structure |
| * **Government bodies (statutory bodies and other entities)**
 | ARRs – section 13.3 | Governance management and structure |
| * **Public Sector Ethics**
 | *Public Sector Ethics Act 1994*ARRs – section 13.4 | Governance management and structure |
| * **Human Rights**
 | *Human Rights Act 2019*ARRs – section 13.5 | Governance management and structure |
| * **Queensland public service values**
 | ARRs – section 13.6 | Chair and CEO report |
| **Governance – risk management and accountability** | * **Risk management**
 | ARRs – section 14.1 | Governance – Risk Management and Accountability |
| * **Audit committee**
 | ARRs – section 14.2 | Governance – Risk Management and Accountability |
| * **Internal audit**
 | ARRs – section 14.3 | Governance – Risk Management and Accountability |
| * **External scrutiny**
 | ARRs – section 14.4 | Governance – Risk Management and Accountability |
| * **Information systems and recordkeeping**
 | ARRs – section 14.5 | Governance – Risk Management and Accountability |
| * **Information Security attestation**
 | ARRs – section 14.6 | Not applicable |
| **Governance – human resources** | * **Strategic workforce planning and performance**
 | ARRs – section 15.1 | Engaged People |
| * **Early retirement, redundancy and retrenchment**
 | Directive No.04/18 *Early Retirement, Redundancy and Retrenchment* ARRs – section 15.2 | Engaged People |
| **Open Data** | * **Statement advising publication of information**
 | ARRs – section 16 | Governance – Risk Management and Accountability ‘Open data’ |
| * **Consultancies**
 | ARRs – section 31.1 | https://data.qld.gov.au |
| * **Overseas travel**
 | ARRs – section 31.2 | https://data.qld.gov.au |
| * **Queensland Language Services Policy**
 | ARRs – section 31.3 | https://data.qld.gov.au |
| **Financial statements** | * **Certification of financial statements**
 | FAA – section 62FPMS – sections 38, 39 and 46ARRs – section 17.1 | Actuarial certificate on net outstanding claim liabilitiesManagement certificate |
| * **Independent Auditor’s Report**
 | FAA – section 62FPMS – section 46ARRs – section 17.2 | Independent auditor’s report |

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2019*

ARRs *Annual report requirements for Queensland Government agencies*

# Glossary

|  |  |
| --- | --- |
| **TERM** | **DEFINITION** |
| **A** |
| Accepted claim | When the first decision about the application for compensation is to accept the claim. This excludes claim decisions where the first decision is rejected, cancelled, withdrawn, report only or common law only. |
| Accident insurance policy | An accident insurance policy is a workers’ compensation insurance policy, compulsory for employers engaging workers. The policy covers the employer’s liability for workers’ compensation and damages arising out of a work-related injury sustained by their worker, no matter who or what caused it. |
| Asbestos-related diseases | Asbestos-related diseases are caused by the inhalation of asbestos fibres over a period of time. Asbestos-related diseases typically have long latency periods, that is, 10 to 40 years from exposure to onset of the disease. |
| AS/ISO | Australian Standard/International Organisation for Standardisation |
| AS/NZS | Australian/New Zealand Standard |
| Average premium rate | The average premium rate is a rate per $100 of wages, expressed as a percentage, calculated by averaging net premium assessed for the year as a proportion of total wages declared by all employers for that year. |
| **C** |
| CEO | Chief Executive Officer |
| Claims experience | An employer’s claims experience is used when calculating premium and is comprised of the statutory claims amounts paid under an employer’s accident insurance policy for the preceding three years and the damages claims amounts paid under the policy for one year preceding that. |
| Common law claim | A common law claim is the claim made by an injured worker who commences common law action against their employer for negligence (they are ’suing’ their employer). Common law damages can include payments for economic loss, pain and suffering, legal costs, and medical and hospital costs. WorkCover may pay all damages awarded to the injured worker, including legal and investigative costs as part of the employer’s accident insurance policy. |
| Customer experience measure / metric | Measures customers’ overall perception of WorkCover and performance against the five customer strategy principles. |
| Customer strategy principles | These principles are the benchmark for the experience WorkCover wants customers to have across all interactions. There are five principles: easy, fair and transparent, empowered, consistent and valued, and they are based on customer research that identified what customers expect from WorkCover. |
| CX | Customer experience |
| **D** |
| Damages | Damages are payments made under a common law claim that are classified as ‘heads of damage’. These are different types of damage that may be suffered by an injured worker.Examples are:* general damages (compensation for pain and suffering)
* economic loss (compensation for loss of past earnings or future earning capacity).
 |
| **H** |
| Health provider | Health provider refers to any medical or allied health provider (for example a doctor, medical specialist, physiotherapist, chiropractor or occupational therapist) who is registered with the relevant professional board (eg. Physiotherapist Board of Queensland). |
| **I** |
| Injury | An injury, as defined by the [*Workers’ Compensation and Rehabilitation Act 2003*](https://www.legislation.qld.gov.au/view/html/inforce/current/act-2003-027) is, ’A personal injury arising out of, or in the course of, employment if the employment is a significant contributing factor to the injury’. Some examples of injuries include:* a cut or fracture
* a disease (example asbestos or Q fever)
* industrial deafness
* psychiatric or psychological disorders such as stress or depression
* aggravation of a pre-existing condition
* death from an injury, disease or aggravation of a disease.
 |
| Injury Prevention and Management program | WorkCover’s program in partnership with Workplace Health and Safety Queensland which helps employers who have a high frequency of claims bring about a workplace culture change and achieve a better standard of workplace health and safety and injury management. |
| **M** |
| MHFA | Mental Health First Aid |
| **O** |
| OIC | Office of the Information Commissioner |
| OIR | Office of Industrial Relations |
| **P** |
| PCBU | A person conducting a business or undertaking |
| PIEF | Personal Injury Education Foundation |
| Policyholder | Is an individual or entity that holds an insurance policy with WorkCover. |
| Premium rate | The rate per $100 of wages for an individual employer. |
| **Q** |
| QAO | Queensland Audit Office |
| QIC | Queensland Investment Corporation |
| **R** |
| Rehabilitation | Under workers’ compensation legislation, the purpose of rehabilitation is to ensure the injured worker’s earliest possible safe return to work or to maximise the worker’s independent functioning. Rehabilitation for return to work (sometimes called occupational, vocational or workplace rehabilitation) can include treatment from a range of health providers, assessments of work capacity and suitable duties programs. Under legislation, workers and employers must take every reasonable step to participate in rehabilitation and return to work programs. |
| Return to work | The worker’s timely, safe and medically structured return to pre-injury duties, or other employment, following a workplace injury. |
| **S** |
| Self-insurer | An employer who meets certain criteria to manage and pay their own workers’ compensation claims. Contact the Workers’ Compensation Regulatory Services for more information. |
| Stamp duty | Stamp duty is payable to the Queensland Government on many property and business transactions, including workers’ compensation insurance premiums. Stamp duty has been included in premiums since 1916. WorkCover clearly lists the stamp duty payable as a separate item on premium notices. |
| Statutory (no-fault) claims | A statutory or no-fault claim is when a worker is compensated for a work-related injury with payments and benefits prescribed in the [*Workers’ Compensation and Rehabilitation Act 2003*](https://www.legislation.qld.gov.au/view/html/inforce/current/act-2003-027). These payments and benefits are referred to as statutory compensation and may include weekly payments, lump sums to compensate for permanent impairment, and hospital and medical expenses. Statutory claims are administered on a ‘no fault’ basis. That is, it doesn’t matter if it is the worker’s or the employer’s fault that the injury occurred, compensation is still paid. |
| **W** |
| Wages | Wages are the total amount an employer pays to a worker as defined by Schedule 6 of the [*Workers’ Compensation and Rehabilitation Act 2003*](https://www.legislation.qld.gov.au/view/html/inforce/current/act-2003-027). |
| WCAG 2.1 | Web Content Accessibility Guidelines (WCAG) 2.1 defines how to make Web content more accessible to people with disabilities. Accessibility involves a wide range of disabilities, including visual, auditory, physical, speech, cognitive, language, learning, and neurological disabilities |
| WCRS | Workers’ Compensation Regulatory Services |
| WHSQ | Workplace Health and Safety Queensland |
| Work-related injury | An injury where employment was a significant contributing factor. |
| Worker | A ‘worker’ for the purposes of the [*Workers’ Compensation and Rehabilitation Act 2003*](https://www.legislation.qld.gov.au/view/html/inforce/current/act-2003-027) is an individual employed under a Contract of Service (sect 11) or specifically included under Schedule 2 Part 1, unless specifically excluded under Schedule 2 Part 2. |

*This page is intentionally left blank*

*This page is intentionally left blank*

*This page is intentionally left blank*



280 Adelaide Street (GPO Box 2459), Brisbane QLD 4001

P: 1300 362 128 | F: 1300 651 387 | E: info@workcoverqld.com.au

worksafe.qld.gov.au

ABN: 40 577 162 756

ISSN: 1329 - 6539