­

2020–2021

Annual report

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.

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# 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.

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# Letter of compliance

24 August 2021

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 2020–2021 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 104 of this annual report.

Yours sincerely



**Flavia Gobbo**  
WorkCover Queensland Chair

# About WorkCover Queensland

Who we are

WorkCover Queensland has been providing workers’ compensation insurance in Queensland for more than 20 years to more than 160,000 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 the right cover to protect their workers.

The most important thing for us is keeping Queenslanders working and we understand everyone’s needs are different. We will 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 on 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.

|  |  |
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| Service  WorkCover’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 injury  WorkCover 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. |
| Engagement  WorkCover 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 feedback  WorkCover 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 2020–2024

Our vision is 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 that 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 injured workers and employers, supported by various stakeholder groups.

Challenges

* Maintain return to work rates, control costs and support customers in a challenging economic and financial environment, while maintaining a financially sustainable fund
* Emerging trends in claims including COVID-19, mental injuries, silicosis and other respiratory conditions
* Evolve the claims management model and the capability of our people to support the changing workforce and nature of injuries
* Engage with 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
* Continue to develop our technology base to ensure currency and alignment to a digital operating model
* Retain and grow our customer base
* Maintain an engaged, skilled, diverse, and capable workforce.

# Our goals and performance indicators

Claims management: We work smart and innovate

* We 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 indicator

* Final return to work percentage
* Average claims costs (statutory and common law).

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

* We understand our customers deeply and deliver valued experiences
* We provide tailored, innovative solutions for our customers.

Performance indicators

* 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 2020–2021

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

This Statement of Corporate Intent should be read in conjunction with the [2020–2024 WorkCover Queensland Corporate Plan](#_Corporate_plan_2020–2024).

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, 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, emphasising rehabilitation and early return to suitable duties.

It is intended that WorkCover will:

* maintain a balance between:
  + providing the best possible benefits and RTW programs for injured workers, and
  + ensuring the lowest possible sustainable premiums for employers
* ensure that injured workers (and/or their dependents) and employers are treated fairly
* provide for injured workers and employers to participate in effective return to work (RTW) programs, and
* allow flexible, tailored and innovative insurance arrangements suited to the particular needs of industry.

Nature and scope of activities during 2020–2021

|  |  |  |
| --- | --- | --- |
| GOAL | | STRATEGIES |
| **Claims management** | We work smart and innovate | * Evaluate and implement our tailored care and support claims management model * Engage with key stakeholders and providers to review and develop options to optimise treating services and outcomes to realise improvements in quality, price, outcomes, and timely access to services * Implement key data analytics initiatives to support our people, customers and providers * Modernise our information management and digital technology to ensure they continue to provide cutting edge solutions for our people and our customers * Enhance our specialist claims management models to address * emerging trends and risks including COVID-19 * mental injuries and post-traumatic stress disorder (PTSD) * silicosis and other latent onset conditions * catastrophic injuries * Continue to evolve our common law panel management strategy * Research, test and implement intervention strategies to improve return to work outcomes and common law claims management. |
| **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 * Continue to 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, premium and relationship management * Improve common law experiences for injured workers and employers * Redesign our customer channels including the website to achieve better alignment to our customers’ needs * Partner with the Office of Industrial Relations and other key stakeholders to educate and influence customers on improved safety, and return to work * Partner with customers and stakeholders (including Workplace Health and Safety) to pilot injury risk reduction initiatives. |
| **People** | Our people are remarkable | * Continue to develop our people including leadership performance and specialist knowledge through our learning and capability framework * Continue our commitment to diversity through inclusive and flexible work practices and community engagement * Prioritise our employee engagement, workplace safety and wellbeing initiatives * Implement graduate and emerging leaders programs. |
| **Corporate** | We are financially secure | * Appropriately price and collect premium, considering emerging trends in claims, workforce and employment arrangements including legislation changes and COVID 19 * Review and design innovative products that meet changing customer needs, focused on increasing choice and incentives for improved safety and claims experience * Retain and grow our customer base * Continue our focus on education and compliance activities so that Queensland businesses have the right level of insurance coverage * Manage and monitor the investment strategy * Modernise our technology base and digital operating model to enhance customer experience and support our current business operations ensuring we are capable of leveraging emerging opportunities * Monitor outcomes of recent legislative amendments. |

Financial, non-performance targets and results

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 | 2020–2021 TARGET | WHAT DID WE ACHIEVE? |
| **Claims management**  Final return to work (RTW)  Average cost of statutory claim  Average cost of common law claim | 94.0%  <$11,000  <$191,000 | 94.4%  $11,108  $194,046 |
| **Customer**  Customer experience measure  (Workers and employers) | 7.6 / 10 | 7.5 / 10 |
| **People**  Employee engagement index | 7.9 / 10 | 7.0 / 10 |
| **Financial**  Funding ratio  Average premium rate | >120%  $1.20 | 155%  $1.20 |

Capital structure and payments to the consolidated fund

In accordance with the Act, WorkCover is deemed to be fully funded if it is able to meet its liabilities for compensation and damages payable from its funds, accounts, and maintains capital adequacy as required under the [*Workers’ Compensation and Rehabilitation Regulation 2014*](https://www.legislation.qld.gov.au/view/pdf/inforce/current/sl-2014-0189)(the Regulation). The Regulation states that in order to maintain capital adequacy, WorkCover’s total assets must at least be equal to total liabilities (this correlates to a funding ratio of 100%).

The Act allows for payments to be made to the consolidated fund. The WorkCover Board (the Board) will make a recommendation to the Minister with respect to such a payment (if any) following certification of the 2020–2021 financial statements.

WorkCover will also contribute to levies administered by the Regulator by way of an annual levy.

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 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 primary investment manager, with Mercer assisting with independent investment portfolio oversight and governance.

A strong investment management agreement governs WorkCover’s arrangement with QIC. In addition, the 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 investment 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 and rebalance asset classes.

**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. 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 the Queensland Treasury 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*](https://www.legislation.qld.gov.au/view/pdf/asmade/sl-2019-0182)and Queensland Treasury guideline – [*Non-Current Asset Policies for the Queensland Public Sector*](https://s3.treasury.qld.gov.au/files/Combined-NCAP-1-7-as-at-2020-21.pdf).

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 Chief Executive Officer (CEO) and/or the Chief People and Financial Officer seeking approval. The CEO will present any major initiatives to the Board for approval.

Approval limits are as stated in the WorkCover delegation manual.

In 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. Further information on accounting policies is provided in WorkCover’s Financial Management Practice Manual.

Community service obligations

It is not expected 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 is provided to the Minister within one month of the end of the relevant quarter, as required by the Act. The report contains 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*](https://www.legislation.qld.gov.au/view/pdf/asmade/sl-2019-0182), 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.

# Highlights

Our organisation

|  |  |  |
| --- | --- | --- |
| **$1.20**  average premium rate per $100  of wages, maintained for the seventh consecutive year | **$5.71B**  funds under management | **312,318**  customer calls to our  contact centre |
| **86%**  people survey response rate | **7.5 / 10** combined customer experience measure\* | **70%**  sustainable employee engagement |

Our employers

|  |  |  |
| --- | --- | --- |
| **170,723**  employers insured | **$82M+**  premium savings for employers (including apprentice and 5% early payment discounts) | **122,560**  customers renewed their  policy online |
| **298** customers helped onsite by our compliance advisors | **555**  employers helped through Injury Prevention and Management Program | **7.8 / 10**  average customer experience rating by employers,  Q4 2020–2021 survey results\* |

Our workers

|  |  |  |
| --- | --- | --- |
| **$1.16B**  statutory benefits and entitlements paid to workers | **94.4%**  injured workers returned to work | **65,408**  injured workers assisted |
| **2,903**  new common law claims | **7.4 / 10**  average customer experience rating by workers, Q4 2020–2021 survey results\* |  |

*\* number has been rounded to the nearest tenth.*

# Statistics

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **STATUTORY CLAIMS AND PAYMENTS BY INJURY NATURE** |  |  |  |  |  |  |  |  |
|  | **Number of accepted claims** | | | | **Financial year costs** | | | |
| **Injury nature** | **2021** | | 2020 | | **2021** | | 2020 | |
| **No.** | **%** | No. | % | **$M** | **%** | $M | % |
| Burns | **1,306** | **2.0%** | 1,355 | 2.2% | **11.4** | **1.0%** | 10.1 | 0.9% |
| Fractures | **5,426** | **8.3%** | 5,035 | 8.0% | **158.6** | **13.7%** | 160.3 | 14.5% |
| Intracranial injuries and injuries to nerves and spinal cord | **594** | **0.9%** | 341 | 0.5% | **22.1** | **1.9%** | 17.6 | 1.6% |
| Mental disorders | **1,724** | **2.6%** | 1,541 | 2.5% | **104.7** | **9.1%** | 85.7 | 7.7% |
| Musculoskeletal injuries and diseases | **36,160** | **55.3%** | 34,260 | 54.7% | **552.5** | **47.7%** | 521.1 | 46.9% |
| Nervous system and sense organ diseases | **1,345** | **2.1%** | 1,373 | 2.2% | **25.1** | **2.2%** | 26.9 | 2.4% |
| Other injuries and diseases | **5,572** | **8.5%** | 4,594 | 7.3% | **133.9** | **11.6%** | 131.7 | 11.9% |
| Respiratory system diseases | **336** | **0.5%** | 305 | 0.5% | **51.6** | **4.5%** | 52.5 | 4.7% |
| Skin and subcutaneous tissue diseases | **250** | **0.4%** | 299 | 0.5% | **2.7** | **0.2%** | 2.3 | 0.2% |
| Wounds, lacerations, amputations and internal organ damage | **12,695** | **19.4%** | 13,536 | 21.6% | **93.8** | **8.1%** | 102.0 | 9.2% |
| **Total** | **65,408** | **100.0%** | 62,639 | 100.0% | **1,156.4** | **100.0%** | 1,110.2 | 100.0% |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **STATUTORY CLAIMS AND PAYMENTS BY INJURY LOCATION** | |  |  |  |  |  |  |  |
|  | **Number of accepted claims** | | | | **Financial year costs** | | | |
| **Injury location** | **2021** | | 2020 | | **2021** | | 2020 | |
| **No.** | **%** | No. | % | **$M** | **%** | $M | % |
| Back | **11,117** | **17.0%** | 10,594 | 16.9% | **178.7** | **15.4%** | 171.1 | 15.4% |
| Foot and toes | **2,122** | **3.2%** | 2,123 | 3.4% | **27.6** | **2.4%** | 28.6 | 2.6% |
| Hand and fingers | **10,653** | **16.3%** | 10,364 | 16.6% | **88.7** | **7.7%** | 85.3 | 7.7% |
| Head and face | **5,361** | **8.2%** | 5,480 | 8.7% | **54.1** | **4.7%** | 59.4 | 5.3% |
| Lower limbs | **11,938** | **18.3%** | 11,460 | 18.3% | **177.7** | **15.4%** | 178.4 | 16.1% |
| Multiple locations | **1,758** | **2.7%** | 1,780 | 2.8% | **36.6** | **3.2%** | 37.7 | 3.4% |
| Neck | **2,181** | **3.3%** | 2,118 | 3.4% | **39.2** | **3.4%** | 39.0 | 3.5% |
| Systemic | **2,066** | **3.2%** | 1,876 | 3.0% | **112.8** | **9.8%** | 91.1 | 8.2% |
| Trunk | **3,088** | **4.7%** | 2,935 | 4.7% | **134.2** | **11.6%** | 135.1 | 12.2% |
| Unspecified location | **1,075** | **1.6%** | 905 | 1.4% | **26.5** | **2.3%** | 25.9 | 2.3% |
| Upper limbs | **14,049** | **21.5%** | 13,004 | 20.8% | **280.3** | **24.1%** | 258.6 | 23.3% |
| **Total** | **65,408** | **100.0%** | 62,639 | 100.0% | **1,156.4** | **100.0%** | 1,110.2 | 100.0% |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **STATUTORY CLAIMS AND PAYMENTS BY INDUSTRY CLASSIFICATION** | | |  |  |  |  |  |  |
|  | **Number of accepted claims** | | | | **Financial year costs** | | | |
| **Injury Industry** | **2021** | | 2020 | | **2021** | | 2020 | |
| **No.** | **%** | No. | % | **$M** | **%** | $M | % |
| Accommodation and Food Services | **3,747** | **5.7%** | 3,749 | 6.0% | **43.0** | **3.7%** | 48.0 | 4.3% |
| Administrative and Support Services | **1,960** | **3.0%** | 2,001 | 3.2% | **38.0** | **3.3%** | 35.5 | 3.2% |
| Agriculture, Forestry and Fishing | **2,548** | **3.9%** | 2,268 | 3.6% | **41.8** | **3.6%** | 36.8 | 3.3% |
| Arts and Recreation Services | **872** | **1.3%** | 910 | 1.5% | **12.4** | **1.1%** | 14.4 | 1.3% |
| Construction | **7,521** | **11.5%** | 7,141 | 11.4% | **172.5** | **15.0%** | 185.0 | 16.7% |
| Education and Training | **5,581** | **8.5%** | 5,404 | 8.6% | **68.6** | **5.9%** | 66.0 | 5.9% |
| Electricity, Gas, Water and Waste Services | **829** | **1.3%** | 814 | 1.3% | **15.6** | **1.3%** | 13.6 | 1.2% |
| Financial and Insurance Services | **275** | **0.4%** | 381 | 0.6% | **6.9** | **0.6%** | 7.7 | 0.7% |
| Health Care and Social Assistance | **12,119** | **18.6%** | 10,439 | 16.7% | **185.3** | **16.1%** | 143.0 | 12.9% |
| Information Media and Telecommunications | **253** | **0.4%** | 162 | 0.3% | **3.7** | **0.3%** | 4.0 | 0.4% |
| Manufacturing | **9,611** | **14.7%** | 9,525 | 15.2% | **147.2** | **12.8%** | 152.5 | 13.7% |
| Mining | **1,141** | **1.7%** | 1,211 | 1.9% | **49.6** | **4.3%** | 45.0 | 4.0% |
| Other | **401** | **0.6%** | 335 | 0.5% | **19.0** | **1.6%** | 12.2 | 1.1% |
| Other Services | **2,064** | **3.2%** | 2,051 | 3.3% | **36.3** | **3.1%** | 36.0 | 3.2% |
| Professional, Scientific and Technical Services | **1,175** | **1.8%** | 1,171 | 1.9% | **18.9** | **1.6%** | 19.9 | 1.8% |
| Public Administration and Safety | **4,504** | **6.9%** | 4,410 | 7.0% | **95.6** | **8.3%** | 88.8 | 8.0% |
| Rental, Hiring and Real Estate Services | **661** | **1.0%** | 700 | 1.1% | **11.6** | **1.0%** | 12.8 | 1.2% |
| Retail Trade | **3,922** | **6.0%** | 3,895 | 6.2% | **55.8** | **4.8%** | 52.8 | 4.8% |
| Transport, Postal and Warehousing | **3,229** | **4.9%** | 3,056 | 4.9% | **84.9** | **7.3%** | 85.2 | 7.7% |
| Wholesale Trade | **2,995** | **4.6%** | 3,016 | 4.8% | **49.7** | **4.3%** | 51.0 | 4.6% |
| **Total** | **65,408** | **100.0%** | 62,639 | 100.0% | **1,156.4** | **100.0%** | 1,110.2 | 100.0% |

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| **COMMON LAW CLAIMS AND PAYMENTS BY INJURY NATURE** | |  |  |  |  |  |  |  |
|  | **Number of new common law claims** | | | | **Financial year costs** | | | |
| **Injury nature** | **2021** | | 2020 | | **2021** | | 2020 | |
| **No.** | **%** | No. | % | **$M** | **%** | $M | % |
| Burns | **37** | **1.3%** | 23 | 0.8% | **4.2** | **0.9%** | 2.7 | 0.6% |
| Fractures | **260** | **9.0%** | 283 | 10.3% | **53.9** | **11.1%** | 47.0 | 10.9% |
| Intracranial injuries and injuries to nerves and spinal cord | **24** | **0.8%** | 17 | 0.6% | **2.5** | **0.5%** | 5.2 | 1.2% |
| Mental disorders | **298** | **10.3%** | 268 | 9.8% | **57.4** | **11.7%** | 55.0 | 12.7% |
| Musculoskeletal injuries and diseases | **1,759** | **60.5%** | 1,563 | 57.2% | **269.6** | **55.3%** | 241.5 | 55.8% |
| Nervous system and sense organ diseases | **39** | **1.3%** | 37 | 1.4% | **7.1** | **1.5%** | 4.0 | 0.9% |
| Other injuries and diseases | **179** | **6.2%** | 190 | 7.0% | **29.5** | **6.1%** | 28.6 | 6.6% |
| Respiratory system diseases | **52** | **1.8%** | 73 | 2.7% | **21.3** | **4.4%** | 4.1 | 1.0% |
| Skin and subcutaneous tissue diseases | **6** | **0.2%** | 4 | 0.1% | **2.8** | **0.6%** | 0.3 | 0.1% |
| Wounds, lacerations, amputations and internal organ damage | **249** | **8.6%** | 275 | 10.1% | **38.3** | **7.9%** | 44.1 | 10.2% |
| **Total** | **2,903** | **100.0%** | 2,733 | 100.0% | **486.6** | **100.0%** | 432.5 | 100% |

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| **COMMON LAW CLAIMS AND PAYMENTS BY INJURY LOCATION** | |  |  |  |  |  |  |  |
|  | **Number of new common law claims** | | | | **Financial year costs** | | | |
| **Injury location** | **2021** | | 2020 | | **2021** | | 2020 | |
| **No.** | **%** | No. | % | **$M** | **%** | $M | % |
| Back | **800** | **27.7%** | 678 | 24.8% | **131.1** | **26.9%** | 126.2 | 29.2% |
| Foot and toes | **61** | **2.1%** | 81 | 3.0% | **11.1** | **2.3%** | 12.7 | 2.9% |
| Hand and fingers | **215** | **7.4%** | 200 | 7.3% | **29.8** | **6.1%** | 23.2 | 5.4% |
| Head and face | **110** | **3.8%** | 99 | 3.6% | **18.7** | **3.8%** | 17.0 | 3.9% |
| Lower limbs | **341** | **11.7%** | 366 | 13.4% | **60.0** | **12.3%** | 57.9 | 13.4% |
| Multiple Locations | **62** | **2.1%** | 62 | 2.3% | **12.5** | **2.6%** | 10.3 | 2.4% |
| Neck | **94** | **3.2%** | 94 | 3.4% | **21.8** | **4.5%** | 17.4 | 4.0% |
| Systemic | **308** | **10.6%** | 280 | 10.2% | **59.9** | **12.3%** | 56.4 | 13.0% |
| Trunk | **159** | **5.5%** | 160 | 5.9% | **36.9** | **7.6%** | 16.3 | 3.8% |
| Unspecified location | **27** | **0.9%** | 27 | 1.0% | **4.7** | **1.0%** | 2.9 | 0.7% |
| Upper limbs | **726** | **25.0%** | 686 | 25.1% | **100.1** | **20.6%** | 92.2 | 21.3% |
| **Total** | **2,903** | **100.0%** | 2,733 | 100.0% | **486.6** | **100.0%** | 432.5 | 100.0% |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **COMMON LAW CLAIMS AND PAYMENTS BY INDUSTRY CLASSIFICATION** | | |  |  |  |  |  |  |
|  | **Number of new common law claims** | | | | **Financial year costs** | | | |
| **Injury Industry** | **2021** | | 2020 | | **2021** | | 2020 | |
| **No.** | **%** | No. | % | **$M** | **%** | $M | % |
| Accommodation and Food Services | **158** | **5.4%** | 118 | 4.3% | **17.6** | **3.6%** | 14.7 | 3.4% |
| Administrative and Support Services | **88** | **3.0%** | 100 | 3.7% | **11.7** | **2.4%** | 11.9 | 2.7% |
| Agriculture, Forestry and Fishing | **79** | **2.7%** | 90 | 3.3% | **12.6** | **2.6%** | 14.9 | 3.4% |
| Arts and Recreation Services | **32** | **1.1%** | 48 | 1.7% | **5.7** | **1.2%** | 7.4 | 1.7% |
| Construction | **434** | **15.1%** | 429 | 15.7% | **86.8** | **17.7%** | 82.5 | 19.1% |
| Education and Training | **102** | **3.5%** | 81 | 3.0% | **17.8** | **3.7%** | 10.6 | 2.5% |
| Electricity, Gas, Water and Waste Services | **32** | **1.1%** | 30 | 1.1% | **5.6** | **1.2%** | 4.3 | 1.0% |
| Financial and Insurance Services | **6** | **0.2%** | 13 | 0.5% | **0.9** | **0.2%** | 1.7 | 0.4% |
| Health Care and Social Assistance | **367** | **12.6%** | 306 | 11.2% | **52.7** | **10.8%** | 53.4 | 12.3% |
| Information Media and Telecommunications | **7** | **0.2%** | 6 | 0.2% | **1.0** | **0.2%** | 1.2 | 0.3% |
| Manufacturing | **482** | **16.7%** | 454 | 16.6% | **83.1** | **17.1%** | 68.8 | 15.9% |
| Mining | **125** | **4.3%** | 96 | 3.5% | **31.0** | **6.4%** | 31.1 | 7.2% |
| Other | **108** | **3.7%** | 100 | 3.7% | **16.4** | **3.4%** | 8.7 | 2.0% |
| Other Services | **103** | **3.5%** | 90 | 3.3% | **13.6** | **2.8%** | 11.1 | 2.6% |
| Professional, Scientific and Technical Services | **34** | **1.2%** | 30 | 1.1% | **4.4** | **0.9%** | 6.4 | 1.5% |
| Public Administration and Safety | **161** | **5.5%** | 155 | 5.7% | **28.6** | **5.9%** | 26.3 | 6.1% |
| Rental, Hiring and Real Estate Services | **36** | **1.2%** | 37 | 1.3% | **5.0** | **1.0%** | 7.2 | 1.7% |
| Retail Trade | **185** | **6.4%** | 142 | 5.2% | **27.4** | **5.6%** | 20.5 | 4.7% |
| Transport, Postal and Warehousing | **214** | **7.4%** | 228 | 8.3% | **35.9** | **7.4%** | 27.2 | 6.3% |
| Wholesale Trade | **150** | **5.2%** | 180 | 6.6% | **28.8** | **5.9%** | 22.6 | 5.2% |
| **Total** | **2,903** | **100.0%** | 2,733 | 100.0% | **486.6** | **100.0%** | 432.5 | 100.0% |

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| --- | --- | --- | --- | --- |
| **STATUTORY AND COMMON LAW PAYMENTS** |  |  |  |  |
| **Payment type** | **2021** | | 2020 | |
| **$M** | % on gross | $M | % on gross |
| **Statutory claims** |  |  |  |  |
| Weekly Compensation | **520.2** | **31.7%** | 484.6 | 31.4% |
| Medical/Rehabilitation | **299.6** | **18.2%** | 289.8 | 18.8% |
| Lump sum |  |  |  |  |
| Permanent impairment | **122.2** | **7.4%** | 116.7 | 7.6% |
| Fatal lump sum | **15.1** | **0.9%** | 27.9 | 1.8% |
| Latent onset lump sum | **93.0** | **5.7%** | 81.9 | 5.3% |
| Hospital | **93.6** | **5.7%** | 96.5 | 6.3% |
| Statutory adjustments scheme | **0.3** | **0.0%** | 0.2 | 0.0% |
| Other | **12.4** | **0.8%** | 12.6 | 0.8% |
| **Gross statutory payments** | **1,156.4** | **70.4%** | 1,110.2 | 72.0% |
|  |  |  |  |  |
| **Common law claims** |  |  |  |  |
| Settlements | **426.3** | **25.9%** | 374.5 | 24.3% |
| Legal and investigations |  |  |  |  |
| Defendant | **55.8** | **3.4%** | 55.3 | 3.5% |
| Plaintiff | **4.5** | **0.3%** | 2.7 | 0.2% |
| **Gross common law payments** | **486.6** | **29.6%** | 432.5 | 28.0% |
|  |  |  |  |  |
| **Total gross payments** | **1,643.0** | **100.0%** | 1,542.7 | 100.0% |

# Chair and CEO report

A balanced approach in an uncertain environment.

*WorkCover is committed to open communication with our customers and stakeholders. This report summarises our results, performance, outlook and financial position for 2020–2021.*

Our organisation, like many others, has experienced a challenging year as we learned and adapted to the ‘new normal’ in a COVID-19 environment. We supported our customers by being understanding and flexible to their needs and working with them to achieve the best possible outcomes despite the hardships many of our customers have faced this year.

We have continued to experience growth in the numbers of statutory and common law claims during 2020–2021. This increase is similar to those seen in recent years in other jurisdictions and is, in part, due to changes in the claims mix, increases in mental injury claims, increase in claims durations and increased medical and allied health costs.

This trend has continued from last year, with many industry sectors experiencing changing levels of business activity, job recruitment and losses. For several industry sectors, it has been more challenging for us to help workers to get back to work after experiencing a work-related injury. Nevertheless, we have maintained our strong return to work results―of the claims that have been finalised, 94.4% of workers have returned to work. Our customer experience rating has also remained strong with a score for workers at 7.4, and the score for employers at 7.8 with an average of 7.5[[1]](#footnote-2) out of 10.

Our continuing response to COVID-19

We have continued to provide financial relief to customers with extensions and/or deferral of payment plans beyond the current financial year, where required. Maintaining our average premium rate at $1.20 for $100 of wages will also assist businesses with financial certainty in the coming year.

At the start of the pandemic, our workforce shifted to 100% remote working during the lockdown in March through to June 2020. From July 2020, we made a gradual return to one day a week in the office before implementing our new hybrid-working model in February 2021, which helped our people to have flexibility to navigate the uncertain environment and continue to provide high-level customer experiences.

COVID-19 has demonstrated how quickly roles and industries can be severely impacted. We will continue to monitor trends, the factors that will shape the future of work, the workers’ compensation environment and continue to seek feedback from our customers and stakeholders on our approaches.

Our financial and investment performance

WorkCover’s final comprehensive result for 2020–2021 was $108 million. This positive result was primarily due to strong investment returns.

In contrast, our claims costs have increased. This has been a continuing trend over the past few years―not limited to, but impacted by, legislative changes and an increase in complex claims such as mental injuries. The rising costs are driven by longer claim durations which incur an increase in weekly benefits, medical expenses, and a higher number of common law claim settlements. While we achieved an investment return of over 10% on our funds under management this year, long-term future returns are expected to be closer to 3.5 – 4.5%. A reduction in investment returns next year, and in future years, is likely to place pressure on our financial performance if these trends continue.

WorkCover’s disciplined financial management over many years has helped us weather uncertain economic environments, build our investment reserves and maintain a strong equity position to face adverse events like the COVID-19 pandemic. We will continue with this approach to minimise any impact on services and support for our customers.

Our premium rate

For seven consecutive years, we have maintained one of Australia’s lowest average premium rates at $1.20 per $100 wages without compromising the level of support, compensation, and rehabilitation for injured workers.

The rising claim costs mentioned earlier have put upward pressure on the premium rate charged by WorkCover. Despite this, we have continued to support Queensland employers with premium discounts, flexible payment plans, apprentice discount, and policy reassessments, resulting in $1.2 billion of subsidised premiums over the past six years, which led to direct savings for Queensland employers.

We understand that any changes to the premium rate will directly impact our customers. While keeping the average premium rate steady at $1.20 for 2021-2022 is below our breakeven rate, it will provide customers with confidence in planning and budgeting for the coming year. We predict it will result in savings of $360 million for Queensland businesses in 2021–2022. Below is a breakdown of our $1.20 average premium rate for 2020–2021.

|  |  |  |
| --- | --- | --- |
| **Common law claims** |  | **$0.29** |
| Settlements  Legal fees | $0.25  $0.04 |  |
| **Statutory claims** |  | **$0.67** |
| Weekly compensation  Medical, hospital, rehabilitation  Lump sum  Other\* | $0.31  $0.22  $0.09  $0.05 |  |
| **Operating costs** |  | **$0.09** |
| **Safe workplace contribution** |  | **$0.09** |
| **Stamp duty** |  | **$0.06** |
| **Average premium rate per $100 of wages** |  | **$1.20** |

*\*Other, under statutory claims includes asbestos, NIIS, and scheme amendments.*

Claims management and return to work

Tailored care and support is our in-house statutory claims management model. It helps us tailor return to work and rehabilitation strategies to help injured workers get back to work as quickly and safely as possible. This year, we continued to enhance our claims management model with the introduction of evidence-based information gathering tools. These tools help us to identify early in the claims process any risks or barriers to return to work. Our Customer Advisors are now better informed to tailor the care and support required based on individual customer needs.

As mentioned earlier, we have seen delays in return to work due to reduced business activity across several business sectors. We will monitor this and look at ways to support our customers during these difficult periods, and optimise claim durations and return to work outcomes.

Mental injury claims

**Presumptive legislation for post-traumatic stress disorder (PTSD)**

On 20 May 2021, amendments to the [*Workers’ Compensation and Rehabilitation Act 2003*](https://www.legislation.qld.gov.au/view/html/inforce/current/act-2003-027) received assent in Queensland Parliament. This now means first responders and eligible employees diagnosed with PTSD have a more streamlined pathway to make a workers’ compensation claim. They will not need to prove their PTSD was caused by work. Because of the nature of their work, first responders and eligible employees with PTSD (diagnosed by a psychiatrist) will be considered to have a work-related injury unless there is evidence to the contrary.

This ensures first responders and eligible employees are treated with dignity and limits the need to recount every traumatic incident they have endured throughout their careers.

The introduction of these amendments will allow first responders to get faster access to the support and compensation they need.

**Mental injury treatment guidelines**

Released in November 2020​, our mental injury treatment guidelines support our people and providers to facilitate the treatment of mental injury claims within the workers’ compensation setting and support improved outcomes for workers recovering from a mental injury.

The guidelines were developed in consultation with psychiatrists and psychologists. It involved gathering insights, data and information, and is used as a roadmap for visibility and transparency when supporting workers.

Optimising treating services and outcomes

We have continued our work to optimise treating services and outcomes to ensure workers receive timely treatment and rehabilitation services to help their recovery and return to good work, and that the treatment is at a fair and reasonable cost to minimise the impact on employer premiums. This work involves several initiatives and those we have progressed this year include:

* the development of a compliance framework to enhance provider behaviours for improved rehabilitation and return to work outcomes, and
* a review of our surgery approval process with improved tools and resources for both surgeons and our people.

Another initiative currently underway is the introduction of a consistent fee structure in the form of a table of costs for private hospital services conducting treatment of patients with a workers' compensation claim. The current fee model for private hospitals is based on individual contracts with these hospitals across Queensland. The variety and complexity of these contracts makes it difficult to achieve consistent pricing and service delivery.

We have undertaken a two-step consultation process with stakeholders, gathering their feedback and working collaboratively to ensure we develop a consistent fee structure that meets their needs as well as helping us meet our challenge of balancing return to work rates, costs and support for injured workers and employers.

Investing and influencing injury risk reduction

We continue to pilot injury risk reduction initiatives in partnership with stakeholder groups, industry bodies/employers and unions, and occupational injury experts including Workplace Health and Safety Queensland.

Our aim is to pilot ways to reduce the risk of injury and associated costs for our customers. Feedback from participants and stakeholders support the efficacy of these initiatives. Other initial measures in the pilots show that they could be ultimately effective in reducing injury risk, cost and number of claims.

Technology

Over the next few years, we are embarking on a digital transformation journey, which includes a transition to cloud and the development of our digital, information, and technology architecture, and supporting capabilities. This will help us deliver better customer experiences and be more responsive to changes in the way we work, accelerated by COVID-19 and the future of work.

In October 2020, we launched a redesign of the WorkSafe website in collaboration with the Office of Industrial Relations. Our dedicated website project team worked closely with customers and stakeholders to ensure the content was easy to navigate and understand for our many audiences. The new website was designed to better support mobile users’ needs and complies with [WCAG 2.1 AA standards](https://www.w3.org/TR/WCAG21/) to make our content more accessible to a wider range of people including those with disabilities.

Outlook for 2021–2022

**Controlling weekly compensation costs, balanced with customer outcomes**

The uncertainty of the economic climate over the next few years will impact our efforts towards balancing return to work rates, costs and support for injured workers and employers, to maintain a financially sustainable fund.

We’re focused on getting the best outcomes for customers, both workers and employers. Our priority is to ensure workers receive timely treatment and rehabilitation services to help their recovery and return to good work, and that the treatment is at a fair and reasonable cost to minimise the impact on employer premiums. Research into the health benefits of good work provides evidence to support returning to work as soon as safely possible after an illness or injury is the best outcome for both worker and employer.

**Controlling treatment costs while maintaining customer outcomes**

We are working with our partners in the medical and allied health industry to ensure treatment and invoicing is aligned to a nationally recognised clinical framework, and complies with agreed guidelines and tables of costs, without compromising the treatment and rehabilitation of workers. We have extended our discussions with other jurisdictions and we are contributing to the General Practitioner principles in supporting work participation, the Royal Australian College of General Practitioners (RACGP) curriculum (via Heads of Workers’ Compensation Authorities (HWCA)) and the HWCA National Capacity Certificate project.

**Reviewing our premium rate**

We have been able to provide our customers with one of the lowest average premium rates in the country for the past seven years. With the challenging economic environment, disruptions to medical treatment for workers, less return to work opportunities and rising statutory claim and common law costs, we anticipate a premium rate increase will need to occur over the next few years in order for us to maintain a financially sustainable fund.

WorkCover’s investment reserves have shielded Queensland employers from the pressure on our premium rate so far, but there is a limit to how long we can do this before it impacts the financial sustainability of our workers’ compensation fund. Our administration costs have remained relatively low and stable over the last few years and we will continue to look for opportunities to control these costs to limit their impact on premium rates.

Thank you

Our Board has seen some change throughout the year. In July 2020, we welcomed Michael Clifford and Judy Bertram to the Board and Stacey Schinnerl in October 2020. Michael, Judy and Stacey all bring a wealth of experience across various industries.

WorkCover’s Board of Directors proudly has 67% female representation, contributing to our diverse and talented workforce. We would like to thank and acknowledge our Board members, Executive management team and our people for all their hard work throughout the year.

We pay tribute to our former Chair, Ian Brusasco AO who sadly passed away in May 2021. Ian was instrumental in transforming an underperforming insurer to one of Australia’s best performing workers’ compensation schemes. His work set the foundations to ensure WorkCover would become the strong organisation it is today, delivering the services our customers need and value.

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.

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| **Flavia Gobbo**  Chair, WorkCover Queensland |  | **Bruce Watson**  Chief Executive Officer, WorkCover Queensland |

# 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 the Emergency Services Telecommunications Authority, a Director of WorkSafe Victoria, the Deputy Chair of Rowing Australia 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 current Deputy Chair of Sunsuper and has been a Director on the Board of Sunsuper since 2016. He is a former Director of Intrust Super, where he also served as the Chairperson of the Marketing Committee. Michael was the inaugural Chairperson of the Australian Labor Party’s Queensland Policy Coordination Council and prior to that was the Deputy Chairperson of the Economic and Infrastructure Policy Committee. He also worked in the Community Sector for six years. He holds a Bachelor of Arts degree, majoring in industrial relations and history.

**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 for the last nine years and is currently its Deputy Chief Executive and Director, Community and Safety. She is also a Trustee Board Director of MineSuper and served for nine 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 a Director 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 Services Union and works as a senior social work consultant and educator in the public, private 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 Vice 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 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.

**Lyn Rowland BA, PostGradDipHR/IR**  
**Director**

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

**Stacey Schinnerl BBus  
Director**

Stacey is the Southern District Secretary and Vice President of The Australian Workers’ Union of Employees, Queensland (AWU). In both industrial advocacy and elected union positions, Stacey has represented the interests of Queensland workers for over 16 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.

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

Christina leads the Customer 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.

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

David has more than 20 years' experience in the finance and insurance sector. As Chief People and Finance Officer, David's focus is on ensuring a strong financial position and a committed, capable and diverse workforce both now and into the future. His group provides people and financial strategies to secure WorkCover as Australia's best workers' compensation insurer. These strategies are underpinned by learning and development, industrial relations and employment relations, reporting and analysis, taxation, treasury, governance, risk, compliance, and audit functions that support the business. David is also WorkCover’s company secretary.

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

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

**Nick Wenck BBus and Law  
Chief Strategic Development Officer**

Nick leads teams across strategy development, strategic projects and portfolio management, experience design, and communications. His career spans strategic leadership roles across financial services, insurance, health, government, and management consultancy. Nick is passionate about the delivery of world leading customer experiences and claims outcomes underpinned by a clear, coherent strategy and business change program, supported by fully engaged and talented people.

# Working together with our customers to improve outcomes

We are proud to report a customer experience rating of 7.5 out of 10 for the quarter ending June 2021. This data was gathered via our quarterly Customer Experience survey to workers and employers and reflects their experience with us across the principles of empowered, valued, easy, fair and transparent, and consistent.

This year we expanded our initiatives to reduce workplace injury risk, supported our customers in a COVID-19 environment, and moved many of our customer and stakeholder engagement activities online.

Our customer feedback and co-design projects define changes that will continue to enhance customer experience and better guide workers and employers during the claim or policy journey. This ensures our customers feel empowered and we are more responsive to their needs.

Reducing the risk associated with workplace injury

The Injury Risk Reduction Initiatives (IRRI) program was expanded in its second year in 2021. We worked with:

* key stakeholder groups, notably unions, employer associations and our customers
* occupational injury experts including:
  + the Australian Institute of Health and Safety (AIHS)
  + Workplace Health and Safety Queensland (WHSQ)
  + the Australian Rehabilitation Providers Association (ARPA), and
  + our allied health return to work panel.

We implemented several pilots during the year, focusing on:

* **high risk industries:** including a patient handling tool for aged care and disability
* **high risk employers:** solutions developed for employers with identifying issues that cause injuries
* **high risk injuries:** a range of mental health initiatives piloted with employers in targeted industries
* **high risk demographics:** focused on young workers, apprentices and new and small business safety education
* **high risk or harmful equipment:** testing equipment and consulting/training for forklifts and quad bikes.

Piloting these initiatives involved customers across the state including:

* regional business online assistance
* safety equipment trialling and training in Far North Queensland and Wide Bay, and
* mental health initiatives in Townsville and the Darling Downs.

Feedback from participants involved in the pilots and key stakeholders was positive. In addition, IRRI was selected as a finalist in the 2021 National Personal Injury Education Foundation awards for Innovation in Injury Management.

Further IRRI pilots for 2021–2022 are being developed in collaboration with our stakeholders covering our high-risk injuries and industries not previously addressed in the first two years such as construction, mining and agriculture.

Improving customer experience through feedback and co-design

In 2020–2021, we completed the final implementation stage of our customer feedback program with customer survey going live across all our key customer journeys—claim determination, recovery and return to work, and claim closure. We now can listen immediately to customer feedback across the lifecycle of a claim and policy. This enables us to respond to our customers’ experiences so that we can rectify and support better outcomes, provide positive feedback to our people and identify where we can improve customer experience.

We have implemented outcomes from research and design initiatives where employers and past workers have been engaged to help improve the experience we provide. This includes:

* streamlining telephone routing structure so that our customers get the right person at the right time, increasing first call resolutions and reducing call transfers, and
* updating several written communication letters, so they are more customer centred, easier to understand, with clearer next steps.

Further co-design initiatives are underway to provide customer-centred guidance on what to expect when you have a WorkCover claim, continued improvement of our website experience and further written communication changes.

Telehealth services to resolve restricted access to services

COVID-19 disrupted the service ecosystem for providers. Due to physical restrictions and health risk, workers’ access to in-person health services (particularly remote workers) were reduced. The restricted access to in-person services led to the development of telehealth services. This service offering has been underway over the course of this year, and we are formalising this service offering so that it remains as another means to access health services.

Supporting small businesses

We continue to provide financial relief for our customers who have reduced their workforce or closed because of COVID-19 through premium reassessments and refunds.

Representatives from our Small Business team worked closely with the Chamber of Commerce and Industry Queensland (CCIQ), presenting the following topics as part of small business initiatives hosted by the industry group:

* Health benefits of good work, and
* Making sense of your workers' compensation insurance obligations.

In May 2021, we shared information and resources to help support small businesses during Queensland Small Business Month.

Engaging customers and stakeholders

With travel restrictions, we turned to online webinars, email and online updates to reach out to our regional employers and stakeholders.

In early March, we piloted a webinar in Dalby, Kilcoy and Kingaroy, guest-presented by occupational physician Dr Sid O’Toole to bring employers and providers together to discuss ways to support workers living in regional areas with their recovery and return to work.

We supported medical students by remotely presenting at the University of Queensland Rural Clinical School in Rockhampton and the Griffith University Medical School in March and April 2021 respectively.

We hosted a free legal webinar series featuring our panel lawyers covering the following topics:

* calculating quantum
* personal injury law case wrap-up
* vicarious liability and contributory negligence
* duty of the employer to prevent bullying and harassment, and
* common law risk management strategies.

In March 2021, a small number of staff travelled to Townsville for our only in-person regional event, taking part in the North Queensland Injury Prevention and Return to Work conference. Our CEO, Bruce Watson, opened the conference on behalf of the Minister for Education, Minister for Industrial Relations and Minister for Racing, the Honourable Grace Grace, the Workplace Health and Safety Board and WorkCover Queensland.

We took this opportunity while in Townsville to meet face-to-face with key medical providers and facilities which was warmly received.

In Townsville, on a separate occasion, we supported mental health first aid training that was delivered to 15 employers in the transport industry as part of our involvement with Steering Healthy Minds.

In June 2021, key stakeholders, including unions, as well as industry, medical, allied health, and legal associations attended our CEO stakeholder forum, where we shared our current strategies and sought feedback for future planning.

# Engaged people

Strategic workforce planning and performance

Workforce profile

|  |  |  |
| --- | --- | --- |
| **836**  full-time equivalent employees | **64%**  of our workforce is female | **9.5%**  employee attrition rate |

People survey

We measure employee engagement because we know strong employee engagement drives discretionary effort, performance and retention which contributes to better customer outcomes and business sustainability. We conduct an annual People survey that examines responses to our values, organisational goals and ideal behaviours and use results as a catalyst for action.

We produced strong results around inclusion, feedback on employees’ immediate manager and performance as compared to the Australian and Financial Services Sector norm. Overall, 8 out of 16 categories are still above the Australian National Norm results.

While we have historically scored strongly on our measures, this year our score has decreased from 8.2 in 2020 (our highest ever) to 7.0/10 overall.

It has been a challenging year externally, as well as internally with operational impacts such as:

* rising claims costs
* durations impacting our people’s workload
* return to work challenges
* changes in the work environment between office and remote, and
* our new 5 in 10 Contemporary Mobile Workforce (CMW) framework.

Our measure and outcomes give us the information we need to create positive change.

Across our results, these are the three key challenge areas that are we working on:

* **customer focus** e.g. being responsive to customer needs and the ability to deliver a good customer experience
* **leadership and direction** e.g. senior management caring about the wellbeing of employees and having trust and confidence in the decisions they’re making, and
* **development** e.g. promoting the most competent people and training to improve skills within their current job.

In June 2021, we hosted internal workshops with our people to look at the way we work, the primary drivers around the engagement index decline, and how we can improve across the business. We aim to invest our efforts in priorities that are connected to the employee experience we want to create and maintain at WorkCover.

Health and wellbeing

The existing workplace health and safety framework underpins WorkCover’s commitment to workplace health, safety, wellbeing and rehabilitation. A Workplace Health and Safety Committee (WHS Committee) remains common practice and meets monthly. The committee meets its obligations in accordance with the [*Work Health and Safety Act 2011*](https://www.legislation.qld.gov.au/view/pdf/inforce/current/act-2011-018), section 76(4) by ensuring ‘At least half of the members of the committee must be workers who are not nominated by the person conducting the business or undertaking’ (PCBU).

Current workplace health and safety policies and procedures provide:

* a broad and detailed framework for the maintenance of a physically and psychologically safe working environment
* an overall focus on the reduction of workplace injuries and best practice rehabilitation activities
* day-to-day operations and responsibilities for injury prevention and management
* centralised self-service workplace health and safety (WHS) reporting followed by committed incident follow up and investigation
* educational resources for our people through regular WHS and wellbeing team talks, and shared Yammer content. These are complimented with numerous self-led resources
* employee assistance program support for our people and their direct family members
* early intervention rehabilitation support for treatment of physical conditions affecting our community
* an online compliance module completed by all employees on an annual basis, along with various WHS relevant content across other annual compliance modules
* a report to the Board outlining all incident, hazard, claim data for the period, along with progress updates on proactive initiatives, and
* a Queensland Government validated People at Work safety and wellbeing risk assessment survey.

**Wellbeing bootcamps**

Following our 2020 People survey and People at Work survey, and in consultation with organisational psychologist, Dr Meg Hooper from Carousel Consulting, we conducted wellbeing bootcamps focusing on resilience and managing unreasonable customer behaviour. Our focus on psychological safety tied into insights from our WHS incident reporting and the People at Work survey.

**Mates Connectors**

The WHS Committee officially launched Mates Connectors in our workplace, a positive way to let our people know that we care about their mental wellness. There are 34 Connectors trained across WorkCover and provide initial informal support to our people and complement our formal support services, such as the Employee Assistance Program and our Early Intervention Program.

Recruitment

In 2021, we have seen growth in claims numbers and claims complexity and we understand that appropriate resourcing levels are a key factor to support our approach in addressing this. We implemented a reduction in recruitment activity from July – December 2020 as a response to the COVID-19 pandemic and aligned with the Queensland Government’s fiscal measures.

Over the year we experienced:

* 3,280 applications for vacant positions in January – June 2021
* 59 external new starters welcomed to WorkCover, and
* 27 internal movements to a new role or promotions.

In 2022, we will continue to need more employees focused on managing the growing number of involved and complex claims.

To attract the best talent and support our vision to make a positive difference to the lives of Queensland workers, we use recruitment practices that put the candidate at the heart of the experience. We place a lot of value in creating an inclusive hiring process that involves a range of selection techniques from psychometric assessments, video interviews, assessment centres, work samples and panel interviews. Throughout the process we provide a realistic preview of what it’s like to be part of the WorkCover team and aim to secure talent who are connected to our purpose.

Flexible working arrangements

The right to request flexible work arrangements is provided by sections 27 to 29 of the [*Industrial Relations Act 2016*](https://www.legislation.qld.gov.au/view/pdf/inforce/current/act-2016-063) and requests are not restricted to specific purposes or categories of employees. WorkCover is supportive of flexible work arrangements to help balance our employees work, family and lifestyle responsibilities. We have implemented flexible work arrangements for WorkCover employees and we continue to respond to feedback on our implementation. To support this, we introduced the 5 in 10 CMW framework. This means at least 5 days out of 10 working days our people are required to work from WorkCover Central (the office at 280 Adelaide Street), but on other days may work remotely.

Prior to the re-opening of our premises in late-June 2020, a comprehensive COVID-19 risk assessment was completed, and control measures such as directional signage, social distancing and additional cleaning practices put in place to ensure the health, safety and wellbeing of our people. We have continued to maintain this responsively throughout the financial year.

Performance framework

WorkCover has a performance management framework which is our commitment to motivate and manage performance and ensure we deliver on both individualised goals and the wider business strategy. WorkCover’s performance management framework has been designed to support leaders to understand best practice approaches to performance management, with a human-centered approach.

Diversity, inclusion and belonging

We are committed to ensuring our people feel included: they are treated fairly and respectfully, are valued, and have a community to which they belong. Our Board has endorsed our Diversity, Belonging and Inclusion strategy that supports our vision for an inclusive workplace.

Reconciliation

We are committed to a shared vision for reconciliation, by outlining the steps we will take to consult, build relationships and use our resources to work with Aboriginal and Torres Strait Island peoples and their communities. This forms part of our Diversity, Belonging and Inclusion strategy and ensures we utilise our unique position to foster inclusion for Aboriginal and Torres Strait Islander peoples across Queensland workplaces.

Our Reconciliation Action Plan (RAP) has been preliminarily endorsed by Reconciliation Australia. This means that we can formally continue with our journey and commitments and ensure our message of reconciliation is embedded within WorkCover. This preliminary status will be finalised with the formalisation of our plan in a booklet and electronic medium and be launched and distributed to employees, stakeholders, and customers. This document is currently under development in partnership with local Indigenous artist, Rachael Sarra.

Industrial and employee relations

As a business, WorkCover has created a strategic priority to foster a workplace where our people are remarkable, as described in Towards 2024 (our strategic plan). Supporting this strategic priority area is WorkCover’s annual strategic workforce plan. The strategic workforce plan outlines observations of the past year and details emerging environment trends to inform people-related strategies to implement for the year ahead.

WorkCover is continually reviewing workplace practices that shape an environment where people have a voice and feel supported in raising employment concerns, seek advice or make suggestions for improvement. Accordingly, WorkCover engages purposefully in consultation with Together Union on workplace matters. Through the WorkCover Consultative Committee, management, Together Union and internal delegates are provided a forum to actively raise and quickly resolve employment matters, including organisational change, policy, people initiatives, wellbeing and safety.

**Workload tool**

As part of workload management and creating an environment and practice where people feel productive and supported at WorkCover, the Workload Management toolkit was created. The toolkit was created in accordance with our [*WorkCover Employing Office – Certified Agreement 2018*](https://www.qirc.qld.gov.au/sites/default/files/2019_cb31.pdf?v=1596502681) in consultation with Together Union and our WorkCover Consultative Committee (WCC). During 2020–2021, the Workload Management toolkit featured as part of WCC meetings each month and was also rolled out to leaders in August 2020. Supported by a leader and team guide this tool provides insights to address workload concerns that may develop now and in the future at WorkCover.

**Remuneration**

The remuneration arrangements for other individual contract employees are determined by the CEO in accordance with WorkCover’s annual remuneration strategy (Remuneration strategy 2021). The remuneration strategy is endorsed by the People Committee. The remuneration and other terms of employment for contract employees are formalised in individual employment contracts. All non-contract employees are remunerated in accordance with the [*WorkCover Queensland Employees Award State 2015*](https://www.qirc.qld.gov.au/sites/default/files/workcover_queensland_ees_051216.pdf?v=1542514830) and [*WorkCover Employing Office – Certified Agreement 2018.*](https://www.qirc.qld.gov.au/sites/default/files/2019_cb31.pdf?v=1596502681)

The current agreement applying to WorkCover Award-covered employees is the [*WorkCover Employing Office – Certified Agreement 2018*](https://www.qirc.qld.gov.au/sites/default/files/2019_cb31.pdf?v=1596502681) which nominally expires on 30 September 2022 and covers approximately 631 employees.

Legislation regarding new public sector wages arrangements was passed by Parliament on 17 June 2020. The legislation was in response to the financial impact of the COVID-19 health pandemic and was designed to support certainty of ongoing employment security for public sector employees. The [*WorkCover Employing Office – Certified Agreement 2018*](https://www.qirc.qld.gov.au/sites/default/files/2019_cb31.pdf?v=1596502681) was impacted as part of this legislation. The effect of the legislation meant that the wage increases contained in the [*WorkCover Employing Office – Certified Agreement 2018*](https://www.qirc.qld.gov.au/sites/default/files/2019_cb31.pdf?v=1596502681) were adjusted to incorporate a nil wage increase for the 2020–2021 financial year (while honouring all other aspects of the certified agreement), and a deferred wage increase to follow six months after the scheduled 2021-2022 wage increase in accordance with chapter 15A of the [*Industrial Relations Act 2016*](https://www.legislation.qld.gov.au/view/pdf/inforce/current/act-2016-063).

To give effect to the Premier’s announcement amendments to the [*Industrial Relations Act 2016*](https://www.legislation.qld.gov.au/view/pdf/inforce/current/act-2016-063) were passed by Parliament on 17 June 2020 and received assent on 22 June 2020 (becoming operational on this date). The amendments are framed around maximising the protection of public sector employment in Queensland, honouring certified agreements, and directing savings to the COVID-19 response. These changes were actioned by WorkCover, working in partnership with Together Queensland. In accordance with section 952ZF of the [*Industrial Relations Act 2016*](https://www.legislation.qld.gov.au/view/pdf/inforce/current/act-2016-063), the [*WorkCover Employing Office – Certified Agreement 2018*](https://www.qirc.qld.gov.au/sites/default/files/2019_cb31.pdf?v=1596502681) extended the Certified Agreement out until 30 September 2022.

Growing the capability of our people

WorkCover is committed to enabling a continuous learning culture that develops the capability of our people. We do this through ongoing investment in their development and by recognising the importance of building and developing capabilities to meet current and future needs. Learning and development programs are aligned with our strategic plan.

**Enabling lifelong learning—on demand learning**

WorkCover provides the opportunity for our people to learn on demand through easily accessible online learning tools to develop new skills (including technical and behavioural skills). WorkCover continues to connect learners with industry relevant external learning and customised e-learning modules to improve their technical knowledge with 880 employees accessing online learning throughout 2020–2021.

**Personal Injury Education Foundation (PIEF)**

WorkCover has a corporate membership with PIEF to support the personal injury industry, acknowledge the value the foundation provides the industry and importantly to demonstrate our ongoing commitment to the professional development of our people.

We had 28 employees studying with PIEF throughout 2020–2021, completing their Certificate IV in Customer Engagement, Certificate IV in Personal Injury Management or Diploma in Personal Injury and Disability Management.

#### **Mental health awareness to support our customers and each other**

Since 2017, WorkCover has provided our people with the opportunity to attend the evidence-based Mental Health First Aid (MHFA) program to grow our capability in understanding mental health and how it affects our people and customers. MHFA accreditation is valid for three years.

**Harvard Corporate learning**

To support leaders in developing and executing their capabilities, we continue to provide on demand access to Harvard Corporate learning through the Harvard Spark online portal for individual and group leadership learning. Our leaders completed over 5,900 activities across the 2020–2021 year to date. The content is updated daily with personalised recommendations for leaders based on their individual needs and skills identified for interest and development.

#### **Graduate program**

Eight graduates completed their first year of the two-year graduate program and made valuable contributions to several projects across WorkCover. The graduates will have the opportunity to explore their future career options at WorkCover before completing the program in early 2022.

**Study assistance**

The Study Assistance Program is designed to support and assist our people to learn and develop through study for qualifications, certifications, or accreditations. We have 58 people currently studying and 20 who have completed their qualifications in 2020–2021.

# Governance management and structure

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

Organisational structure

Corporate governance

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

Strategic planning

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

Board of Directors

Chapter 8 of the Act outlines the functions and powers of WorkCover. Section 424(1) of the Act provides for the establishment of the WorkCover Board. The Board’s role is set out in section 427 of the Act and reflected in the [Board charter](https://www.worksafe.qld.gov.au/about-us/workcover-queensland/board-of-directors/board-charter) which specifies the responsibilities of the Board collectively and individually. The charter is reviewed and approved annually by the Board and made available on our website.

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

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

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

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

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

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

Director’s appointment terms

|  |  |  |
| --- | --- | --- |
| CURRENT DIRECTORS | FIRST APPOINTED | END DATE |
| Flavia Gobbo, Chair | 01/07/2014 | 30/06/2023 |
| Michael Clifford, Deputy Chair | 01/07/2020 | 30/06/2023 |
| Sarah Morris, Risk and Audit Committee Chair | 16/02/2018 | 30/06/2023 |
| Lyn Rowland, People Committee Chair | 01/07/2017 | 30/06/2023 |
| John Crittall | 01/07/2012 | 30/06/2023 |
| Kerriann Dear | 01/07/2017 | 30/06/2023 |
| Ian Leavers | 01/07/2012 | 30/06/2023 |
| Judy Bertram | 01/07/2020 | 30/06/2023 |
| Stacey Schinnerl | 02/10/2020 | 30/06/2023 |
| FORMER SERVING DIRECTORS DURING THIS FINANCIAL PERIOD | | |
| Benjamin Fullarton 1 | 01/07/2020 | 19/08/2020 |

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

People Committee

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

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

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

Committee membership

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

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

*^ appointed to the Committee in February 2021*

Directors’ meetings

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

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

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

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

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

*All Directors have a standing invitation to Committee meetings.*

*\*Stacey Schinnerl appointed to the Board October 2020*

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

*# Judy Bertram appointed to the People Committee in February 2021.*

Senior executives

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

Ethics

Ethics provide the overarching principles, values and rules that govern the behaviour of WorkCover’s people and the impact on the community and environment. WorkCover has well established policies, procedures and practices that seek to promote the highest standards of ethical behaviour and a culture that embraces compliance with organisational, risk, legal and regulatory obligations. WorkCover’s Ethics policy is reviewed annually, and was approved during the year by the Risk and Audit Committee. The expectation that employees and Directors act with integrity, honesty and accountability are reflected in WorkCover’s [Code of conduct](https://www.worksafe.qld.gov.au/about-us/workcover-queensland/corporate-governance/code-of-conduct).

Code of conduct

Board members and employees are expected to maintain the highest level of ethical standards whilst performing their duties. WorkCover’s [Code of conduct](https://www.worksafe.qld.gov.au/about-us/workcover-queensland/corporate-governance/code-of-conduct) supports our values providing a framework for high ethical standards and has been written to align with the requirements of the [*Public Sector Ethics Act 1994*](https://www.legislation.qld.gov.au/view/html/asmade/act-1994-067)(PSE Act). The assertions of integrity, honesty and accountability are integrated into WorkCover’s strategies, objectives and actions. The [Code of conduct](https://www.worksafe.qld.gov.au/about-us/workcover-queensland/corporate-governance/code-of-conduct) is communicated to our people through the corporate induction program and is available on the WorkCover intranet and website. Our people receive annual compliance training on this document and the PSE Act in general. All relevant internal policies and practices align with the code and the PSE Act, including the ethical principles and values as detailed in the PSE Act. All employees are required to comply with the code and any non-compliance may result in disciplinary action, which could include termination of employment.

The Board is bound by ethical standards outlined in the PSE Act, which requires directors to act honestly, disclose interests, exercise diligence and not use information or their position inappropriately. Directors are also bound by the PSE Act and WorkCover’s [Code of conduct,](https://www.worksafe.qld.gov.au/about-us/workcover-queensland/corporate-governance/code-of-conduct) on which they annually receive the same training as employees. Additionally, the Board follows the guidelines set out in [*Welcome Aboard: A Guide for Members of*](https://www.premiers.qld.gov.au/publications/categories/policies-and-codes/handbooks/welcome-aboard.aspx)[*Queensland Government Boards, Committees and Statutory Authorities*](https://www.premiers.qld.gov.au/publications/categories/policies-and-codes/handbooks/welcome-aboard.aspx) as issued by the Department of the Premier and Cabinet.

Compliance

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

Human rights

WorkCover supports the objectives of the [*Human Rights Act 2019 (Qld)*](https://www.legislation.qld.gov.au/view/pdf/asmade/act-2019-005)(HRA), to protect, promote and build a culture that respects human rights.

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

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

WorkCover conducted the following reviews for compatibility with human rights:

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

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

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

Customer and stakeholder feedback

WorkCover recognises the importance of complaints management as part of delivering a quality customer experience. We support the rights of our customers and stakeholders to have their complaints heard and actioned appropriately when they feel WorkCover has not met their expectations. We are committed to resolving complaints quickly and objectively and believe that all customer and stakeholder feedback, both positive and negative, presents opportunities for continuous improvement.

WorkCover maintains a complaints management framework in accordance with section 219A of the [*Public Service Act 2008*](https://www.legislation.qld.gov.au/view/html/inforce/current/act-2008-038)and the AS/NZS ISO 10002:2014 Guidelines for complaints management in organisations. A copy of WorkCover’s [complaints policy](https://www.worksafe.qld.gov.au/about-us/workcover-queensland/corporate-governance/complaints-policy) has been made available on the WorkCover website. In addition, the number of complaints received by WorkCover in the previous financial year are published on the WorkCover website as required under section 219A of the [*Public Service Act 2008*](https://www.legislation.qld.gov.au/view/pdf/inforce/current/act-2008-038). This includes the number of complaints resulting in further action and those complaints resulting in no further action.

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

Training and development

WorkCover is committed to ensuring the ongoing capability and capacity of our people through the continued investment and development of our leadership and technical training competencies delivered throughout the year.

As part of this commitment, all employees complete regular training to keep up to date with compliance and industry requirements and for professional development. Further details of the Learning and Development program is included in the Engaged People section of this report.

# Governance – risk management and accountability

Risk management

WorkCover is committed to the implementation of our risk management program throughout our 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 is consistent with the principles set out in AS/NZS ISO 31000:2018 Risk Management – Guidelines and meets the requirements of the [*Financial and Performance Management Standard 2019*.](https://www.legislation.qld.gov.au/view/pdf/asmade/sl-2019-0182) WorkCover’s risk management policy was reviewed and approved through the year by the Risk and Audit Committee. During the year, the Board also held a risk workshop to review and set the risk appetite statements.

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 activities. Our [risk management statement](https://www.worksafe.qld.gov.au/about-us/workcover-queensland/corporate-governance/risk-management) is available on our website.

Risk and Audit Committee

The role of the Risk and Audit Committee is to assist the Board in fulfilling its corporate governance responsibilities. The committee reports directly to the Board on matters pertaining to WorkCover’s risk governance framework, including:

* the reliability and integrity of financial information for inclusion in annual reports
* the integrity of internal control framework
* compliance with legislative, regulatory, and governance requirements
* oversight of the risk management framework, and
* safeguarding the independence of the internal and external auditors.

The [Risk and Audit Committee charter](https://www.worksafe.qld.gov.au/about-us/workcover-queensland/board-of-directors/audit-committee) guides the committee, its structure and its specific roles and responsibilities under 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). The committee monitors its performance against the terms of the charter, with due regard to Queensland Treasury’s[*Audit Committee Guidelines: Improving Accountability and Performance*](https://s3.treasury.qld.gov.au/files/Audit-Committee-Guidelines-July-2020-.pdf). In discharging its duties, the committee has considered all audit recommendations as made by the external auditor.

Committee membership

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

|  |  |
| --- | --- |
| RISK AND AUDIT COMMITTEE | |
| COMMITTEE MEMBER | COMMITTEE ROLE |
| Sarah Morris | Committee Chair |
| Flavia Gobbo | Independent non-executive member |
| John Crittall | Independent non-executive member |
| Michael Clifford ^ | Independent non-executive member |

^*appointed to the Committee in February 2021*

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 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. The internal audit function is currently outsourced to an internal audit contractor, appointed by the Risk and Audit Committee. The internal audit function operates independently from management and WorkCover’s external auditor.

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](https://s3.treasury.qld.gov.au/files/Audit-Committee-Guidelines-July-2020-.pdf). The 2020–2021 internal audit plan was approved during the May Risk and Audit Committee meeting.

During the 2020–2021 financial year, 13 internal audit engagements were completed as per the annual internal audit plan. Two audits will continue into the 2021–2022 financial year as they relate to internal auditor’s oversight on two key projects at WorkCover which are ongoing. At the completion of each engagement, the internal auditors report their findings and recommendations to the Risk and Audit Committee, including risks that have been identified. All recommendations arising from the completed internal audit engagements have either been implemented or, are on track to be implemented, within agreed timeframes. The internal audit plan’s coverage over WorkCover’s key risks is reviewed regularly through the use of an assurance map and discussions with key stakeholders.

External scrutiny

The external audit function of WorkCover is performed by the Queensland Audit Office (QAO), with recommendations reported to and monitored by the Risk and Audit Committee.

A number of other state bodies have been established by legislation to provide independent scrutiny of government (and statutory body) performance, including assurance of WorkCover’s performance. These include the Workers’ Compensation Regulatory Services (WCRS), the Queensland Ombudsman, the Office of the Information Commissioner Queensland (OIC) and the Crime and Corruption Commission (the CCC).

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 objectives. The CEO and Chief People and Finance Officer also meet with representatives from the Office of Industrial Relations and the Queensland Treasury to discuss WorkCover’s financial performance.

Under section 584A of 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.

Information system and recordkeeping

All employees at WorkCover are responsible for keeping and maintaining records which are stored through WorkCover’s claims and policy information system for our claims and policy records and through an integrated electronic records system for all corporate records. Annual compliance training is completed to ensure all employees are aware of their obligations under the [*Public Records Act 2002*.](https://www.legislation.qld.gov.au/view/html/asmade/act-2002-011)

Public records are being retained in line with WorkCover’s Records governance policy, the Queensland State Archives’ General Retention and Disposal Schedule and WorkCover’s Queensland State Archives approved Retention and Disposal Schedule. No records were transferred to the Queensland State Archives during the 2020–2021 financial year.

Additionally, no breaches of the retention and disposal schedules were noted during the year, with no records being reported as missing or lost during this same period.

Quality assurance programs

Our quality assurance program forms part of our compliance and risk management frameworks. The quality assurance programs emphasise continuous improvement and align with AS/ISO 19600:2015 Compliance management systems. Quality assurance program reporting is provided quarterly to the Risk and Audit Committee. The quality assurance reviews are designed to assess the effectiveness of internal controls implemented to manage risks and to identify potential areas for improvement to our processes.

Customer audit and intelligence

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.

In recognition of the impact of COVID-19 on many Queensland businesses, the program was paused for a portion of 2020–2021. However, with increased data sharing opportunities because of improved stakeholder engagement across the year, it returned to full operation and is delivering strong outcomes.

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 Office of State Revenue, and the Labour Hire Licensing Compliance Unit to ensure a uniform compliance approach across Queensland.

Compliance audits

507 targeted employer policy compliance audits and classification rating reviews were conducted. Audited employers had a 71% non-compliance rate with the total amount of premium and penalties raised from compliance audits and reviews at $8.1 million.

Site visits and uninsured employers

Industry trend information and data mining on business information, locations and growth were used to select 1,002 employer site visits and ad-hoc provisional coverage reviews. These visits and reviews recouped $2.1 million of additional premium and penalties from uninsured and under-insured employers.

Additionally, 190 new uninsured claims were identified which resulted in $5.5 million 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.

Privacy

WorkCover is committed to protecting the privacy of customers, employees and third parties in accordance with the [*Information Privacy Act 2009*](https://www.legislation.qld.gov.au/view/html/asmade/act-2009-014) (IP 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. The Board and Risk and Audit Committee receive updates on privacy matters at each meeting.

Workplace health and safety

WorkCover is committed to maintaining a safe working environment, preventing workplace injuries, and appropriately managing injuries should they occur through continued robust education, communication and contemporary practices.

All activities within workplace health and safety align with the strategic vision and goals determined by leading practices, predominantly via WHSQ guidelines. As an additional value-add to our incident management process, all stakeholders are informed of incidents lodged through the workflow process of our incident management software and are involved in the process to ensure transparency and understanding of incidents.

WorkCover provides and maintains safe equipment for employees and undertakes scheduled safety inspections throughout the year. WorkCover continues to monitor our compliance with the [*Work Health and Safety Act 2011*](https://www.legislation.qld.gov.au/view/html/asmade/act-2011-018) (WHS Act).

The WHS Committee maintains its commitment to foster open communication with employees and transparency with executive management. Throughout the year, the committee has continued to engage employees on the obligations, expectations, and due diligence required of those who work within the organisation through monthly agendas.

All newly appointed Health and Safety Representatives undergo an intensive five-day training program to instil (at the commencement of their service) the expectations of WorkCover to ensure they obtain the knowledge required to adequately and comprehensively contribute to ensuring a workplace free from harm. All HSRs complete bi-annual site audits of WorkCover occupied spaces throughout the building with a detailed action plan for any issues identified as a result.

The WHS Committee also works alongside Property and Facilities to ensure a safe environment is maintained at all times via regular communications, attendance at WHS Committee Meetings and via the Person Conducting a Business or Undertaking (PCBU) Report submitted to the Board.

Business continuity management

Business continuity management is the proactive approach of managing processes and resources for continued achievement of critical objectives, during a time of crisis and or disruption. WorkCover’s business continuity and disaster recovery 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.

WorkCover successfully managed the impacts COVID-19 on the daily operations of the organisation resulting in the continuation of services with no interruption using the principles and strategies established in the business continuity plan.

Open data

WorkCover has published information through the Open Data portal, concerning the amount incurred for consultancies, overseas travel and the provision of language services, as per the mandatory open data reporting requirements.

# Financial performance

The COVID-19 pandemic continues to affect economic activity in 2021, which has implications for many businesses.

WorkCover continues to work with policy holders to help alleviate the impact of COVID-19 by providing assistance with the completion of reassessments of premiums owed as well as providing extended payment terms.

WorkCover’s final comprehensive result for 2020–2021 was $108 million. This positive result was primarily due to strong investment returns.

|  |  |  |
| --- | --- | --- |
| FINANCIAL RESULTS | 2020–2021 $M | 2019–2020 $M |
| **Statement of comprehensive income** | | |
| Net premium revenue | **1,626** | 1,627 |
| Net claims incurred | **(2,143)** | (2,142) |
| Underwriting expenses (net of claims handling) | **(34)** | (44) |
| Net investment and other expenses | **705** | (91) |
| Income tax equivalents | **(43)** | 200 |
| Total comprehensive income/(loss) for the year | **108** | (446) |
| **Statement of financial position** | | |
| Total assets | **6,170** | 6,067 |
| Total liabilities | **3,981** | 3,986 |
| Net assets | **2,189** | 2,081 |
| **Statement of changes in equity** | | |
| Reserves | **1,390** | 1,281 |
| Contributed equity | **3** | 3 |
| Accumulated surplus | **796** | 797 |
| Total equity | **2,189** | 2,081 |

Premium revenue

Our net premium revenue was $1.626 billion for the year, inline with 2019–2020.

The target average premium rate for 2020–2021 remained unchanged at $1.20 and continues to be one of the lowest average rates for workers’ compensation insurance for the 2021-2022 financial year.

Net claims incurred

Net claims incurred were $2.143 billion for 2020–2021 (2019–2020: $2.142 billion).

The increase in net claims costs in 2020–2021 is largely driven by higher than expected statutory law claims experience (particularly for medical and weekly benefits) and a higher proportion of large common law claims settlements. This was offset by a reduction in the movement in the net outstanding claims provision compared to 2019–2020 (the yearly increase in the provision reduced by $90 million).

The overall increase in the net outstanding claims provision is mainly due to an increase in statutory benefits and economic assumptions made by the Actuary. An allowance for an expected increase in common law claims and permanent impairment payments have also contributed to the increase.

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 2021 was $5.706 billion (30 June 2020: $5.112 billion).

The net return on this investment portfolio for the year was 13.76% (2019–2020 : -1.94%). This return was largely driven by strong equity returns. 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.

As with other workers’ compensation scheme in Australia, 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 entails 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.

# 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** | Annual Report Requirements (ARRs) *–* section 7 | [Letter of compliance](#_Letter_of_compliance) |
| **Accessibility** | * **Table of contents** * **Glossary** | ARRs – section 9.1 | [Contents](#_top)  [Glossary](#_Glossary) |
| * **Public availability** | ARRs – section 9.2 | [About this report](#_About_this_report) |
| * **Interpreter service statement** | *Queensland Government Language Services Policy*  ARRs – section 9.3 | [About this report](#_About_this_report) |
| * **Copyright notice** | *Copyright Act 1968*  ARRs – section 9.4 | [About this report](#_About_this_report) |
| * **Information Licensing** | *Queensland Government Enterprise Architecture – Information Licensing*  ARRs – section 9.5 | [About this report](#_About_this_report) |
| **General information** | * **Introductory Information** | ARRs – section 10 | [About WorkCover Queensland](#_About_WorkCover_Queensland)  [Chair and CEO report](#_Chair_and_CEO) |
| **Non-financial performance** | * **Government’s objectives for the community and whole-of-government plans/specific initiatives** | ARRs – section 11.1 | [Chair and CEO report](#_Chair_and_CEO) |
| * **Agency objectives and performance indicators** | ARRs – section 11.2 | [Corporate plan 2020–2024](#_Corporate_plan_2020–2024)  [Statement of Corporate Intent 2020–2021](#_Statement_of_Corporate) |
| * **Agency service areas and service standards** | ARRs – section 11.3 | [Highlights](#_Highlights) |
| **Financial performance** | * **Summary of financial performance** | ARRs – section 12.1 | [Financial performance](#_Financial_performance) |
| **Governance – management and structure** | * **Organisational structure** | ARRs – section 13.1 | [Organisational structure](#_Governance_management_and) |
| * **Executive management** | ARRs – section 13.2 | [Executive Leadership Team](#_Executive_Leadership_Team) |
| * **Government bodies (statutory bodies and other entities)** | ARRs – section 13.3 | [Board of Directors](#_Governance_management_and) |
| * **Public Sector Ethics** | *Public Sector Ethics Act 1994*  ARRs – section 13.4 | [Ethics](#_Governance_management_and)  [Code of conduct](#_Governance_management_and) |
| * **Human Rights** | *Human Rights Act 2019*  ARRs – section 13.5 | [Human rights](#_Governance_management_and) |
| * **Queensland public service values** | ARRs – section 13.6 | [Customer service commitment](#_Customer_service_commitment) |
| **Governance – risk management and accountability** | * **Risk management** | ARRs – section 14.1 | [Risk management](#_Governance_–_risk) |
| * **Audit committee** | ARRs – section 14.2 | [Risk and Audit Committee](#_Governance_–_risk) |
| * **Internal audit** | ARRs – section 14.3 | [Internal audit](#_Governance_–_risk) |
| * **External scrutiny** | ARRs – section 14.4 | [External scrutiny](#_Governance_–_risk) |
| * **Information systems and recordkeeping** | ARRs – section 14.5 | [Information systems and record keeping](#_Governance_–_risk) |
| * **Information Security attestation** | ARRs – section 14.6 | N/A\* |
| **Governance – human resources** | * **Strategic workforce planning and performance** | ARRs – section 15.1 | [Engaged people](#_Engaged_people) |
| * **Early retirement, redundancy and retrenchment** | Directive No.04/18 *Early Retirement, Redundancy and Retrenchment*  ARRs – section 15.2 | [Engaged people](#_Engaged_people) |
| **Open Data** | * **Statement advising publication of information** | ARRs – section 16 | [Open data](#_Governance_–_risk) |
| * **Consultancies** | ARRs – section 33.1 | https://data.qld.gov.au |
| * **Overseas travel** | ARRs – section 33.2 | https://data.qld.gov.au |
| * **Queensland Language Services Policy** | ARRs – section 33.3 | https://data.qld.gov.au |
| **Financial statements** | * **Certification of financial statements** | FAA – section 62  FPMS – sections 38, 39 and 46  ARRs – section 17.1 | Actuarial certificate on net outstanding claim liabilities  Management certificate |
| * **Independent Auditor’s Report** | FAA – section 62  FPMS – section 46  ARRs – section 17.2 | Independent auditor’s report |

\* WorkCover is not a department and not required to provide an information security attestation.

# 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 the two years preceding that. |
| Common law claim | A common law claim is the claim made by an injured worker who commences common law action through the courts against their employer for negligence (they are ’suing’ their employer). The courts award common law damages 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 safest and earliest possible 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 their own workers’ compensation issues. 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 as income replacement, 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. |

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1. *This is a weighted average.* [↑](#footnote-ref-2)