

**Annual Report**

2023 – 2024

Acknowledgement of country

WorkCover Queensland deeply acknowledges and pays respect to all Aboriginal and Torres Strait Islander peoples, and their Elders past and present.

We thank the Traditional Custodians throughout Australia for their ongoing custodianship of land, waters, culture 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) (https://www.
legislation.qld.gov.au/view/html/inforce/current/act-2003-027), 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)(https://www.
legislation.qld.gov.au/view/html/inforce/current/act-2009-009).



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

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

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Letter of compliance

27 August 2024

The Honourable Grace Grace MP
Minister for State Development and Infrastructure, 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 2023–2024 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)(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)(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) (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.qld.gov.au/__data/assets/pdf_file/0029/259148/Annual-report-requirements-for-Queensland-Government-agencies-for-the-2023-24-reporting-period.pdf)(https://www.qld.gov.au/\_\_data/assets/pdf\_file/0029/259148/Annual-report-requirements-for-Queensland-Government-agencies-for-the-2023-24-reporting-period.pdf).

I would like to thank the Board for its contribution, as well as our people for their demonstrated commitment to providing excellent service to Queensland employers and workers.

A checklist outlining the annual reporting requirements is provided at page 89 of this annual report.

Yours sincerely,

**The Honourable Dr Anthony Lynham**Chair
WorkCover Queensland

About WorkCover Queensland

We have been providing workers’ compensation insurance in Queensland for over 25 years to more than 175,000 businesses.

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

The most important thing for us is keeping Queenslanders working and we understand everyone’s needs are different. We work to make sure all individuals 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 Queensland (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 State Development and Infrastructure, 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. |

Our vision

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

Our purpose

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

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

Our values

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

**Integrity:** To always do the right thing.

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

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

Our goals and performance indicators

|  |  |
| --- | --- |
| Purpose-driven cultureInspire our people to be open to learning and growing to achieve our strategy | Operational excellenceImprove how we work to maximise value for our customers and our stakeholders |
| Digitally innovativeModernise and simplify our technology to serve our customers and our people | Valued experiencesCare for and support injured workers and employers by engaging collaboratively |

Performance indicators

* Average statutory claim duration (paid days)
* Average cost of statutory claim
* Final return to work (RTW) rate
* Average cost of a common law claim
* Funding ratio
* Average net premium rate, after discounts
* Customer experience measure – injured workers and employers.

|  |  |
| --- | --- |
| Goal | Strategies |
| **Purpose-driven culture** | * Nurture a culture of striving for excellence and mutual accountability
* Support authentic leaders who inspire growth and performance
* Grow talented employees who shape the future of workers’ compensation
* Champion inclusive practices and celebrate diversity
* Act as a leader of talent acquisition and development strategies.
 |
| **Operational excellence** | * Transform statutory and common law claims management to improve claim outcomes
* Strengthen relationships with stakeholders and partners to influence positive outcomes with a focus on mutually beneficial digital efficiencies
* Enhance return to work outcomes for primary mental injuries and implement claims management strategies to reduce secondary mental health injuries
* Ensure financial sustainability through appropriate claims management, premium and investment strategies.
 |
| **Digitally innovative** | * Align our digital transformation with our strategic priorities and deliver value
* Ensure our cyber posture protects our customers, people and information assets
* Rationalise and innovate our existing digital, data and supporting system capabilities.
 |
| **Valued experience**  | * Collaborate and partner across the Queensland community to deliver safe return to work outcomes
* Build and sustain experiences and a culture that puts our customers at the centre
* Partner with Office of Industrial Relations, Workplace Health and Safety Queensland and other stakeholders to help customers improve safety and return to work, focusing on our Injury Risk Reduction Initiatives (IRRI) and the Injury Prevention and Management Program (IPaM).
 |

More information is available in our [*Statement of Corporate Intent 2023*–*2024*](https://www.worksafe.qld.gov.au/__data/assets/pdf_file/0009/116100/Statement-of-Corporate-Intent-2023-2024.pdf)(https://www.worksafe.qld.
gov.au/\_\_data/assets/pdf\_file/0009/116100/Statement-of-Corporate-Intent-2023-2024.pdf),and [*Corporate Plan 2023*–*2027*](https://www.worksafe.qld.gov.au/__data/assets/pdf_file/0025/116098/WorkCover-Queensland-Corporate-Plan-2023-2027.pdf) (https://www.worksafe.qld.gov.au/\_\_data/assets/pdf\_file/0025/116098/WorkCover-Queensland-Corporate-Plan-2023-2027.pdf).

Our commitment to customers

Our Customer Principles are the foundation of how we engage with employers and workers. Research shows that when we apply these principles and deliver an overall positive customer experience, workers are three times more likely to achieve positive return to work outcomes.

We are committed to providing an experience aligned to these principles, as defined below.

|  |  |  |
| --- | --- | --- |
| Customer Principle | Employers | Workers |
| **Empowered** | After every interaction with us, employers are clear about what positive actions they can take, and they feel confident to do so. | Workers are engaged and enabled to achieve the right outcome. They know what they need to do, and they know we’ll support them where we can.  |
| **Valued** | Employers are supported, informed and connected. They feel we deliver a valuable service. | Workers are supported. They know that they matter to us as a person and are more than just a claim. |
| **Easy** | Employers find it straightforward to manage their policy and support their employees. | Workers can focus on their recovery rather than their claim, knowing that WorkCover will guide them. |
| **Fair and Transparent** | * Employers understand their premium and policy. They know that their interests are balanced with those of the worker, and decisions made are unbiased.
 | Workers agree we are open and honest, and decisions made throughout their claim are unbiased. Workers are kept informed throughout the process. |
| **Consistent** | Employers receive the same information and experience, no matter who they talk to or how they engage with us. | Workers receive the same information and experience, no matter who they talk to or how they engage with us. |

Chair and CEO report

WorkCover Queensland has had another strong year in the face of external challenges, supporting more than 74,000 Queenslanders injured at work with their recovery, helping 90.4% of them return to work, and providing workers’ compensation coverage for more than 175,000 Queensland businesses.

We continue to have one of the lowest average premium rates in the country, and a high return to work rate.

Our financial performance

We remain in a secure financial position, offering one of Australia’s lowest average premium rates and value for money for employers, and a funding ratio of over 120% to ensure the stability of Queensland’s workers’ compensation scheme.

While we still continue to face the same challenges being experienced nationally, such as rising claim costs and an increasing number of mental injury claims, we have been able to keep our fund financially sustainable with low operational costs and careful financial management. We have the lowest administrative costs nationally, with the highest percentage of premium revenue going directly to injured workers.

Mental injuries

In line with the national trend, mental injury claims continue to place pressure on Queensland’s scheme. Workers with mental injuries have more time off work, higher average annual statutory claim costs and are less likely to return to work.

In 2023–2024, there were 3,364 accepted primary mental injury claims, and they accounted for 14% of total statutory claim costs.

We are working hard to improve our practices in the management of these claims, informed by evidence-based approaches, customer research and stakeholder feedback. We have established a dedicated mental injuries program to address this growing trend, particularly around our claims management processes and how employers can support workers and influence return to work outcomes in mental injury claims. This program seeks to reimagine claims management for mental injuries to drive better outcomes and better support workers with a mental injury. We will continue to work closely with our customers to leverage the important role of the employer in rehabilitation and return to work. [Research from Monash University](https://researchmgt.monash.edu/ws/portalfiles/portal/277538372/277538267.pdf) [Employer Support for Injured Australian Workers: Overview and Association with Return to Work, 2018] has shown that workers who report feeling supported by their employer are more likely to have a positive return to work outcome. The first series of resources for employers will launch in the first quarter of 2024–2025.

This year we piloted a centralised determination team for mental injuries and saw a reduction in the average days to decision. We will expand this approach in 2024–2025.

While we have made some improvements in the mental injury space this year, we know there is more to do, and we remained focused on this as a key strategic priority.

Claim decisions

Improving claims decision timeframes is a key priority and we are pleased to report that in 2023–2024 we determined 62.6% of claims in five (5) days, and 91.7% in 20 days. We are committed to giving our customers certainty as soon as possible so they can focus on getting better and back to work. Quality and timely decisions remain an ongoing priority.

Premium rate

In 2024–2025, WorkCover’s average premium rate will move to 1.34 per $100 of wages after discounts, from $1.29 in 2023–2024. We are committed to doing all we can to minimise premium increases as we remain mindful of current cost-of-living pressures experienced by Queenslanders.

Small, incremental increases to WorkCover’s average premium rate are the best way to protect the scheme’s viability into the future, while mitigating the financial impact on our customers.

We are also ensuring all Queensland businesses are paying their fair share through our compliance program.

In 2023–2024, we audited 539 employer sites. This resulted in a total amount of $32M in premium and penalties raised.

Partnering with our stakeholders

We are continuing to connect with our stakeholders across Queensland, including at our regional board meeting in Rockhampton in April 2024, where we were joined by local businesses and leaders from across the region.

Record numbers of customers across the state are participating in our virtual events, with thousands tuning into our regular webinar series on topics such as suitable duties and return to work, workplace bullying and harassment claims, employer liability, mental injuries, and common law.

After gathering feedback and insights from medical and allied health providers, we have developed a new framework to help us work better together to improve claim outcomes for workers.

In partnership with Workplace Health and Safety Queensland, we launched a refreshed Injury Prevention and Management program with 120 employers registering to benefit from tailored guidance to improve safety and injury management in their workplaces.

Continuing to meet our customers’ digital needs

We have continued our multi-year digital transformation journey, prioritising our transition to the cloud to future proof our business and deliver secure, flexible and more responsive experiences in line with our customers’ changing digital needs and expectations.

Our dedication to cyber security and protecting our customers’ information has been maintained through our Cyber Program, which educates our people on cyber safety and leverages leading technology to protect the information entrusted to us.

Outlook for 2024–2025

We welcome the recommendations of the five-year workers’ compensation scheme review, which highlighted that while the scheme is performing well, there are ways it can be improved to better help Queensland workers and businesses get the support they need if someone is injured as a result of their work. We are preparing to implement recommendations as they are progressed by the Queensland Government.

Claims management is our core business and we are focused on achieving operational excellence in this fundamental work through making timely claim decisions and supporting workers to recover and return to work as safely and soon as possible. We are dedicated to responsive and consistent service to all of our customers.

We will continue to progress our mental injuries program which further aligns management of claims management of mental injuries with best practice, fosters better employer engagement in the return to work process, and includes new resources to better support workers with mental injuries through their claim journey.

Thanks and acknowledgements

We express our thanks and appreciation to Bruce Watson, who retired after seven years as Chief Executive Officer on 16 February 2024. Bruce led WorkCover through some significant periods, including the re-emergence of black lung disease, the nation-leading screening of all Queensland engineered stone benchtop workers for silicosis, and the COVID-19 pandemic. We thank Bruce for his leadership and service.

Our new Chief Executive Officer, Michael Pennisi, started on 18 June 2024. Michael is an experienced chief executive with more than 30 years of experience in superannuation, insurance and investments. He has a strong track record of authentic, values-based and purpose led leadership, and brings a strong commitment to serving the needs of customers and the community. His deep knowledge of insurance and his strong relationships with stakeholders will be invaluable as WorkCover builds on a proud history as one of Australia’s strongest performing workers’ compensation insurers.

We wish to acknowledge the work of our board in 2023–2024, including our new board members this year, Dr Anthony Lynham (Chair), Jacqueline King (Deputy Chair) and Stephen Havas (Director).

We also wish to thank our executive management team, and our people at WorkCover who have assisted Queensland workers and employers over the past year.

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

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| --- | --- |
|  |  |
| Dr Anthony LynhamChairWorkCover Queensland | Michael PennisiChief Executive OfficerWorkCover Queensland |

Our Board of Directors

Dr Anthony Lynham – Chair

**BDSC BMed (HONS), FRACDS (OMS) FRCS Ed**

Dr Anthony Lynham is a former Senior Government Minister and Consultant Maxillofacial Surgeon here in Brisbane. He is active in the corporate and not for profit sectors having diverse board roles as Chair of Gladstone Ports Corporation, Director of Aboriginal and Torres Strait Islander Community Health, Director of Toowoomba and Surat Basin Enterprise and a member of the Cell and Tissue Engineering Advisory Board CTET. He is a Chair of the Jamieson Trauma Institute, an institute devoted to improving treatment and rehabilitation outcomes for those who have experienced serious trauma. He is also a Patron of Life Education. He still continues to practice in the important speciality of Maxillofacial Surgery.

Jacqueline King – Deputy Chair

**LLB(Hons), GDip Professional Legal Practice, MBA**

Jacqueline King is the General Secretary of the Queensland Council of Unions representing the interests of around 400,000 members in Queensland. Jacqueline has previously worked for the Finance Sector Union, the Australian Services Union, the Australian Manufacturing Workers Union and the Australian Council of Trade Unions. She has also been a senior Government advisor in the fields of employment, industrial relations, training, and work health and safety and led an industry training organisation providing both electrical and work health and safety training and skills assessments for overseas qualified electrical workers migrating to Australia. Jacqueline is also a Director with CS Energy, a Queensland owned and based energy company and is an experienced Director, previously on the Boards of Stanwell and Energy Skills Queensland. She holds a Bachelor of Laws (Honours) First Class Honours degree and a Master of Business Administration, along with several qualifications in management, work health and safety and training design and development.

Judy Bertram – Director

**B Sc, Dip Ed, GAICD**

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

Kerriann Dear – Director

**BEnvSc, BSocWk (Hons, first)**

Kerriann has worked in the women’s and community legal sectors in the field of industrial relations social work since 1999. She has performed executive leadership roles including as the CEO of Queensland Working Women’s Service Inc., Co-Director of Basic Rights Queensland Inc. and Sector Sustainability Coordinator for the Peak Body for Community Legal Centres in Queensland. Kerriann undertook the lead role in the conceptualisation and implementation of Domestic and Family Violence Work Aware which delivers training nationally. Serving as a Director on the Board of WorkCover Queensland, since 2017, she also volunteers her time in governance roles in the not-for-profit community sector and is particularly passionate about women’s empowerment in the workplace.

Sarah Morris – Director

**BEcon, GDip Applied Finance and Investment, GDip Applied Corporate Governance, CA, FGIA, GAICD**

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

Stephen Havas – Director

Stephen is a non-Executive Director, Chair, Committee Member and Managing Director with 35 years’ experience as the owner of businesses and over nine years’ Board level experience across private and not for profit sectors. Currently Stephen is a non-executive Director of Master Builders Queensland, Chair of the Housing committee, and a member of multiple subcommittees including Audit and Risk, and Remuneration. At an executive level, Stephen is Managing Director of Garth Chapman Queenslanders SEQ, a boutique design and construct building company, a position held since 1999. Previously, he held the Chair and Deputy Chair positions on a not-for-profit Board (education sector).

Stacey Schinnerl – Director

**BBus**

Stacey is the Secretary of The Australian Workers’ Union of Employees, Queensland and the Branch Secretary of The Australian Workers’ Union (Queensland Branch). In both industrial advocacy and elected union positions, Stacey has represented the interests of Queensland workers for nearly 20 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.

Ian Leavers – Director

**APM**

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

Sandra McCullagh – Director

**B Sc, B Arts, MBA, GAICD**

Sandra is an experienced non-executive director, with skills in finance, investments, ESG and energy. She is currently a non-executive director and chair of the Investment Committee at Australian Ethical (ASX:AEF) , a non-executive director at Sydney Dance Company, and chair of the Clayfield College Foundation. Sandra was previously a trustee of QSuper, including chairing its Investment Committee, in the lead-up to its merger with SunSuper to create Australian Retirement Trust. In her executive career, Sandra worked for several energy companies including Energex, before moving into roles in investment banking including Head of Utilities Equities Research and ESG Research at Credit Suisse. Sandra is a member of Chief Executive Women and is on their Membership Committee.

Executive Leadership Team

Our Executive Management team includes the CEO and our Chief Officers who are each responsible for key areas of the business. This team reports to the Board and drives our people towards the vision and goals of the organisation, bound by our corporate values of excellence, integrity, responsiveness and respect.

Michael Pennisi – Chief Executive Officer

**BEcon, BComm, GAICD**

Michael is an experienced chief executive with more than 30 years’ experience in CEO and executive roles in the financial services sector, including superannuation, insurance and investments. He has a proven track record of authentic, values-based and purpose-led leadership driving transformational change in large, complex businesses through strategy, exceptional delivery and broad engagement. Michael has a strong commitment to serving the needs of customers and the community. His deep knowledge of insurance and strong relationships with stakeholders are invaluable as WorkCover builds on a proud history as one of Australia’s strongest performing workers’ compensation insurers.

David Heley – Deputy Chief Executive Officer

**BAdmin, FCPA, DFP, AGIA, GAICD**

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

Janine Reid – Chief Legal Officer

**BLaws, MBA, GIA (Cert), GAICD**

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

Emma Wright – Chief People Officer

**BBusHRM, MOrgDevHRM**

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

Barbara Martin – Chief New Claims Officer

**BBehSc, MRehabCounsel**

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

Leah Plimmer – Chief Claims Management Officer

Leah is a highly regarded insurance executive with extensive experience in life insurance and superannuation claims spanning more than 30 years. Leah has previously held roles at Commonwealth Bank’s CommInsure division and with Australian Retirement Trust. Leah brings to her role of Chief Claims Management Officer a broad skillset in claims management, underwriting, operations, and risk management and is committed to making a positive difference to our customers. A passionate leader, Leah loves to create stimulating, innovative and dynamic environments and driving positive culture and engagement with her team and the broader organisation.

Angela Jones – Chief Digital and Information Officer

**BBus InfoMgt, maj: compscience, GAICD**

Angela is an experienced IT and digital executive who specialises in developing enterprise strategy, operating model design and digital and business transformation. Since beginning her career as a technical specialist, Angela has spent the past 20+ years in strategic business advisory and senior leadership roles in both the public and private sectors. Angela is passionate about building high performing teams by integrating business and technology teams together to deliver on enterprise strategic goals. She is a graduate and member of the Chief Executive Women's Program.

Marc Dennett – Chief Partnerships and Relationships Officer

**MBA, GradDipMgt, GradCertBus**

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

Highlights

Our organisation

|  |  |  |
| --- | --- | --- |
| $1.29average premium rate per $100 of wages | $6.436Bfunds under management | 312,767customer calls to our contact centre |
| 89%people survey response rate | 10,219referrals to return to work providers  | 68%employee engagement score |

For employers

|  |  |  |
| --- | --- | --- |
| 179,024employers insured | $96.5Mpremium savings for employers (including apprentice and 3% early payment discounts) | $32.04Mpremium raised from non-compliant employers \* wage audits and uninsured |
| 539onsite audits by our compliance advisors | 120employers engaged with Injury Prevention and Management Program (IPaM) | 7.2/10average customer experience rating by employers |

For workers

|  |  |  |
| --- | --- | --- |
| $1.46Bstatutory benefits and entitlements paid to workers | 90.4%injured workers returned to work | 74,127injured workers supported through a claim |
| 3,241new common law claims | 7.2/10average customer experience rating by workers | 3,364workers with a primary mental injury claim  |

We also

|  |  |  |
| --- | --- | --- |
| Created new opportunities for our people | Invested in our technology and cyber security | Enhanced our focus through our First Nations strategy |

Our financial and non-financial performance indicators

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

|  |  |  |
| --- | --- | --- |
| Indicator | 2023–2024 Target | 2023–2024 Achieved |
| **Operations** |
| Average weekly compensation paid days | 52 days | 53.6 days |
| Average annual statutory claim cost | <$12,800 | $12,719 |
| Final return to work (RTW) % | 91.5% | 90.4% |
| Average common law claim cost | <$212,000 | $208,876 |
| **Financial** |
| Funding ratio | >120% | >120% |
| Average premium rate (target) | $1.29 | $1.29 |
| **Experience** |
| Customer experience measure (injured workers and employers) | 7.5 / 10 | 7.2/ 10 |

Capital structure and payments to the consolidated fund

In accordance with the *Workers’ Compensation and Rehabilitation Act 2003* (the Act), WorkCover is taken to be fully funded if it is able to meet its liabilities for compensation and damages payable from its funds and accounts and maintain capital adequacy as required under the *Workers’ Compensation and Rehabilitation Regulation 2014* (the Regulation). The Regulation states that in order to maintain capital adequacy, WorkCover’s total assets must at least be equal to total liabilities (this correlates to a funding ratio of 100%).

The Act allows for payments to be made to the consolidated fund. The WorkCover Board will make a recommendation to the Minister with respect to such a payment (if any) following certification of the 2023–2024 financial statements.

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

Borrowings made, proposed to be made

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

Investment risk

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

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

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

Business risk

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

Borrowing risk

The *Workers’ Compensation and Rehabilitation Act 2003* provides the framework for WorkCover’s procedures for borrowing. WorkCover may enter into such arrangements to procure equipment up to an amount and on such terms as it considers appropriate. All financing arrangements will be made in conjunction with Queensland Treasury Corporation (QTC) in order to establish that applicable rates are competitive and that conditions are appropriate. Board approval will be required for all financing arrangements over pre-defined expenditure limits. All limits are as stated in the WorkCover delegation manual.

Policies and procedures relating to acquisition and disposal of significant assets

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

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

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

Accounting policies applying to preparation of accounts

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

Community service obligations

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

Employment and industrial relations plan

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

Information to be reported to the Minister

Quarterly reporting

A quarterly report will be provided to the Minister within one month of the end of the relevant quarter as required by the Act. The report 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) (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.

Claims costs and claims management

Statutory claims trends

Our focus remains on ensuring early, safe, and sustainable return to work and rehabilitation, adopting a biopsychosocial and evidence-informed approach to improve outcomes for our customers, and maintain our scheme sustainability.

Statutory claims increased by 8% compared to 2022–2023, with 74,127 total accepted claims, which contributed to an increase in our overall claims costs. We have focussed on supporting these injured workers by hiring additional people, increasing training, and optimising our operations.

Timely and quality decision making has been a continuous focus in helping us to provide certainty as soon as possible and increase early intervention. We saw a 9.6% increase in claims decided within five (5) days, and a 2.7% increase of claims decided within 20 days.

Mental injury trends

In 2023–2024, claims for primary and secondary mental injuries continued to increase, a trend seen in schemes across Australia. Primary mental injuries can be caused by trauma or other events at work. Secondary mental injuries can arise as a direct result of the event which caused a physical injury, or because of a physical injury.

This financial year, 3,364 primary mental injury claims were accepted, which is a 32% increase from 2022–2023. Mental injuries typically have longer claim durations, higher average statutory claim costs, and lower return to work rates. Addressing the rising trends in mental injuries has been a key strategic focus of WorkCover.

WorkCover continues to offer early intervention treatment for workers prior to a decision being made about their primary mental injury, encourage early determination for trauma-related primary mental injury claims for first responders, and apply presumptive legislation for particular workers with post-traumatic stress disorder (PTSD). Our data has shown that primary mental injury claims:

* Currently represent 14% of total statutory payments ($209M for 2023–2024)
* Have an average claim cost of $21,800 ($20,700 in 2022–2023), which is more than double the average claim cost of physical injuries ($9,900 for 2023–2024)
* Have longer periods of time off work (113 average annual paid days) than for physical injury claims (42 average annual paid days)
* Were less likely to return to work, at 73.3% in 2023–2024 compared to workers with a primary physical injury at 93.3%.

Secondary mental injuries have also continued to rise, which impacts the duration and cost of statutory claims and the conversion to common law. This is an upwards trend that is consistent across other jurisdictions.

You can read more about what we are doing to address this trend under the *Improving outcomes with customers* section of the report.

Return to work outcomes

There are many factors that contribute to successful return to work outcomes. Our claims management approach is focused on early intervention and understanding and addressing the impacts that psychosocial factors have on recovery. We continue to have a positive impact with more than nine in 10 workers safely returning to work. Where a worker cannot return to their pre-injury role, we work with the worker, their employer, providers and, in some cases, alternative employers, to help find other roles or employment.

Our focus remains on early intervention for those workers at risk of poor outcomes, as evidence confirms that being off work for long periods of time following injury reduces the likelihood of workers ever returning to work. Workers with a primary or secondary mental injury tend to have longer time off work and a lower return to work rate.

Statutory claims management strategies

Claims management is at the core of our business, and we strive to guide our customers through the claims process. Investing in claims management helps to achieve early and sustainable recovery, rehabilitation, and better return to work outcomes, ensuring we support our customers now and into the future.

Earlier claims decisions

Following the centralisation of claim decisions in 2021–2022, we have seen significant improvements in our decision timeframes. This dedicated focus has delivered improvements in decisions made within five (5) days, decisions made within 20 days and average decision times. In 2023–2024, we determined 62.6% of claims in five (5) days, and 91.7% in 20 days. We have also trialled centralising decision-making for Government mental injury claims and have seen significant improvements. We will expand this trial in 2024–2025.

Simplifying the process for workers

This year, we launched a number of new video resources designed to simplify the claims process for workers. The videos, available on our website and sent to workers during their claim, cover topics such as: how to make a WorkCover claim, the claim process, attending an Independent Medical Examination and accessing adjustment to injury counselling. You can watch the videos [on](https://youtube.com/playlist?list=PLiOclcBIZRBeNcueykFAAi-47t4TlXimj&si=_59JbU37VsastR9r) our YouTube channel. (<https://www.youtube.com>
/playlist?list=PLiOclcBIZRBeNcueykFAAi-47t4TlXimj)

Automatic wage population

Following the success of our secure integration with Queensland Health in 2022–2023, in 2023–2024 we launched a second phase of this integration to allow for the automatic wage population for more workers across Queensland. This program reduced time spent on data entry and helped us to ensure accurate payments are made to workers as soon as possible once their claim is accepted.

Better education and support for employers

Our experience and external research show that a worker’s ability to cope with their injury and the level of employer support are the top two risk factors strongly linked to outcomes. To address these issues, we equipped employers with various resources and tools that highlight the benefits of supporting injured workers' return to work and their obligations in offering suitable duties. Additionally, we hosted several webinars and in-person events with employers to discuss secondary mental injuries, key trends, and explore strategies for mitigating risks and facilitating safe return to work for their employees.

More access to medical and allied health care

Recognising the importance of early intervention, we continue to enhance the guidance and support available to help workers access treatment and start their recovery journey sooner. We funded over $3.4M in early intervention support for workers with mental injuries, before their claim was determined.

Medical and allied health providers are experiencing high demand for their services, especially for mental injuries. We continue to optimise our Allied Health Table of Costs (TOC) to improve access to a wide range of providers for delivering these services to our workers. Additionally, we undertook an ongoing targeted selection process for independent medical examiners (IME) in key specialties to support improved access.

Professional standards framework

This year, we introduced our Professional Standards Framework to support our people in managing claims in an evolving environment. Developed in collaboration with the Personal Injury Education Foundation (PIEF), industry leaders nationwide and many of our own experienced people, this framework consists of standards aimed at ensuring consistent service delivery and quality experiences for both workers and employers. The standards help us to support our people to manage claims today and into the future.

Technology upgrades

WorkCover continues to invest in technology upgrades that help us reduce administrative tasks and dedicate more time to serving our customers. This includes continuing to strengthen our cyber security controls and improvements to our core systems. This remains a focus for 2024–2025.

A focus on better support for mental injury

We know we need to do more to support workers with a mental injury and proactively address the continued growth we are experiencing in these claims. We brought together stakeholders from across the ecosystem to form a Secondary Mental Injury Stakeholder Working Group where we identified key areas for improvement, including leveraging the important role of an employer in the recovery of an injured worker.

To address the increasing trends and feedback from stakeholders, we have introduced a dedicated Mental Health and Injury Project to work across key areas. We have:

* Researched and scoped new resources for employers to support them in the management of mental injuries and will start to deliver these in the first quarter of next year
* Collaborated directly with key employers to support improvements in mental injury comprehension and return to work practices
* Piloted an early intervention psychosocial screening approach designed to identify and manage barriers for injured workers in their return to work from a physical injury. We are looking at expanding this pilot across our claims management portfolios next year
* Undertaken customer research with workers with a mental injury using our safe feedback framework to inform our activities
* Centralised determinations for mental injuries to support timely and high-quality decision-making. This has seen improvements in our average decision-making timeframes
* Used data analytics to identify and support workers at risk of developing a secondary mental injury.

These improvements are the first step in a multi-pronged approach to providing more support for workers with a mental injury claim and we are committed to furthering this important work as a priority in 2024-2025.

Referrals to return to work providers

WorkCover’s expert panel of workplace rehabilitation providers assist our people and our customers to facilitate, plan and support rehabilitation and return to work opportunities. We made 10,219 referrals to this panel in 2023–2024, an increase of 13.5% on 2022–2023 referrals.

Five-year review

Every five years, Queensland undertakes an independent review of the workers’ compensation scheme. The review found the scheme is still performing well and identified several opportunities to address scheme trends and improve the workers’ compensation process. 49 of the 54 recommendations were accepted, fully or in principle, and WorkCover is working with the Office of Industrial Relations and external stakeholders to implement these changes.

Common law trends

WorkCover manages common law claims through an external panel of experienced legal practitioners. The panel was appointed from 1 July 2024 following a competitive tender process.

Common law damages and legal costs were well controlled with the average common law claim cost under target at $208,876. However, continued growth in primary and secondary mental injury claims is putting upward pressure on claims costs and durations. More than 3,300 common law claims were resolved during 2023–2024.

Improving outcomes through partnerships

One of our strategic goals is to create valued experiences ensuring we care for and support injured workers and employers by engaging collaboratively. WorkCover has a dedicated research team who conduct research with our stakeholders across the ecosystem to ensure the solutions we are providing are designed with their needs in mind.

Our areas of engagement

WorkCover continued to work with important stakeholders, including medical and allied health associations, panel providers, industry associations, employer groups, and unions as part of our strategic goal to create valued experiences for injured workers and employers. Effective collaboration helps to achieve positive return to work outcomes for workers at a reasonable cost, reducing the impact of claims costs on employer premiums.

Customer engagement

For our customers, we promoted the Injury Prevention and Management Program (IPaM), a joint initiative between WorkCover and Workplace Health and Safety Queensland (WHSQ), following the program’s review and redesign in 2023. Queensland businesses can register their interest in the free program that provides employers with a review of their current injury prevention and management processes and offers them a tailored business improvement plan. We have referred over 120 businesses to IPaM since November 2023.

In March 2024, the new Strategic Government Account Management and Engagement Framework was launched with our top Queensland Government employers.

The Aged Care and Disability Care industry network breakfast was held on 13 June 2024, after feedback from employers on how we could support them to improve their claims performance. We will continue to foster industry networks where businesses can learn from each other on injury risk reduction and management approaches.

E-newsletters for our customers have been tailored with content to assist small and large businesses, facilitating better access and use of safety and return to work resources and information.

Provider engagement

Regular e-newsletters were introduced for medical and allied health providers in response to feedback from our provider stakeholders that they wanted more communication sharing industry knowledge, trends and relevant updates. This is part of our commitment to ensure our key stakeholders are informed and have useful and practical resources on workers’ compensation topics to share with their own networks.

WorkCover became a Continuing Professional Development (CPD) approved provider for the Royal Australian College of General Practitioners (RACGP) and the first of our online modules, “Understanding WorkCover Queensland and workers’ compensation”, was launched via the RACGP CPD platform in April 2024.

The Return to Work Services Provider Panel Forums were hosted on 20 March and 23 April 2024, facilitating discussion with providers on opportunities to continue to improve how we work together to provide better service and outcomes to our customers.

Our providers have continued to participate in our education sessions across Queensland, including GP Registrar training, the Faculty of Pain Medicine and physiotherapy students at the Australian Catholic University.

Regional engagement

For our regional customers, WorkCover participated as an exhibitor in Workplace Health and Safety Queensland’s Work Well Conferences in Brisbane in October 2023 and in Townsville in May 2024. A stakeholder breakfast was held in Rockhampton on 30 April 2024, with the WorkCover Board in attendance with local stakeholders. We also shared mental injuries trends and what we are doing to address these, as well as an update on the five-year scheme review.

WorkCover has increased its engagement with customers and stakeholders across Queensland with our webinar series that has covered topics such as workplace bullying and harassment claims, work social functions and employer liability, and secondary mental injuries – prevention and support. Registrations averaged around 700 attendees across the eight webinars delivered, with total views of the webinar recordings exceeding 9,000.

Industry engagement

For our industry partners, WorkCover introduced regular e-newsletters for unions, employer groups and industry associations to keep them updated on the latest workers’ compensation news and practical resources for their members. A Secondary Mental Injury Working Group brought together industry representatives to focus on collaboratively identifying opportunities to mitigate secondary mental injuries.  In May, the National Premium Forum for Workers’ Compensation was hosted in Brisbane, bringing together several workers’ compensation insurers across six jurisdictions to share scheme updates, discuss current and future trends, and how we can collaborate to address shared challenges.

WorkCover has continued to advocate for better health and recovery outcomes and reducing barriers to care for people experiencing work injuries, with It Pays to Care (<https://www.racp.edu.au/policy-and-advocacy/division-faculty-and-chapter-priorities/faculty-of-occupational-environmental-medicine/it-pays-to-care>), the policy paper published by the Australasian Faculty of Occupational and Environmental Medicine. These messages have been shared with our customers and stakeholders, including medical and allied health providers, industry associations, employer groups, and unions. The paper also informs our initiatives to continue to improve our claims management.

WorkCover has continued to deliver education sessions to our industry stakeholders including an Injury Risk Reduction Initiatives session to a roundtable facilitated by the Small Business Commissioner, a Lunch and Learn session with the Apprentice Employment Network (QLD/NT) and a presentation on mental injury claims at the Aged & Community Care Providers Queensland Conference.

The Injury Risk Reduction Initiatives program successfully delivered several pilots in 2023. WorkCover is now in the final stages of two new pilots focusing on hazardous manual tasks and musculoskeletal disorders in partnership with the electrical industry and using job task analysis and work capabilities checklists to promote recovery and early return to work in the health and community care sector.

We worked with key legal stakeholders to improve our processes, resulting in faster access to damages payments after settlement/judgement.

Our people

Workforce planning and performance

|  |  |  |
| --- | --- | --- |
| 1095Full-time equivalent employees*\*as at 30 June 2024, excluding Directors, Contractors and Temporary Agency Staff* | 68%of our workforce is female | 13.1%employee 12-month rolling turnover rate |

Our focus on attracting, developing, and retaining an engaged, skilled and diverse workforce is key to ensuring we can continue to support our customers and achieve our strategies now and into the future.

The ongoing commitment to the learning and development of our people remained an area of focus in 2023–2024. WorkCover has:

* implemented the commitments within the *WorkCover Employing Office - Certified Agreement 2022*
* continued our focus on the safety and wellbeing of our people with the launch of our Psychosocial Code of Practice framework and a zero-tolerance approach to customer aggression, ensuring WorkCover is a model employer
* strengthened our commitments to inclusion and reconciliation by launching our revised Diversity, Inclusion and Belonging Strategy, and our updated First Nations Strategy
* driven a culture of accountability and excellence.

A diverse workforce

WorkCover launched our Amplify employee resource group, which is WorkCover's Diversity, Inclusion and Belonging (DIB) employee representative group. They inform and champion DIB within WorkCover. Our vision is to build a workplace where inclusion drives every decision, every discussion, every day. We have:

* strengthened our commitments to inclusion by launching our revised Diversity, Inclusion and Belonging Strategy and associated Equal Opportunity and Inclusion policy
* participated in the Public Sector Commission Equity and Diversity Audit and Reporting program and development of an[*Action Plan*](https://www.worksafe.qld.gov.au/about/who-we-are/workcover-queensland/diversity%2C-inclusion-and-belonging) (https://www.worksafe.qld.gov.au/about/who-we-are/workcover-queensland/diversity,-inclusion-and-belonging) to address identified inequities.

Gender equity

Our gender pay gap as at 30 June 2024 is 8.38% and WorkCover continued to conduct targeted gender pay parity reviews as part of our annual Renumeration Strategy. We continue to drive representation of women in leadership with a 63% female representation at an executive level, and a 62% female representation at a senior leader level.

First Nations

Fostering a culturally safe space for all, WorkCover has continued to deliver on our Reconciliation Action Plan, as well as taking the next step in our reconciliation journey by developing our First Nations Strategy. The strategy spans cultural safety and capability, community engagement, customer advocacy, and procurement. We again acknowledged important events such as National Reconciliation Week and celebrated First Nations’ cultures during NAIDOC Week. We are looking forward to continuing to expand work in this important space in 2024–2025.

Growing the capability of our people

This year, WorkCover introduced our Professional Standards Framework to provide a core set of capabilities that enable our people in managing claims in an evolving environment. Developed in collaboration with the Personal Injury Education Foundation (PIEF), and many of our own experienced people, this framework consists of standards aimed at ensuring consistent service delivery and quality experiences for both workers and employers. We continue to invest in our people by providing a study assistance program that supports them with gaining qualifications in areas relevant to their role and career. Our leadership development programs strengthen our internal capabilities and create a pipeline of leadership talent to deliver impactful results.

Health, Safety and Wellbeing at WorkCover

WorkCover is committed to ensuring the safety and wellbeing of employees by proactively encouraging participation towards positive safety culture. Our workplace practices focus on shared responsibility of all employees in championing workplace safety and wellbeing. WorkCover's safety and wellbeing strategy is underpinned by three key principles that keep our workplace safe: healthy people, healthy systems, and healthy workplaces.

A biopsychosocial approach is applied to our annual wellbeing program that encourages a diverse range of initiatives that drive a thriving workforce. This year, we have updated our safety and wellbeing policies, procedures and mental health strategy in accordance with the *Managing the risk of psychosocial hazards at work Code of Practice 2022*.

Working at WorkCover

We measure our employees’ engagement at work with our bi-annual People surveys and use these insights to assess our peoples’ alignment with our purpose and values, as well as improve how we can better support them in their roles. Following each survey, action plans are developed and monitored to support continuous improvement at WorkCover. Last year, customer aggression was identified as a key area of concern for our people and in 2023–2024 we delivered a comprehensive, zero-tolerance approach to customer aggression.

This year our Future of Work Program ensured we continue to provide a contemporary workplace and working arrangements for our people. We support flexible work arrangements and a well-designed workplace to help our people balance work, family and lifestyle, and offer a work environment that responds to an evolving dynamic hybrid landscape and supports them to deliver successfully within the scope of their roles.

Early retirement, redundancy, and retrenchment

In 2023–2024, three employees received redundancy packages at a cost of $175,371.44 (excluding leave entitlements). Employees who did not accept an offer of redundancy were offered case management and reasonable attempts were made to find alternative employment placements.

Industrial and employee action

We continually review workplace practices to ensure our people can contribute to the role WorkCover plays in the Queensland community. We empower our people to voice their opinions, providing support for addressing employment concerns, seek advice, and contribute suggestions for improvement.

WorkCover engages in purposeful consultation with Together Queensland (union) on workplace matters. Through the WorkCover Consultative Committee, our leadership team, Together Queensland, and internal delegates are provided a forum to actively raise and resolve matters, including organisational change, policy, wellbeing, and safety initiatives.

Working in close partnership with Together Queensland, delegates and the Office of Industrial Relations the *WorkCover Employing Office - Certified Agreement 2022* was certified by the Queensland Industrial Relations Commission on 5 July 2023. Collectively we are currently focusing on implementing the commitments made within the Certified Agreement, which includes:

* classification and career progression
* workload management
* critical emergency service leave
* annual calendar for leave requests
* work-life balance initiatives.

WorkCover and Together Queensland have made positive progress in the key elements outlined in the Agreement.

Governance of management and structure

Organisational structure

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



WorkCover Board

The *Workers’ Compensation and Rehabilitation Act 2003* (the Act), outlines how WorkCover and the WorkCover Board are established. The Board’s role is set out in the Act and reflected in our Board Charter which specifies key accountabilities and responsibilities of the Board. The Charter is reviewed and approved annually by the Board and made publicly available on our [website (https://www.worksafe.qld.gov.au/about/who-we-are/workcover-queensland/board-of-directors/board-charter).](website%20%28https%3A//www.worksafe.qld.gov.au/about/who-we-are/workcover-queensland/board-of-directors/board-charter%29.)

During the year, the Board exercised their responsibilities in accordance with the Board Charter.

* Setting the overall strategic direction of WorkCover in conjunction with the Executive Leadership Team (ELT)
* Ensuring that decisions are transparent and aligned with broader societal expectations
* Approving the Corporate Plan, Statement of Corporate Intent (including key performance targets), and Employee Relations Plan submitted to the Minister
* Approving the organisational governance policy, Code of Conduct, Conflicts of Interest policy, Workplace Health and Safety policy and Risk Management policy, including the organisational risk appetite statements
* Approving WorkCover’s investment strategy and policy
* Approving the quarterly reports to the Minister and annual reports (Financial Statements)
* Approving the annual operating budget
* Approving Board, Risk and Audit Committee and People Committee charters.

The Board has delegated operational management of WorkCover to the CEO, including the delivery of the Corporate Plan and Statement of Corporate Intent strategies and goals with the support of the Executive Leadership Team.

The Board is comprised of a maximum of nine independent non-executive directors appointed by the Governor-in-Council, based on their experience and knowledge, for a term of no more than five years. The Governor-in-Council also appoints the Board Chair and Deputy Chair and determines the terms of appointment including remuneration which is paid in accordance with the [Remuneration Procedures for Part-Time Chairs and Government Boards](https://www.qld.gov.au/__data/assets/pdf_file/0025/39481/remuneration-procedures.pdf). Remuneration is outlined in note E3 Related Parties of the Financial Statements. During the 2023–2024 year, three new Directors were appointed. The Board undertake biennial performance evaluations. The last review was conducted in November 2022.

As at 30 June 2024, WorkCover’s Board has 67% female representation among the directors.

Directors’ meetings

The Board has two established Committees, including the Risk and Audit Committee (refer to Risk Management and Accountability section for details) and the People Committee. WorkCover held nine Board sessions in 2023–2024, one which was dedicated to strategy planning, one deep dive, four Risk and Audit Committee meetings and four People Committee meetings.  The CEO, Deputy CEO and Chief Legal Officer (Company Secretary) attend all Board and Committee meetings, and other members of the Executive Leadership Team (ELT) and senior management are invited periodically to present and discuss relevant topics.

Meeting attendance and out of pocket expenses

*While not all Directors are members of each Committee, they all have a standing invitation to attend Committee meetings. The below summarises attendance across the financial year and ‘Out of pocket’ expenses as outlined in the Remuneration Procedures for part-time Chairs and members of Queensland Government bodies and includes (travel, accommodation, motor vehicle allowances, meals).*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Current Directors (as at 30 June 2024) | Appointment term | Board meetings attended / required to attend | Risk and Audit Committee meetings attended / required to attend | People Committee meetings attended / required to attend | Out of pocket expenses |
| Dr Anthony Lynham, Board Chair Risk and Audit Committee memberPeople Committee member | 01/07/2023 – 30/06/2026 | 9/9 | 3/4 | 3/4 | $263.78 |
| Jacqueline King, Deputy Board Chair Risk and Audit Committee member | 01/07/2023 – 20/06/2026 | 8/9 | 4/4  | 0/0  | $0.00 |
| Sarah Morris, Risk and Audit Committee Chair Board member | 16/02/2018 – 30/06/2026 | 9/9 | 4/4 | 0/0 | $123.00 |
| Sandra McCullagh, People Committee Chair Board member | 01/09/2022– 30/06/2026 | 8/9 | 1/1  | 4/4  | $404.78 |
| Judy Bertram Board memberPeople Committee member | 01/07/2020– 30/06/2026 | 8/9 | 0/0 | 3/4  | $176.32 |
| Kerriann Dear Board memberRisk and Audit Committee member | 01/07/2017– 30/06/2026 | 9/9 | 4/4  | 3/0  | $0.00 |
| Stephen Havas Board memberRisk and Audit Committee member | 01/07/2023– 30/06/2026 | 8/9 | 3/3 | 0/0  | $0.00 |
| Ian Leavers Board memberPeople Committee member | 01/07/2012– 30/06/2026 | 8/9 | 0/0 | 2/4  | $90.00 |
| Stacey Schinnerl Board memberPeople Committee member | 02/10/2020– 30/06/2026 | 9/9 | 1/0 | 3/3  | $0.00 |

People Committee

The People Committee’s role is to assist the Board in fulfilling its statutory responsibilities, as outlined in the People Committee Charter. The Committee reports directly to the Board on WorkCover people matters and strategies and meets quarterly.

The Committee consists of a minimum of three and maximum of five independent non-executive directors, comprised from the Board. The Committee members are not paid any additional remuneration for serving on this Committee.

Public Sector Ethics

At WorkCover we aim to conduct our business according to the highest standards of ethical conduct. It is expected that all employees meet these standards of conduct in accordance with our Code of Conduct and support the vision and values of WorkCover. Our Code of Conduct is based on the four ethics principles outlined in the *Public Sector Ethics Act 1994* (Qld) (PSE Act). The ethics considered essential for the performance of public administration in Queensland are integrity and impartiality, promoting the public good, commitment to the system of government and accountability and transparency.

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

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

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

Human Rights

WorkCover supports the objectives of the *Human Rights Act 2019* (Qld) (HRA) to protect and promote human rights, and build a culture that respects human rights, which is reflected in our values.

During the year, WorkCover undertook a range of activities to further the objectives of the HRA:

* Ongoing reporting of WorkCover’s obligations.
* Reviewed annual compliance training materials and induction program training which includes references to the HRA and our obligations.
* Promoted diversity, inclusion and belonging initiatives to put inclusion at the forefront of interactions and to leverage diversity, including establishing the Amplify employee representative group.
* Developed our First Nations Strategy to evolve our commitments to reconciliation towards purposeful action that makes an impact to First Nations workers and the wider community we serve.
* Continued to progress actions under the Reconciliation Action Plan (RAP).
* Updated our Complaints policy to include reference to the HRA and how to make a human rights complaint.

WorkCover received no human rights complaints between 1 July 2023 – 30 June 2024 in relation to WorkCover’s actions or activities.

Governance of risk management and accountability

Risk management

WorkCover is committed to the implementation of our risk management program throughout the organisation, to assist in setting strategy, achieving objectives, and making informed decisions in line with agreed risk appetites. Our enterprise risk management framework and risk management policy align to the principles outlined in *ISO 31000:2018 Risk Management – Guidelines* and meets the requirements of the *Financial and Performance Management Standard 2019*.

Our approach to risk management is through embedding a risk aware culture and adopting a balanced risk mindset by seeking to create value through minimising the negative consequences of risks, while taking advantage of appropriate opportunities at the right time. This includes establishing an appropriate structure and clear lines of responsibility to systematically identify, evaluate and manage risks associated with our operations. Emerging trends are identified, assessed, monitored, and reported on through a dedicated framework to support timely understanding and escalation of the trends identified. We publish our risk management statement on our website (<https://www.worksafe>
.qld.gov.au/about/publication-scheme/our-policies/workcover-queensland-policies/risk-management).

WorkCover’s risk management policy, including revised risk appetite statements and risk categories were endorsed throughout the year by the Risk and Audit Committee and approved annually by the Board.

We operate a three lines of defence model which outlines the structure, oversight, and responsibility of each assurance function within the organisation to provides assurance that WorkCover’s control environment is designed and operating effectively. The Board, including the Risk and Audit Committee (RAC), oversees the assurance activities undertaken across WorkCover’s three lines of defence.

WorkCover’s quality assurance programs form part of our compliance and risk management frameworks. These programs emphasise continuous improvement, are aligned to *ISO 37301: 2021 Compliance management systems* and designed to assess the effectiveness of internal controls in place to manage risks and identify areas for improvement. Compliance and quality assurance program reporting is provided quarterly to the Risk and Audit Committee.

As part of WorkCover’s commitment to proactively managing our disruption and business continuity risks, and continuous improvement, during the year we completed the crisis scenario exercise training program for our Crisis Control Team (CCT) which included the Board, our Executive Leadership Team, other business areas, and key third-party suppliers. WorkCover’s business continuity management plans have been developed to minimise the impact of a crisis on our customers, stakeholders and employees, and were reviewed and tested during the year.

Risk and Audit Committee

The Board established the Risk and Audit Committee, which consists of a minimum of three and a maximum of six independent non-executive directors comprised from the Board. Remuneration of the committee is noted in note E3 of the Financial Statements and paid in accordance with the [*Remuneration Procedures for Part-Time Chairs and Members of Queensland Government Bodies*](https://www.qld.gov.au/__data/assets/pdf_file/0025/39481/remuneration-procedures.pdf) ([https://www.qld.gov
.au/\_\_data/assets/pdf\_file/0025/39481/remuneration-procedures.pdf](https://www.qld.gov.au/__data/assets/pdf_file/0025/39481/remuneration-procedures.pdf)). A summary of committee membership (as at 30 June 2024) is outlined below.

|  |  |
| --- | --- |
| Risk and Audit Committee member | Risk and Audit Committee role |
| Sarah Morris | Committee Chair |
| Dr Anthony Lynham | Independent non-executive member |
| Jacqueline King | Independent non-executive member |
| Stephen Havas | Independent non-executive member |
| Kerriann Dear | Independent non-executive member |

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

The Committee meets quarterly and during 2023–2024 met four times, fulfilling its responsibilities as per the Risk and Audit Committee Charter. Key achievements included:

* reviewing the effectiveness of WorkCover’s risk and compliance frameworks
* endorsing the 2022–2023 Financial Statements for WorkCover Queensland and the WorkCover Employing Office
* approving the 2023–2024 Internal Audit Plan
* approving the Internal Audit Charter
* endorsing the Risk and Audit Committee Charter
* reviewing and approving the Risk Appetite Statements
* endorsing the Risk Management policy
* approving the Compliance policy, Fraud and Corruption policy, Environmental policy, Ethics policy, and Public Interest Disclosure (PID) policy.

Employer compliance

WorkCover has a dedicated customer audit and intelligence team that works with Queensland employers to ensure they are aware of their obligations to maintain adequate cover when

engaging workers. The team is 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, informed by data sharing arrangements with a number of other government agencies.

Compliance Audits

In 2023–2024 we conducted 621 targeted compliance audits for Queensland employers, with those selected having a 94% non-compliance rate. The total amount of premium and penalties raised from these desktop audit activities was $17.66M.

Site Visits and Uninsured Employers

Industry trend information and data mining were used to select 539 employer site visits, with an additional 1,442 provisional coverage and industry classification reviews conducted. These efforts resulted in:

* $682,000 in unpaid premium and penalties identified via employer site visit activities
* $8.99M additional premium and penalties from uninsured and under-insured employers.

Compliance advisors identified 259 new uninsured claims, leading to $5.37M in uninsured claims costs and penalties being recovered against employers who failed to hold compulsory accident insurance policies at the time of lodging a compensation claim.

The total raised from all compliance program activities across the 2023–2024 financial year was more than $32M.

Internal audit

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

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

Each year, the internal audit contractor prepares an internal audit plan, which outlines the internal audit activities to be performed during a financial year. The Risk and Audit Committee approve the internal audit plan and monitor the performance of the internal audit function, with due regard to the[*Audit committee guidelines: improving*](https://s3.treasury.qld.gov.au/files/Audit-Committee-Guidelines-July-2020-.pdf) [*accountability and performance* (https://s3.treasury.qld.gov.au/files/Audit-Committee-Guidelines.pdf).](%20accountability%20and%20performance%20%28https%3A//s3.treasury.qld.gov.au/files/Audit-Committee-Guidelines.pdf%29.) The 2023–2024 internal audit plan was approved during the August 2023 Risk and Audit Committee meeting, with the plan for the first quarter approved at the May 2023 Risk and Audit Committee meeting.

During the 2023–2024 financial year, nine internal audit engagements were completed as per the annual internal audit plan. At the completion of each engagement, the internal auditors report their findings and recommendations to the Risk and Audit Committee. All recommendations arising from the completed internal audit engagements have either been implemented or, are on track to be implemented, within agreed timeframes. The internal audit plan’s coverage over WorkCover’s key risks is reviewed regularly through the use of an assurance map and discussions with key stakeholders.

External audit

The external audit function for WorkCover is performed by the Queensland Audit Office (QAO) with recommendations reported and monitored by the Risk and Audit Committee. The external audit plan is approved by the Risk and Audit Committee each year with the current plan approved at the November 2023 Risk and Audit Committee meeting.

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

External scrutiny

WorkCover is subject to reviews and external audits conducted by external agencies (including the Workers’ Compensation Regulatory Services (WCRS), Queensland Audit Office (QAO), Crime and Corruption Commission (CCC), Queensland Ombudsman). The *Workers’ Compensation and Rehabilitation Act 2003* (WCRA), also prescribes the requirement for the Minister to ensure that a review of the workers’ compensation scheme is conducted at least once every five years. During the year an independent review of the scheme was completed, which was the third independent review of the scheme. The review found the scheme is still strong and identified several opportunities to address scheme trends and improve the process for workers. The Queensland Government subsequently released their response to the recommendations of the 2023 review in February 2024. WorkCover will work with the Regulator and external stakeholders to implement the required actions.

The Chair and CEO meet with the Minister on a regular basis to discuss relevant matters, including the quarterly report which includes progress against our Statement of Corporate Intent objectives. The CEO and Deputy CEO also meet quarterly with representatives from the Office of Industrial Relations and Queensland Treasury to discuss WorkCover’s financial and operational performance. WorkCover is subject to a range of external scrutiny (QAO, CCC, government regulatory agencies) and have complied with requirements of audits.

Information systems and recordkeeping

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

Public records are being retained in line with WorkCover’s Records Governance policy, and relevant Retention and Disposal Schedules. No records were transferred to the Queensland State Archives during the 2023–2024 financial year. No breaches of the retention and disposal schedules have been reported during the year, with no records reported as missing or lost during the same period.

During the year, internal audit raised findings in relation to information security and management. These have been considered by management and incorporated into WorkCover’s strategic programs of work to uplift maturity.

Open Data

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

Financial performance

WorkCover’s final comprehensive result for 2023–2024 was $132.4M profit (after tax), primarily due to improved premium income and investment returns.

|  |  |  |
| --- | --- | --- |
| Financial results | 2023–2024 $M | 2022–2023 $M |
| Statement of comprehensive income |
| Net premium revenue  | 2,527 | 2,151 |
| Net claims incurred | (2,838) | (2,420) |
| Underwriting expenses (net of claims handling)  | (67) | (43) |
| Net investment and other expenses  | 553 | 345 |
| Income tax equivalents  | (43) | (6) |
| Other comprehensive income/(loss)  | - | (1) |
| Total comprehensive (loss)/income for the year  | 132 | 26 |
| Statement of financial position |
| Total assets  | 7,488 | 6,771 |
| Total liabilities  | 5,459 | 4,874 |
| Net assets  | 2,029 | 1,897 |
| Statement of changes in equity  |
| Reserves  | 935 | 919 |
| Contributed equity  | 3 | 3 |
| Accumulated surplus  | 1,091 | 975 |
| Total equity  | 2,029 | 1,897 |

Premium revenue

Our net premium revenue was $2.527B for the year, an increase of 17% from 2022–2023. The target average premium rate for 2023–2024 increased to $1.29. Rising claims costs caused by mental injuries and complex claims are continuing to put pressure on our scheme. For the new financial year 2024–2025, WorkCover’s average net premium rate will move to $1.343 per $100 of wages, after discounts, continuing to be one of the lowest average premium rates for workers’ compensation insurance in Australia.

Net claims incurred

Net claims incurred were $2.838B for 2023–2024 (2022–2023: $2.420B).

The net claims costs increase in 2023–2024 was largely driven by an increase in statutory and common law claims experience, but also the movement in the net outstanding claims provision compared to 2022–2023. The statutory claims costs increase has been primarily driven by higher weekly compensation claims and medical claims expenses. The common law costs increase has been driven by higher claim finalisations compared to 2022–2023. The increase in the outstanding claims provision is primarily driven by increasing weekly compensation and an increase in National Injury Insurance Scheme Queensland (NIISQ) claims.

Underwriting expenses

Underwriting expenses include WorkCover’s management and operational expenses and the levy payable to the Workers’ Compensation Regulatory Services (WCRS) and Workplace Health and Safety Queensland (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 Queensland Investment Corporation (QIC). The net market value in funds invested as at 30 June 2024 was $6.436B (30 June 2023: $5.730B). The net return on this investment portfolio for the year was 8.71% (2022–2023: 5.77%). WorkCover has experienced a recovery in investment returns this financial year after significant shifts in the market value of the financial instruments as a result of global and economic factors. WorkCover will continue to work with QIC to effectively manage our investment risk to ensure our portfolio achieves its long-term objectives.

Capital adequacy

The *Workers’ Compensation and Rehabilitation Act 2003* outlines specific requirements that WorkCover must meet to be fully funded. WorkCover is fully funded if total assets are at least equal to its liabilities. WorkCover is currently achieving both our legislative requirements (100%) and the Board’s aim of maintaining a funding ratio of at least 120%.

Looking to the future

WorkCover continues to use prudent financial management to ensure a balanced and financially viable scheme for all customers and stakeholders. Part of this continuing prudent financial management includes a focus by WorkCover on continuing to operate within budget, investing in technology upgrades, 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 model allows us to continue to progress several claims management strategies to facilitate injured workers’ return to work as quickly and safely as possible. It also allows us to optimise treating services to ensure workers get the right treatment at the right price.

Consolidated financial statements

Available as separate PDF.

Compliance checklist

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

FAA *Financial Accountability Act 2009*

FPMS *Financial and Performance Management Standard 2019*

ARRs *Annual report requirements for Queensland Government agencies*

Glossary

|  |  |
| --- | --- |
| Term | Definition |
| **A** |
| 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. |
| Allied health provider | Any allied health provider (for example a doctor, medical specialist, physiotherapist, chiropractor or occupational therapist) who is registered with the relevant professional board (e.g., Physiotherapist Board of Queensland). |
| AS / ISO | Australian Standard/International Organisation for Standardisation |
| Average premium rate | The average premium rate is a rate per $100 of wages, calculated by averaging net premium assessed for the year as a proportion of total wages declared by all employers for that year. |
| **C** |
| CCC  | Crime and Corruption Commission  |
|  CEO | Chief Executive Officer |
| Claims experience | An employer’s claims experience is used when calculating premium and is comprised of the statutory claims amounts paid under an employer’s accident insurance policy for the preceding three years and the damages claims amounts paid under the policy for one year preceding that. |
| Common law claim | A common law claim is the claim made by an injured worker who commences common law action against their employer for negligence (they are ’suing’ their employer). Common law damages can include payments for economic loss, pain and suffering, legal costs, and medical and hospital costs. WorkCover may pay all damages awarded to the injured worker, including legal and investigative costs as part of the employer’s accident insurance policy. |
| Customer experience measure / metric | Measures customers’ overall perception of WorkCover and performance against the five customer strategy principles. |
| Customer strategy principles | These principles are the benchmark for the experience WorkCover wants customers to have across all interactions. There are five principles: easy, fair and transparent, empowered, consistent and valued, and they are based on customer research that identified what customers expect from WorkCover. |
| **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).
 |
| DIB | Diversity, Inclusion and Belonging |
| **E** |
| ELT | Executive Leadership Team |
| **F** |
| FMPM | Financial Management Practice Manual |
| **H** |
| HRA | *Human Rights Act 2019* |
| **I** |
| IME | Independent medical examiners |
| Injury | An injury, as defined by the *Workers’ Compensation and Rehabilitation Act 2003* 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.
 |
| IPaM | Injury Prevention and Management—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. |
| IRRI | Injury Risk Reduction Initiatives  |
| **N** |
| NIISQ | National Injury Insurance Scheme Queensland |
| **O** |
| OIR | Office of Industrial Relations |
| **P** |
| PIEF | Personal Injury Education Foundation |
| Premium rate | The rate per $100 of wages for an individual employer |
| PSE | *Public Sector Ethics Act 1994* |
| PTSD | Post-traumatic stress disorder |
| **Q** |
| QAO | Queensland Audit Office |
| QIC | Queensland Investment Corporation  |
| QTC | Queensland Treasury Corporation  |
| **R** |
| RAC | Risk and Audit Committee |
| RACGP | Royal Australian College of General Practitioners |
| Rehabilitation | Under workers’ compensation legislation, the purpose of rehabilitation is to ensure the injured worker’s earliest possible safe return to work or to maximise the worker’s independent functioning. Rehabilitation for return to work (sometimes called occupational, vocational or workplace rehabilitation) can include treatment from a range of health providers, assessments of work capacity and suitable duties programs. Under legislation, workers and employers must take every reasonable step to participate in rehabilitation and return to work programs. |
| Return to work | The worker’s timely, safe and medically structured return to pre-injury duties, or other employment, following a workplace injury. |
| RTW | Return to work — the worker’s timely, safe and medically structured return to pre-injury duties, or other employment, following a workplace injury. |
| **S** |
| 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*. These payments and benefits are referred to as statutory compensation and may include weekly payments, lump sums to compensate for permanent impairment, and hospital and medical expenses. Statutory claims are determined 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. |
| **T** |
| The Act | *Workers’ Compensation and Rehabilitation Act 2003* |
| TOCs | Table of Costs |
| **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*. |
| WCRA | *Workers’ Compensation and Rehabilitation Act 2003* |
| WCRS | Workers’ Compensation Regulatory Services |
| WHSQ | Workplace Health and Safety Queensland |
| Worker | A ‘worker’ for the purposes of the *Workers’ Compensation and Rehabilitation Act 2003* 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. |