

A young woman with long brown hair tied in a ponytail, wearing black-rimmed glasses and a dark blue t-shirt, is smiling warmly at the camera. She is in an office environment, with a desk and some papers visible in the background. The lighting is soft and professional.

## Section 1: Agency in focus

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# Agency brief

## The Western Australian context

The Western Australian workers' compensation and injury management scheme (the WA scheme) is designed to ensure workers suffering a work-related injury or illness are compensated for lost wages, medical expenses and other associated costs.

WorkCover WA regulates the scheme in accordance with the *Workers' Compensation and Injury Management Act 1981* (the Act) and the primary objective is to ensure work-related injuries are actively managed to assist injured workers to achieve a safe and sustained return to work.

The WA scheme is based on a 'no-fault' principle, meaning an injured worker does not need to establish anyone was at fault or negligent to make a claim. The WA scheme is also the largest privately underwritten workers' compensation scheme in Australia, with insurance coverage provided by eight private insurers, 24 self insurers and the Insurance Commission of WA.

The Act requires employers to maintain current workers' compensation insurance coverage for all their workers, including those engaged in casual, part-time, contract and sub-contract arrangements. WorkCover WA provides advice and education to assist employers to comply with their obligations.

The WA scheme also includes entitlements and processes related to dependents of deceased workers, noise induced hearing loss, assessment of permanent impairment and claims finalised through settlement by lump sum payment. WorkCover WA regulates, monitors and approves a range of health providers and other service providers who support injured workers to recover and return to work.

# Organisational structure

## Agency overview

### Responsible Minister

The Hon. Bill Johnston MLA, Minister for Commerce and Industrial Relations, Mines and Petroleum, Electoral Affairs, and Asian Engagement.

### Administration

The day-to-day administration of WorkCover WA is delegated by the WorkCover WA Board (the Board) to the Chief Executive Officer (CEO), who directs the Agency's operations.

Board responsibilities are outlined in *Section 5: Disclosures and legal compliance* on page 75.

### Agency funding

Funding for the Agency's activities is derived from:

- insurer contributions in the form of an annual levy on workers' compensation premiums paid by employers
- a direct levy on employers who are approved by WorkCover WA to self-insure.

### Organisational structure

WorkCover WA consists of three divisions as outlined in Figure 5.

## Divisions

### Scheme and Corporate Resources

In January 2018, WorkCover WA merged the Corporate Resources and Legislation and Scheme Information divisions to form Scheme and Corporate Services. The amalgamation of the divisions formed part of the Government's commitment to deliver services in a more efficient and effective way.

The Scheme and Corporate Services Division maintains scheme viability and effectiveness through:

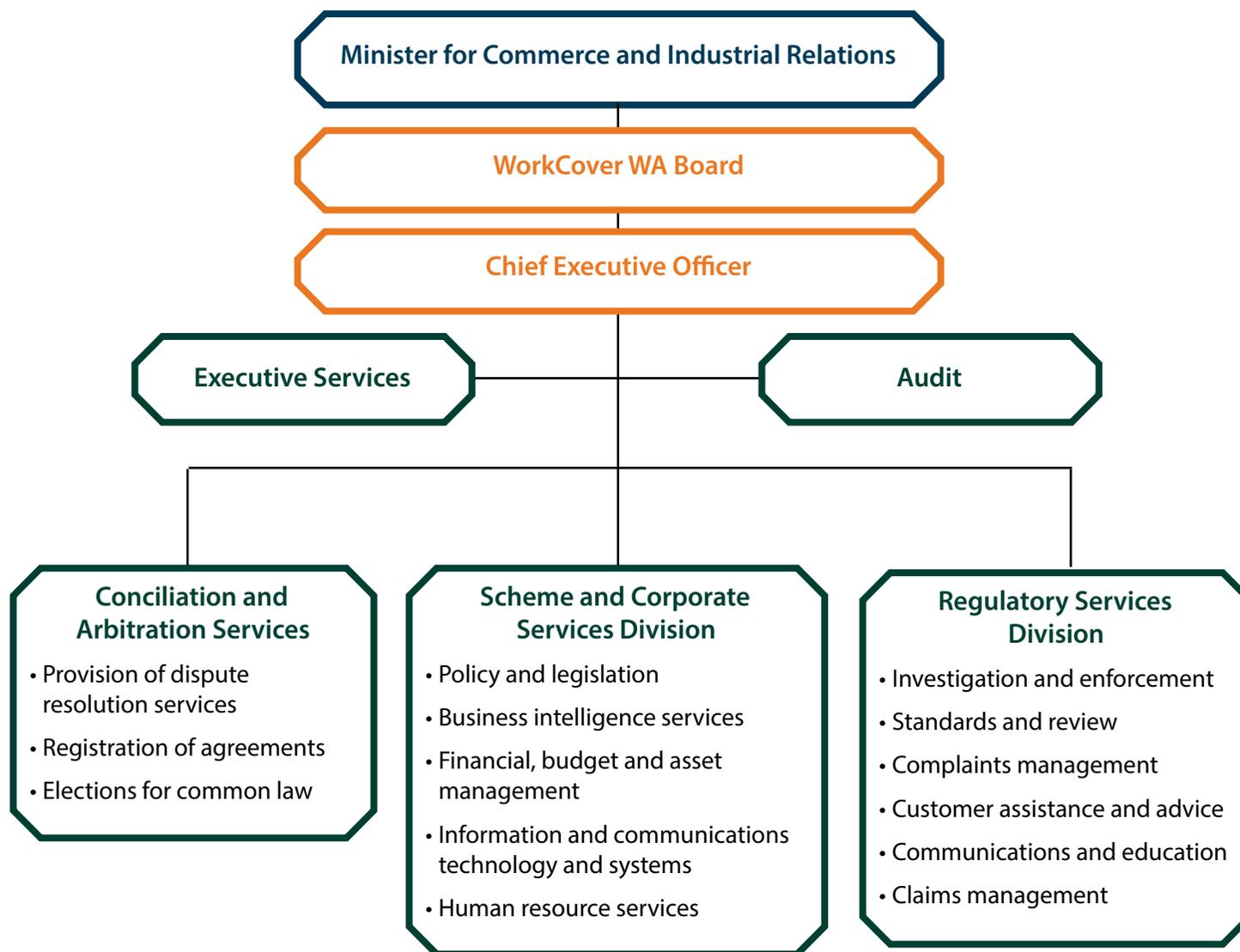
- collection, quality assurance, analysis and reporting of data provided by insurers and self-insurers to assist in setting recommended premium rates and informing effective scheme management
- robust, evidence-based policy and legislation development.

The Division has a strategic focus on activities to assist the Board and Government to effectively manage the scheme.

The Division also provides business services to ensure human, financial, technological, informational and physical resources are available to support WorkCover WA's operations.



Figure 5: Organisational chart



## Regulatory Services

The Regulatory Services Division contributes to the integrity of the scheme by:

- educating and assisting stakeholders and service providers
- ensuring only appropriately qualified service providers operate in the scheme
- establishing and monitoring performance standards for service providers
- conducting compliance activities where breaches of statutory obligations are suspected and detected.

Information about the recent structural changes to the Regulatory Services Division is available under 'Structural changes' on page 34.

## Conciliation and Arbitration Services

The Conciliation and Arbitration Services Division is responsible for resolving disputes in the WA scheme. The Division includes the:

- Workers' Compensation Conciliation Service where the objective is assisting parties to resolve their disputes by agreement
- Workers' Compensation Arbitration Service where disputes unresolved by conciliation are determined according to their substantial merits, with as little formality and technicality as possible.



# Leadership

## WorkCover WA Board

The WorkCover Western Australia Authority (the Board) is responsible for the governance of the Agency, the provision of independent advice to the Minister and the approval of service providers. The Act provides for the Board to operate under the name 'WorkCover WA'.

The CEO, who is a member of the Board, directs the operations and day-to-day administration of WorkCover WA through the implementation of the Board's strategic direction. The CEO and all other staff of WorkCover WA are employed under the provisions of the *Public Sector Management Act 1994*.

Table 4: Board meeting attendance

Member	Number of meetings eligible to attend	Number of meetings attended
Greg Joyce	8	8
Chris White	8	8
David Smith	8	6
Warren Edwardes	8	8
Steven Burns	8	8
Owen Whittle	8	8
Victoria Wilmot	8	8



### Chairman

**Appointed by the Governor on the recommendation of the Minister**

**Greg Joyce** has been a member and Chair of the Board since 1 May 2005. Mr Joyce was reappointed for a further three year term from 4 January 2017. Mr Joyce was the Director General of the Department of Housing and Works from July 2001 until his retirement in January 2005. Mr Joyce has a law degree from the University of Western Australia and is qualified to practise as a barrister and solicitor in WA.

### Member

**Chief Executive Officer of WorkCover WA**

**Chris White** was appointed Acting CEO of WorkCover WA in January 2017. Mr White has more than 35 years' experience in workers' compensation and occupational safety and health policy in WA. Mr White has held senior policy and management roles at both WorkCover WA and WorkSafe WA. Mr White holds a Master of Arts (Public Policy) from Murdoch University.



**Michelle Reynolds** was appointed CEO of WorkCover WA on 25 December 2008. Ms Reynolds has 31 years' experience in the WA public sector, the past 16 years in senior executive roles, and has played a key role in shaping public sector management policy. Ms Reynolds has a Bachelor of Arts and a Masters of Business Administration from the University of Western Australia.

*\*Ms Reynolds was seconded to the Rottneest Island Authority in January 2017.*



### Member

**Chief Executive Officer of the Department of the Public Service of the State principally assisting the Minister charged with the administration of the Occupational Safety and Health Act 1984**

**David Smith** is the Director General of the Department of Mines, Industry Regulation and Safety. Mr Smith has held senior positions in the Department of the Premier and Cabinet and the Department of Treasury. Mr Smith also has 21 years of experience in the Commonwealth public service, including the Department of the Prime Minister and Cabinet and an overseas posting with the Department of Foreign Affairs and Trade.



**Member**  
**Experienced in employers' interests**

**Warren Edwardes** is the General Manager Workplace Consulting at the Chamber of Commerce and Industry WA. Mr Edwardes was appointed to the WorkCover WA Board on 30 December 2015 for a three year term. Mr Edwardes is a qualified solicitor and is the Director of the Chamber's law firm, Business Law WA.

**Member**  
**Experienced in insurance matters**

**Steven Burns** has been a member of the WorkCover WA Board since 1 October 2013 and was reappointed on 1 October 2016 for a three year term. Mr Burns has had a 25 year career in the insurance and injury management industries, including general management and product management responsibility in South Australia, Tasmania, Northern Territory, Western Australia, Australian Capital Territory and New Zealand. Mr Burns has held leadership roles in a range of other sectors including mining, aquaculture, and wines and spirits.



**Member**  
**Experienced in workers' interests**

**Owen Whittle** has been a member of the WorkCover WA Board since 4 January 2014 and was reappointed on 30 December 2017 for a three year term. Mr Whittle is the Assistant Secretary of UnionsWA, with responsibility for workers' compensation and occupational health and safety matters. Mr Whittle was previously employed by the Australian Manufacturing Workers' Union and is a member of the ACTU's Occupational Health and Safety Committee.

**Member**  
**Experienced in accounting and financial management**

**Victoria Wilmot** has been a member of the WorkCover WA Board since 4 January 2005 and was reappointed on 4 January 2017 for a three year term. Ms Wilmot previously had a 25 year career at the University of Western Australia where she held various roles including Business Manager Finance and Resources, Associate Director Treasury and Investments, and the Deputy Director Financial Services. Ms Wilmot is a member of the Institute of Chartered Accountants Australia and New Zealand (CAANZ), a Fellow of the Financial Services Institute of Australasia and a Graduate of the Australian Institute of Company Directors.





## Senior officers

The Corporate Executive is WorkCover WA's senior management team working with the CEO to lead the Agency's corporate and business operations through:

- collaboratively achieving WorkCover WA's vision and purpose
- sharing information across divisions
- modelling desired values and behaviours
- ensuring compliance across the Agency with government directives, guidelines and legislation
- developing and monitoring the Agency's operational budget
- developing, implementing and monitoring organisational performance outcomes
- evaluating the effectiveness of corporate policies.

The Corporate Executive met on 12 occasions during 2017/18. Regular meetings of divisional leadership and branch teams were also conducted to disseminate Corporate Executive decisions and direction to operational areas.



## Chief Executive Officer\*

**Chris White** has been Acting CEO since January 2017. Mr White is the General Manager Scheme and Corporate Services and has more than 35 years' experience in workers' compensation and occupational safety and health policy in WA. Mr White has held senior policy and management roles at both WorkCover WA and WorkSafe WA. Mr White holds a Master of Arts (Public Policy) from Murdoch University.

*\*CEO Michelle Reynolds was seconded to the Rottnest Island Authority from January 2017.*

## Chief Finance Officer

**John Hull** commenced with WorkCover WA as Chief Finance Officer in July 2010. He has extensive public sector experience and has undertaken senior finance, compliance and corporate management roles across a range of agencies including the Department of Treasury and Finance and the Office of the Auditor General. Mr Hull is a Certified Practising Accountant and has a Bachelor of Business in Finance and Accounting.



## General Manager, Conciliation and Arbitration Services; Director Conciliation\*

**Karin Lee** joined WorkCover WA in 2015 and worked as the Manager Regulation and Manager Employer Compliance before being appointed Acting General Manager Conciliation and Arbitration, and Director, Conciliation. Ms Lee holds a Bachelor of Laws and has over 20 years' experience in various aspects of workers' compensation and injury management. Ms Lee previously worked at the Chamber of Commerce and Industry of Western Australia in policy and consultancy, and prior to that in claims management and personal injuries litigation. Ms Lee was formerly a member of the WorkCover WA Board and the Commission of Occupational Safety and Health.

*\*Ms Wendy Attenborough served as General Manager, Conciliation and Arbitration Services, and Director, Conciliation from January 2013 to May 2018.*



## General Manager, Scheme and Corporate Resources\*

**Leona Glasby** joined WorkCover WA in July 2006. In January 2018 she commenced acting in the role of General Manager Scheme and Corporate Services. With previous public sector experience at WorkSafe WA and a focus on information technology and data analysis, she has held the position of Manager Business Intelligence Services at WorkCover WA since 2010, and during 2017 acted as IT Manager. Ms Glasby has a Bachelor of Science in Computer Science and Graduate Diplomas of Business and Occupational Safety and Health.

*\*During the reporting period Harley White also undertook the role of General Manager Corporate Resources from July 2017 to January 2018.*

## General Manager Regulatory Services

**Stephen Psaila-Savona** commenced at WorkCover WA in May 2016. Mr Psaila Savona has been employed in the public sector for 24 years, and has previously worked at the Health and Disability Services Complaints Office, Public Sector Commission, Department of the Premier and Cabinet, WorkCover WA (2005-2007) and the Disability Services Commission. Mr Psaila-Savona holds a Bachelor of Psychology, Diploma in Education, a Graduate Diploma in Business and an Executive Masters (Public Administration).



## Registrar, Arbitration

**Sam Nunn** has been acting Registrar since January 2018. Formerly employed by the State Solicitor's Office, Mr Nunn served as an Arbitrator at WorkCover WA from November 2012 until his appointment as acting Registrar. Mr Nunn holds a Bachelor of Arts, Master of Arts (Development Studies) and a Bachelor of Laws from Murdoch University.

*\*Mr Nilan Ekanayake served as Registrar from June 2015 to January 2018.*

# Strategic planning

All WorkCover WA's activities and operations are guided by a strategic plan that is renewed on a three-yearly basis. Progress against the strategic plan is reviewed annually. This year the Agency committed to the third and final year of its *2015–2018 Strategic Plan* (the Plan).

## Strategic goals

The Plan articulates three strategic goals with associated themes from which strategic projects are identified and delivered. These goals and themes (referenced below) provide opportunities to further strengthen the Agency's performance and make the WA scheme the best in Australia. The three goals are:



WorkCover WA's Corporate Executive



View the 2015–2018 Strategic Plan at:

[www.workcover.wa.gov.au/about-us/workcover-wa-at-a-glance/strategic-direction/](http://www.workcover.wa.gov.au/about-us/workcover-wa-at-a-glance/strategic-direction/)

### 1

## Strategic scheme management

We will achieve this by:

- implementing a risk based approach to regulation
- continuing delivery of effective and timely dispute resolution services
- remaining a high performing scheme as measured by national benchmarks
- empowering scheme participants through advice and education
- promoting effective injury management

### 2

## Leadership

We will achieve this by:

- delivering a contemporary workers' compensation legislative framework
- influencing national and local workers' compensation policy and scheme design
- extending our business intelligence to support informed decision making
- engaging with stakeholders to improve the scheme
- continuing to positively influence stakeholder behaviour

### 3

## Agile and innovative organisation

We will achieve this by:

- investing in technology to improve service delivery
- developing innovative responses to organisational and scheme challenges
- enhancing the expertise of our staff through focused professional development
- strengthening governance and risk management frameworks
- maintaining a customer focus



## Business Planning

WorkCover WA's Business Plan 2017-18 (the Business Plan) builds on the Strategic Plan and outlines our Agency's strategic and operational context, and provides information on the Agency's major projects for the year.

The Business Plan was developed through an agency-wide planning process which involved a review of opportunities and challenges for the organisation and the workers' compensation scheme. The process also included a review of all strategic and operational risks.

The Business Plan is supported by project plans which outline the objectives and delivery milestones for all planned projects.

## Report against 2017/18 Strategic Initiatives

WorkCover WA commits resources to achieve a number of initiatives aligned with the Strategic Plan. WorkCover WA's performance against the 2017/18 Strategic Initiatives is detailed on page 20.

As per the Agency's Performance Management Framework, the following projects relate to the State Government objectives embedded within Government Goal: Sustainable Finances and the achievement of WorkCover WA's Agency Desired Outcome as outlined on page 29 of this report.



WorkCover WA staff Ameerah Brandis and Tayla Toutountzis

## Initiative 1: Legislative Review

**This initiative is aligned with WorkCover WA strategic goals:**

### 1 - Strategic scheme management

### 2 - Leadership

On 15 February 2018, the Hon Bill Johnston MLA Minister for Commerce and Industrial Relations released a media statement to announce the State Government had approved the drafting of a Bill to modernise the workers' compensation legislation based on WorkCover WA's *Review of the Workers' Compensation and Injury Management Act 1981: Final Report*.

The Bill is designed to modernise the workers' compensation legislation as well as implement lifetime care and support arrangements for catastrophically injured workers, delivering on a commitment between the Commonwealth, and State and Territory governments.

Further public consultation on a draft Bill will occur before it is introduced into State Parliament, continuing WorkCover WA's open and consultative approach on the legislative review.

Drafting of the new legislation is currently underway.

## In progress



### Key points:

- In February 2018, the Government approved the drafting of a Bill to modernise workers' compensation legislation
- Drafting of the new legislation is underway
- Amendments were implemented to increase the entitlements of the dependants of workers who are killed at work



## Initiative 2: Digital First Program

**This initiative is aligned with WorkCover WA strategic goals:**

### 3 - Agile and innovative organisation

WorkCover WA continues to strategically plan for business process improvements within a digital environment. 'Digital First' is a multi-year umbrella initiative adopted to coordinate a range of technology and business related projects that will see WorkCover WA migrate the majority of business interactions to an online platform.

The WorkCover WA Online system was established in 2016/17 and is now regularly used by insurers and self-insurers for submitting policy and claim data, and complying with claim management notification requirements.

A 2017/18 Regulatory Services project extended WorkCover WA Online by transitioning paper-based interactions for insurers and noise induced hearing loss (hearing loss) stakeholders to the online environment, and improving existing processes for oversight of workplace rehabilitation provider activity.

The online system includes activities such as service provider approvals, insurance policy cancellations, hearing test results, workplace rehabilitation referrals and other regulatory activities requiring a two-way flow of information between parties.

The new functionality has:

- reduced duplication of effort by not seeking information already held by WorkCover WA
- reduced the time spent by service providers and WorkCover WA staff in creating, filing and entering data into electronic systems from paper forms
- enabled online training for hearing loss service providers
- streamlined the notification of workplace rehabilitation referrals to WorkCover WA.

The 2017/18 Regulatory Services component of the 'Digital First' initiative was successfully completed. Under the 'Digital First' Program, further projects for specific business areas will follow in future financial years.

### Delivered



#### Key points:

- The 2017/18 Regulatory Services component of the 'Digital First' initiative was successfully completed

## Initiative 3: 2018-2021 Strategic Plan

**This initiative is aligned with WorkCover WA strategic goals:**

### 1 - Strategic scheme management

### 3 - Agile and innovative organisation

The WorkCover WA Executive and Board held planning workshops in 2017/18 to develop content for *WorkCover WA's 2018-2021 Strategic Plan*. The new Plan will commence from 1 July 2018 and is published on the WorkCover WA website.

### Delivered



#### Key points:

- *WorkCover WA's 2018-2021 Strategic Plan* will become operational on 1 July 2018.



## Outlook for the future

WorkCover WA's new 2018-2021 Strategic Plan identifies four strategic areas:

**1**

### Scheme Leadership and Management

- Align scheme operations with a new workers' compensation Act.
- Continuously improve scheme services through advice, collaboration and support.
- Respond to trends using business intelligence.

**3**

### Regulation

- Enhance statutory compliance through targeted regulation.
- Introduce contemporary investigation and regulatory approaches.
- Promote awareness of workers' compensation and injury management.

**2**

### Dispute resolution

- Implement online services for conciliation, arbitration and settlements.
- Implement contemporary approaches to dispute resolution.
- Continue delivering effective and timely dispute resolution services.

**4**

### Capability

- Achieve efficiencies through customer focused technology and innovation.
- Increase the digital capability of staff through training and development.
- Improve staff capability and mobility.



## Enabling legislation

The WorkCover Western Australia Authority is constituted under the Act.

### Legislation administered

In the performance of its functions, WorkCover WA administers the following legislation:

- *Workers' Compensation and Injury Management Act 1981*
- *Employers' Indemnity Supplementation Fund Act 1980*
- *Workers' Compensation and Injury Management (Acts of Terrorism) Act 2001*
- *Workers' Compensation (Common Law Proceedings) Act 2004*
- *Waterfront Workers' (Compensation for Asbestos Related Diseases) Act 1986*
- *Employers' Indemnity Policies (Premium Rates) Act 1990*

### Subsidiary legislation

- *Workers' Compensation and Injury Management Regulations 1982*
- *Workers' Compensation Code of Practice (Injury Management) 2005*
- *Workers' Compensation and Injury Management (Scales of Fees) Regulations 1998*

- *Workers' Compensation (Legal Practitioners and Registered Agents) Costs Determination 2015*
- *Workers' Compensation and Rehabilitation (Acts of Terrorism) (Final Day) Regulations 2002*
- *WorkCover Western Australia Guides for the Evaluation of Permanent Impairment – Fourth Edition*
- *Workers' Compensation and Injury Management Conciliation Rules 2011*
- *Workers' Compensation and Injury Management Arbitration Rules 2011*

**WorkCover WA complies with all other State and Federal legislation impacting on its activities.**

## Governance

### Governance framework

WorkCover WA maintains a Governance Framework aligned to the Public Sector Commission's Good Governance Guide. The Framework forms the foundation for all of WorkCover WA's planning, reporting and governance needs, and draws from a number of sources to ensure relevant documents and plans are aligned with organisational and government goals. It also links service areas and projects to the vision, purpose and objectives of WorkCover WA.





## Delegation of authority

To contribute to the effectiveness of the Board and meet specific legislative obligations, an Audit and Risk Management Committee, a Costs Committee and a Medical Committee are established. At its August 2017 meeting, the Board resolved to suspend the operation of the Medical Committee pending the outcome of the legislative review process.

These committees provide objective review, administration and advice on discrete elements of the scheme.

As part of governance arrangements, these committees are supported by:

- documented terms of reference/standing orders
- an appointed Chair who is also a Board member
- committee members with expertise relevant to their respective roles
- mechanisms for regular reporting to the Board
- appropriate administrative resources.

WorkCover WA maintains a Manual of Delegations, Authorisations and Powers which outlines the scope of authority assigned to various officers under relevant governing legislation. The manual is reviewed annually, or as required, and the Board is kept informed of all management strategies and ongoing activities relevant to its delegated powers.

Refer to page 87 under 'Committees' in *Section 5: Disclosures and legal compliance* for full disclosures on these Committees.

## Audit and Risk Management Committee

The Audit and Risk Management Committee provides assurance and assistance to the Board on WorkCover WA's risk, control and compliance framework, and its external accountability responsibilities.

The Audit and Risk Management Committee is chaired by a Board member and meets bi-monthly or as required.

## Costs Committee

The Costs Committee is an independent committee established under the Act reporting directly to the Minister for Commerce and Industrial Relations. It is authorised to make, amend or revoke a determination fixing maximum costs for legal and registered agent services.

The Costs Committee is chaired by the CEO and meets as required. There was no requirement for the Costs Committee to meet in 2017/18.

## Medical Committee

Section 100A of the Act provides for the establishment of a Medical Committee to provide guidance on permanent impairment assessments and other matters of a medical nature relevant to the scheme.

The Medical Committee did not meet in 2017/18 and at its August 2017 meeting, the Board resolved to suspend the operation of the Medical Committee.



*Manager Audit Services Kayleen di Blasio*



## Workplace consultation

In addition to regular divisional and branch meetings, WorkCover WA has a number of internal committees, all chaired by a member of the Corporate Executive. The committees include staff members with relevant skills, knowledge or insights from across the Agency. These arrangements provide leadership and oversight from an executive level, whilst offering avenues for staff to engage with senior management about policy and operational matters.

Minutes of all internal committees, along with any matters for consideration, are provided at the next Corporate Executive meeting. Similarly, divisional leadership team and flow-on branch meetings are conducted on a regular basis to ensure dissemination of Corporate Executive decisions to operational areas. Committee meeting minutes are also published on WorkCover WA's intranet and can be accessed by all staff.

Meeting actions are recorded and tracked, and progress is reported back to each committee by relevant support staff.

## Equity and Diversity Committee

The Equity and Diversity Committee supports a workplace culture compliant with and committed to equal employment opportunity and diversity principles, in which people are treated with fairness, dignity and respect.

This Committee meets quarterly and develops and monitors policies relating to equity and diversity in employment, disability and indigenous matters, and associated action plans. This includes the development of initiatives to raise staff awareness and understanding of equity and diversity, and employment strategies supporting diversity at WorkCover WA.

In 2017/18 the Committee:

- monitored progress against the Agency's Reconciliation Action Plan
- published intranet articles on NAIDOC and Reconciliation weeks
- oversaw the implementation of the Disability Access Inclusion Plan 2017–2022

- oversaw the progress of a project to bring internet and intranet forms to an accessible standard
- initiated the delivery of a training program for managers responsible for supervising staff with a disability
- monitored the Agency's progress against equity and diversity targets
- hosted the State Government Disability Network meeting attended by representatives of 23 public sector agencies. The meeting examined workplace initiatives to increase employment opportunities within the public sector for people with disabilities and improve their access to the public sector.

Equity and Diversity is a standing agenda item for all meetings of the Corporate Executive.





## Emergency Planning Committee

The Emergency Planning Committee is responsible for developing, implementing and maintaining emergency plans, response procedures and training.

The Emergency Planning Committee meets bi-annually, or as required, and met once during 2017/18. The Emergency Response Procedure and Guide for WorkCover WA were reviewed this year and are valid until March 2020.

There was an unplanned evacuation of the premises in 2017/18. The evacuation of the building was completed in a timely and efficient manner, and in accordance with the emergency response procedures.

## Joint Consultative Committee

The Joint Consultative Committee consists of WorkCover WA's elected union delegates, the CEO and senior management representatives. The Committee meets quarterly, or as required, to ensure consultation occurs between staff and management on major issues affecting the working conditions of employees.

In 2017/18, the Joint Consultative Committee was consulted on:

- the 'Christmas/New Year reduced services' period
- accrued leave in the public sector (Public Sector Labour Relations Policy)
- staff requests to transition from full-time to part-time work arrangements
- the voluntary targeted separation scheme

- proposed changes to corporate policies
- restructuring arrangements within the Regulatory Services Division.

## Occupational Safety and Health Committee

The Occupational Safety and Health (OSH) Committee facilitates consultation and cooperation across WorkCover WA by examining issues affecting the health and wellbeing of staff, and developing and implementing measures to prevent workplace accidents and injuries.

The OSH Committee makes recommendations to the Agency regarding the establishment, maintenance and monitoring of programs, measures and procedures in the workplace relating to the safety and health of all employees.

The OSH Committee is comprised of a member of the Corporate Executive as Chair, a Human Resources Branch delegate, a Business Services Administration Officer and three elected employee representatives who meet on a quarterly basis.

In 2017/18, the OSH Committee was involved in:

- a five-yearly audit of the safety and health management systems in place at WorkCover WA by an accredited and approved WorkSafe Plan assessor
- the compilation of a Safe Work Method Statement for the Records Branch, which was a catalyst for arranging manual handling training for relevant staff
- the nomination and appointment of two new OSH representatives.

A staff survey was conducted to seek feedback and suggestions regarding the OSH system and practices in place at WorkCover WA. Survey results were positive, finding that:

- 91 percent of staff understand WorkCover WA's OSH Policy and are aware of their legal responsibilities relating to OSH
- 92 percent of staff are aware of who the Agency's OSH representatives are, with 87 percent advising they are comfortable raising and following up OSH issues
- 89 percent of staff confirmed they have been informed and understand what to do in an emergency situation
- 94 percent of staff know how to access the Hazard and Incident Management System or an OSH representative.

OSH remains a standing agenda item for all meetings of the Corporate Executive, ensuring a direct link to the Agency's senior management team. It also discussed at divisional and branch meetings throughout the year.





## KPI Performance Reporting Committee

The KPI Performance Reporting Committee reviews and manages the Agency's Outcome Based Management (OBM) structure.

The KPI Performance Reporting Committee is chaired by the CEO and consists of the Corporate Executive and senior officers. The Committee meets quarterly or as required. The Committee ensures the Agency complies with relevant government directives, guidelines and legislation in developing, implementing and monitoring organisational performance outcomes.

The KPI Performance Reporting Committee has integrated the Agency's Key Performance Indicators (KPIs) with operational processes to ensure KPIs are regarded as integral to the Agency's reporting framework. The committee met four times in 2017/18.

Each year since 2011/12, the Auditor General has acknowledged WorkCover WA as one of the 'Best Practice Top 20 Small Agencies' for the managing and reporting of its finances and KPIs.

In March 2018, WorkCover WA received the Bronze Award Category 2 at the Institute of Public Administration Australia WA's W.S. Lonnie Awards (W.S. Lonnie Awards) in recognition of excellence and accountability in annual reporting. The judges commented the report had a "*strong and informative performance section*" which was "*easy to follow with easy comparison to targets*".

## Risk Management Review Group

The Risk Management Review Group comprises divisional and branch managers and other staff with risk management responsibilities. The group oversees WorkCover WA's risk management processes and is responsible for maintaining the Agency's risk management framework. The Risk Management Review Group:

- identifies, monitors and reviews Agency risks (both strategic and operational)
- encourages and promotes greater awareness and understanding of risk management throughout all levels of the Agency
- provides guidance on risk management to the Agency.

During 2017/18, the Risk Management Review Group continued to grow risk management knowledge, awareness and adoption across the Agency. This was achieved through:

- quarterly meetings to monitor risk management activities
- oversight of changes to risks and controls within the risk management register
- adoption of an Agency Risk Strategy and Appetite Statement
- ensuring risk owners monitor and review risks in accordance with set schedules
- reporting regularly to the Corporate Executive, Audit and Risk Management Committee, and Board.

## Complaints handling

### Customer First Feedback policy and procedures

WorkCover WA recognises feedback from customers is the most immediate and effective measurement of public perception of its performance.

WorkCover WA's Customer First Feedback System complies with the Australian Standard on Complaints Handling (ISO 10002-2014) and Public Sector Commission Circular 2009-27: Complaints Management. The system provides customers with an avenue to deliver feedback (positive or negative) about the Agency's services, decisions, procedures, policies and facilities.

Customer First processes increase our understanding of customer needs and expectations and identifies opportunities for organisational improvement. Customer feedback is reported regularly to the Agency's Corporate Executive to identify trends and implement positive change.

Customer feedback is recorded either verbally (in person or by telephone) or in writing (by Customer First Feedback Form, email, website, letter, fax or ministerial). A response to verbal feedback must be provided within five working days, and written feedback within 10 working days. More complex complaints are expected to be resolved within 30 working days.



In 2017/18, all customer feedback was actioned within the agreed deadline of five working days for verbal feedback and 10 working days for written feedback. This year our Agency received six compliments, eight complaints and seven suggestions.

In March 2018, WorkCover WA received the Bronze Award Category 2 at the W.S. Lonnie Awards for our Annual Report, with judges noting our complaints handling continued to be strong.

## Complaints against service providers

WorkCover WA (as the scheme regulator) places great importance on investigation of complaints about service providers who participate in the scheme. Management of these complaints during 2017/18 is detailed in *Section 3: Report on operations* under the following sections:

- Complaints against approved insurers and self-insurers – page 51
- Complaints against registered agents – page 51
- Complaints against approved workplace rehabilitation providers – page 51
- Complaints against approved audiometric officers, audiologists and audiometrists – page 52
- Complaints against approved medical specialists – page 52.

## Communications policies

WorkCover WA publishes policies which govern internal and external communications, and ensures staff are made aware of these policies.

WorkCover WA's communications policies are supported by our Agency's Freedom of Information Policy, Records Management Policy and Code of Conduct.

A strict governance schedule ensures each policy is periodically reviewed for adequacy, currency and effectiveness. All policies were reviewed in accordance with the schedule and were all adhered to in 2017/18.

## Customer Service Charter

The WorkCover WA Customer Service Charter identifies the Agency's commitment to our customers and outlines the service they can expect to receive when dealing with WorkCover WA. The Customer Service Charter is supported by the Agency's Customer First Feedback Policy and Procedures, and managed through the online Customer First Feedback System as detailed under 'Complaints handling – policy and procedures' on page 26.

## Communications Protocol

In accordance with the *Public Sector Management Act 1994*, WorkCover WA has a Communications Protocol which outlines the manner and circumstances in which the CEO and Agency employees interact with the Minister's Office.

## Ministerial correspondence

To ensure precise and timely provision of information to the Minister, and accurate recordkeeping, WorkCover WA actively manages all Ministerial communications as matters of priority. Detailed procedures exist to assist all officers involved in ministerial communication.

Statistical information regarding Ministerial communication is regularly reviewed by the Board and Corporate Executive.

## Board Governance Policy: Official Communication

This policy governs the flow of information between members of the Board, Board Committees and stakeholders, as well as the dissemination of information from the CEO to Agency employees.

This policy establishes:

- communication approvals and authority (including authorisation to make public comment on behalf of WorkCover WA)
- the extent of what should be communicated
- confidentiality considerations.



## Public Interest Disclosure

WorkCover WA is committed to the objectives of the *Public Interest Disclosure Act 2003* which provides protection of sensitive, public interest information for those who disclose it and those who are the subject of information disclosures.

The Agency's intranet and external website contain information on what can be considered a matter of public interest for disclosure, the information to be included in the disclosure, how to make the disclosure and to whom.

There was one public interest disclosure in 2017/18.

## Freedom of Information

The *Freedom of Information Act 1992* gives a general right of access to documents held by State and local government agencies.

WorkCover WA publishes a Freedom of Information Statement on the Agency's external website which outlines the Agency's processes for dealing with and responding to freedom of information requests.

There were 124 freedom of information requests in 2017/18.

## Additional communications policies

WorkCover WA has the following additional policies and procedures:

- External Data Release Policy to govern the supply of data to government agencies, researchers, stakeholders and the general public

- Restriction of Communications Procedures which provides WorkCover WA staff with guidance on managing customers who have displayed unreasonable behaviour in the course of communications in person, on the telephone or in writing (email, social media or letter)
- Disclosure of Personal Information Policy and Procedures to ensure all personal information concerning WorkCover WA staff remains strictly confidential unless a staff member has given written consent for its disclosure.

## Risk management policies

### Enterprise Risk Management Framework

WorkCover WA aims to anticipate and mitigate risks to the Agency and the sustainability of the scheme. The Agency's Enterprise Risk Management Framework guides WorkCover WA's approach to managing risk.

WorkCover WA uses risk management and planning tools to integrate risk with key business strategies and scheme viability objectives, and align risk management with strategic and business planning.

In 2017/18, the Agency further enhanced its risk management maturity levels by operationalising its Risk Appetite Statement through the measurement and monitoring of Key Risk Indicators.

In June 2018 all staff completed refresher training in Accountability, Ethics and Decision Making.

## Other policies and procedures

Other policies and procedures involving risk management include:

- business continuity plans, procedures and enactments
- annual review of performance against the Public Sector Commission Good Governance Guide for Agencies
- an OSH manual (incorporating the OSH Policy and OSH Procedures), an OSH Management Plan and an OSH Risk and Legal Register
- a suite of IT policies (incorporating the Information Security Policy, IT Management Policy, IT Disaster Recovery, and Acceptable Use of Technology Policy)
- a Fraud, Corruption and Misconduct Prevention Policy.

These policies are reviewed on an annual or biennial basis.



Staff examining WorkCover WA's Enterprise Risk Management Framework



# Performance Management Framework

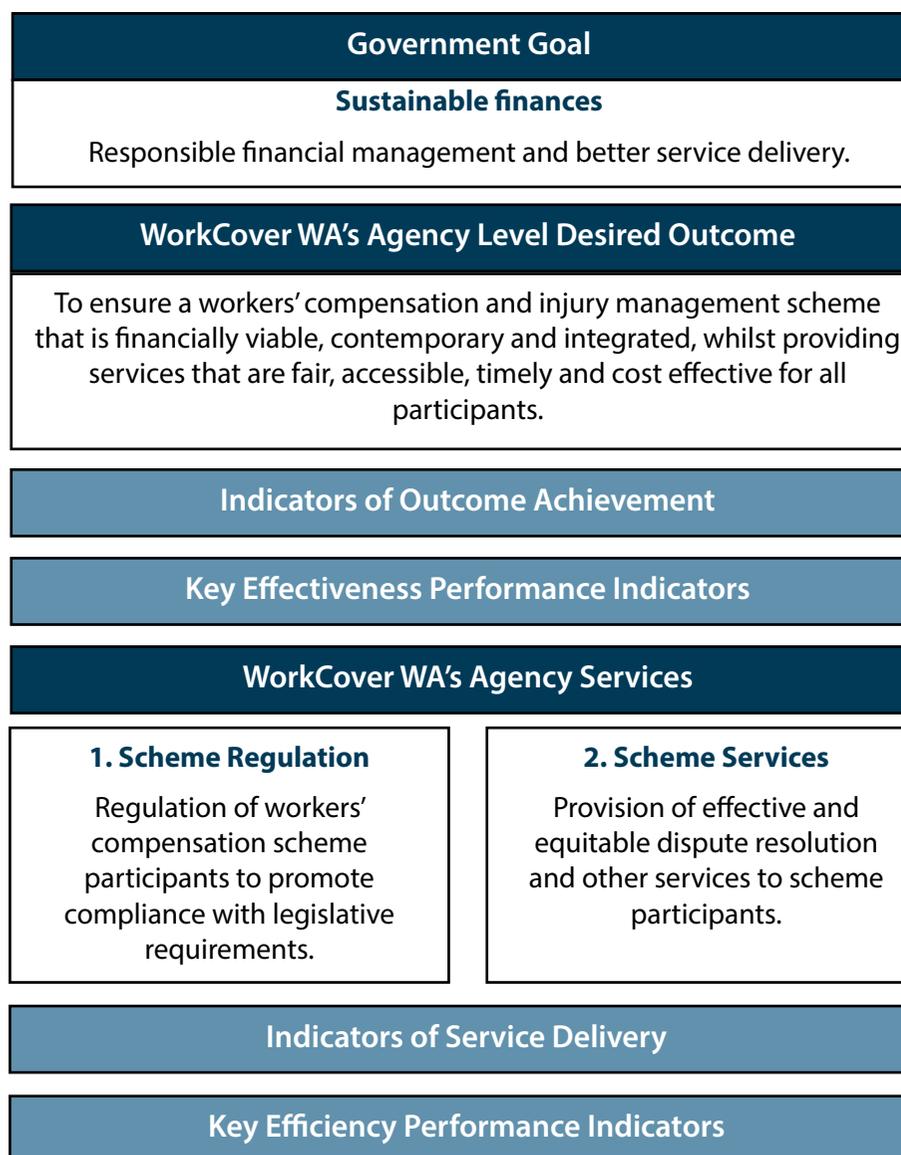
## Outcome Based Management structure

The scheme delivers services to minimise the social and economic impact of work related injury and illness on workers, employers and the WA community. WorkCover WA is the regulator of the scheme to ensure it operates in accordance with the Act.

WorkCover WA contributes to a range of State Government objectives related to the State Government Goal: Sustainable Finances which demands "*responsible financial management and better service delivery.*"

The following figure outlines the WorkCover WA Outcome Based Management structure, including the Agency Desired Outcome and Agency Services.

Figure 6: WorkCover WA Outcome Based Management Structure





## Other government goals

WorkCover WA also contributes to the following State Government Goals:

### State Government Goals

**Figure 7: WorkCover WA's contribution to State Government Goals**

#### Sustainable Finances



<b>Purpose:</b>	Responsible financial management and better service delivery
<b>WorkCover WA's contribution:</b>	<p>WorkCover WA strives to ensure adequate premium collection for workers' compensation liabilities through recommended premium rates and maintenance of safety net reserves.</p> <p>WorkCover WA's Digital First approach aims to provide better service delivery to stakeholders and cost effective business processes.</p> <p>WorkCover WA participates in whole of Government workforce management initiatives aimed at achieving operational efficiencies.</p>

#### Future Jobs and Skills



<b>Purpose:</b>	Grow and diversify the economy, create jobs and support skills development
<b>WorkCover WA's contribution:</b>	The Western Australian workers' compensation and injury management scheme provides opportunities for injured workers to develop new skills if they are unable to return to their original work duties.

#### Stronger Communities



<b>Purpose:</b>	Safe communities and supported families
<b>WorkCover WA's contribution:</b>	<p>The workers' compensation and injury management scheme in Western Australia supports workers and their families if they suffer an injury or develop a disease at work and require time off work or medical treatment.</p> <p>In 2017/18, legislation was passed to significantly increase the level of compensation and support for dependants of workers killed at work. The new legislation provides for an increase in the lump sum compensation amount to over half a million dollars, more than doubles the weekly allowance for each dependent child, and enables de facto partners access to compensation on the same footing as married spouses.</p>

#### Better Places



<b>Purpose:</b>	A quality environment with liveable and affordable communities and vibrant regions
<b>WorkCover WA's contribution:</b>	WorkCover WA regularly conducts visits to regional areas to provide education about workers' compensation and injury management rights and responsibilities. These visits are also conducted to ensure compliance with workers' compensation legislative requirements.



## Shared responsibilities with other agencies

WorkCover WA did not share any responsibilities under the Act with other agencies in 2017/18.

## How we measure our performance

In order to evaluate its contribution to State Government Goal Sustainable Finances, WorkCover WA measures its performance in the delivery of two services:

### Service 1: Scheme Regulation

Regulation of scheme participants to ensure compliance with legislative and other requirements.

### Service 2: Scheme Services

Provision of effective dispute resolution and other services to scheme participants.

## Key Performance Indicators

WorkCover WA's services are linked to effectiveness and efficiency KPIs which indicate the extent to which WorkCover WA achieved its Agency Desired Outcome.

WorkCover WA did not make any changes to its OBM and KPIs in 2017/18 as the Agency desired Outcomes, Services and KPIs remain relevant and appropriate. The Agency has however, realigned its OBM to the new Government Goals.

Refer to *Section 6: Key Performance Indicators* on page 93 for full KPI information.

**Figure 8: WorkCover WA's KPIs**

Key Effectiveness Indicators	
<b>1.1</b>	Number of non-compliance events identified as a result of a claim on the General Account
<b>1.2</b>	Proportion of conciliations completed within eight weeks
<b>1.3</b>	Proportion of disputes resolved within six months

Key Efficiency Indicators	
<b>1.1</b>	Average cost per employer compliance activity
<b>1.2</b>	Average cost per approved and monitored service provider
<b>1.3</b>	Average cost per client contact to provide information and advice
<b>2.1</b>	Average cost to complete a conciliation
<b>2.2</b>	Average cost to complete an arbitration
<b>2.3</b>	Average cost to process a Memorandum of Agreement



# People

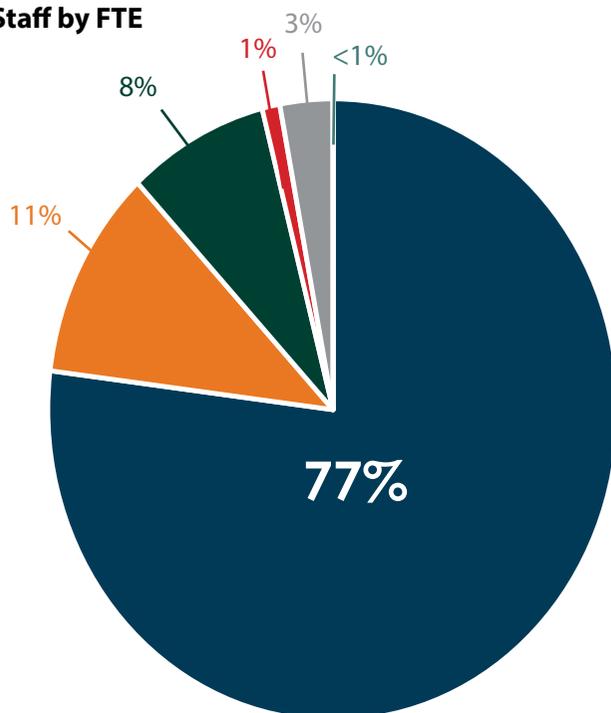
## Workforce profile

Figure 9 summarises WorkCover WA's 2017/18 workforce profile. WorkCover WA's complete full-time equivalent (FTE) profile is provided on page 78 under 'Employment and industrial relations' in *Section 5: Disclosures and legal compliance*.

## Workforce policies

WorkCover WA's workforce policies are outlined under 'Opportunity and accessibility' in *Section 4: Opportunities and challenges*, and the entries disclosed under 'Legal compliance' in *Section 5: Disclosures and legal compliance*.

Figure 9: Staff by FTE



### Key:

	Full-time permanent		Part-time contract (FTE)
	Full-time contract		Staff on secondment
	Part-time permanent (FTE)		Staff in graduate program



## Strategic Workforce and Diversity Plan 2015-2018

This year was the final year of the Strategic Workforce and Diversity Plan 2015-2018 (the Plan). Strategies outlined in the Plan have largely been completed and integrated into day-to-day Human Resources activities. Where the timeframe for completion extends beyond 2018, strategies have been carried forward into the new Strategic Workforce and Diversity Plan 2018-2022.

Notable workforce achievements for the period 2015-2018 include a revised approach to recruitment and selection, implementation of a blended learning approach to staff development, and preparation of a new staff development system.

Development of the Strategic Workforce and Diversity Plan 2018-2022 is underway.



*Coordinator Workforce Development Melanie Deague*

## Staff engagement

### Staff perceptions

In 2016/17, WorkCover WA staff completed an Employee Climate Survey providing overwhelmingly positive results, however a few areas of improvement were identified.

In response to the results, in 2017/18 WorkCover WA:

- commenced a comprehensive revision of the Performance Development system
- ensured a renewed focus on regular Branch and “whole of Division” staff meetings
- increased the number of Intranet articles focusing on core business issues.

A new staff survey is scheduled for 2018/19.





## Structural changes

In 2017, Premier Mark McGowan MLA announced the first round of Machinery of Government (MOG) changes in the public sector, as outlined in the Government's election commitments.

These wide reaching changes have affected a range of public sector agencies including WorkCover WA. The changes are aimed at creating collaborative departments focused on whole of government objectives, and delivering services in a more efficient and effective way.

In response, WorkCover WA merged its Corporate Resources and Legislation and Scheme Information divisions to improve efficiency and utilise resources more effectively.

In late 2016, WorkCover WA conducted an organisational review of our second largest division, Regulatory Services. The findings from the review have continued to be embedded in 2017/18. The Division is responsible for a variety of the Agency's functions including the regulation of service providers, compliance by scheme participants and the provision of advice and education. A number of changes were made to the Division's staffing structure throughout 2017/18 to enable:

- more divisional resources being allocated to service delivery and front-line roles
- increased presence in metropolitan and regional communities
- greater range of classification levels to improve career paths and succession planning opportunities for staff.

These changes to the Regulatory Services Division further represent WorkCover WA's commitment to the delivery of the Machinery of Government changes.

For more information in relation to the changes within both the Scheme and Corporate Services and Regulatory Services Divisions, refer to 'Divisions' on page 12.

### Voluntary Targeted Separation Scheme Summary

In September 2017 the Government announced the Voluntary Targeted Severance Scheme (VTSS) to assist public sector agencies in achieving efficiencies under the MOG reforms and the public sector renewal agenda.

WorkCover WA participated in the VTSS resulting in 14 staff accepting offers of voluntary severance equating to 12.4 FTE.

Offers of severance were enabled through an organisational review leading to structural reorganisation, process improvements, extension of digital and online services, and consolidation of service delivery through which positions were identified that were no longer required or which would not be required in the future.

