

# Annual Report 2022-23

This annual report details the NIIISQ Agency's performance between 1 July 2022 and 30 June 2023.

It provides details about our financial and non-financial performance, documents information about our operating environment, organisational structure, governance and demonstrates how we deliver our statutory obligations and provide value to NIIISQ participants.

This report has been prepared in accordance with the *Annual report requirements for Queensland Government agencies (2022-23 reporting period)*, and the prescribed requirements of the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and the *National Injury Insurance Scheme (Queensland) Act 2016*.

## Accessing this report

Visit [www.niis.qld.gov.au/news-and-research/annual-reports/](http://www.niis.qld.gov.au/news-and-research/annual-reports/) to view this annual report.

Copies of the report are also available in paper format. To request a copy, please contact us on the details below.

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## Interpreter service statement



The Queensland Government 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 607 566 and we will arrange an interpreter to effectively communicate the report to you.

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The National Injury Insurance Agency, Queensland annual report 2022-23.

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# Letter of compliance / certification of financial statements

4 September 2023

The Honourable Cameron Dick MP  
Treasurer and Minister for Trade and Investment  
GPO Box 611  
Brisbane Qld 4001

Dear Treasurer

I am pleased to submit for presentation to the Parliament the annual report 2022-2023 and financial statements for the National Injury Insurance Agency, Queensland (NIISQ Agency).

I certify that this annual report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2019* and the *National Injury Insurance Scheme (Queensland) Act 2016*, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements is provided at page 77 of this annual report.

Yours sincerely



Neil Singleton  
**Chief Executive Officer**  
**National Injury Insurance Agency, Queensland**



# Chief Executive Officer's report

It is pleasing to report on a year of significant achievement across the scheme and within the NIISSQ Agency.

Our 2023 strategic plan calls out that 'we put the injured participant at the centre of all we do'. This keeps us focused and ensures we prioritise initiatives and activities to help support people who are seriously injured.

Scheme sustainability is sound thanks to improved scheme experience and investment returns. Participants, along with their families and carers, can remain assured that NIISSQ is here to support them in delivering their lifetime treatment, care and support.

Throughout 2022-23, we worked hard to deliver a range of significant initiatives that will have enduring benefit, including:

- forming our Participant Reference Group and undertaking participant consultation to help inform our research and initiative funding
- developing and implementing participant care *MyPlan* and MyPlanning resource kits
- developing and consulting on draft new *Treatment, care and support guidelines*
- hosting a stakeholder forum with over 70 attendees, including representatives from allied health, legal, insurers, research and advocacy bodies
- improving communication with a redeveloped NIISSQ website and inaugural *NIISSQ scheme insights report* and newsletter
- achieving endorsement of our *Reconciliation Action Plan* from Reconciliation Australia
- developing increased analytical and reporting tools and resources
- investing in research and initiatives aimed at improving participant health and independence
- successfully transitioning NIISSQ information technology platforms into Queensland Treasury, to improve security and facilitate collaboration
- engaging with several stakeholders, including regional visits and delivering presentations at forums to help continue building awareness of the scheme

- building a strong team culture, evidenced by an excellent employee engagement score of 81 per cent in the annual Working for Queensland survey and sustained low staff turnover.

In the year ahead, we will continue to be very busy, focusing on a range of priority areas to:

- continue our focus on co-design and innovation to improve our systems and processes leading to improved participant health and independence outcomes
- collaborate with stakeholders and government agencies on aspects including quality and safeguarding and restrictive practices
- respond to workforce shortages amongst service providers, particularly in rural and remote areas, to ensure continuity of service
- continue investing in our staff and leadership capabilities through learning and development and building career pathways
- increase investment in innovation, rehabilitation and treatment initiatives and research
- explore ways to better facilitate the transition from hospital to home for participants to reduce the cost, stress and frustration of unnecessary delay.

I thank everyone in the NIISSQ Agency for their absolute commitment and support in administering the scheme so effectively and successfully for the benefit of people who have been injured. The trust and confidence we have in each other gives us a strong foundation to build on, and our focus on innovation, co-design and collaboration strengthens that even further. I also thank the many stakeholders who continue to support the scheme and the NIISSQ Agency in so many important ways.

Queensland road users and the people who are unfortunately seriously injured in road crashes can be assured they are protected by a well-managed scheme that was recently described by a number of participants as helpful, valued and life-changing.

Neil Singleton  
Chief Executive Officer

# ABOUT US

## About NIISQ

The National Injury Insurance Scheme, Queensland (NIISQ) funds necessary and reasonable treatment, care and support for people who have sustained an eligible serious personal injury in a motor vehicle accident in Queensland, on or after 1 July 2016.

NIISQ is a no-fault scheme, meaning necessary and reasonable treatment, care and support can be funded regardless of who was at fault in the accident. The injured person must also meet all eligibility criteria outlined in the *National Injury Insurance Scheme (Queensland) Act 2016* (the NIISQ Act) and the *National Injury Insurance Scheme (Queensland) Regulation 2016* (the Regulation).

In line with the NIISQ Act, an eligible serious personal injury includes:

- permanent spinal cord injuries
- traumatic brain injuries
- multiple or high-level limb amputations
- permanent injury to the brachial plexus
- severe burns
- permanent blindness caused by trauma.

Under the NIISQ Act, the NIISQ Agency may fund necessary treatment, care and support for eligible participants with the stated serious personal injuries. This includes funding the provision of services for:

- medical or pharmaceutical treatment
- dental treatment
- rehabilitation
- ambulance transportation
- respite care
- attendant care and support services

- aids and appliances
- prostheses
- educational or vocational training
- home or transport modifications.

People with eligible injuries enter the scheme as interim participants for up to two years and receive treatment, care and support funded by NIISQ to support their rehabilitation.

During this period, the NIISQ Agency is required to review the participant's eligibility to remain in the scheme on a lifetime basis or to exit the scheme for various reasons.

Different eligibility criteria may apply for participants aged under 18 years.

## The NIISQ Agency

The National Injury Insurance Agency, Queensland (NIISQ Agency) is responsible for assessing eligibility and arranging payment of necessary and reasonable treatment, care and support for NIISQ participants, as well as managing and monitoring the provision of these services.

As a Queensland Government agency, we work closely with a range of service providers across the state to use an evidence-based research and treatment philosophy that ensures participants in NIISQ have access to services that will provide them with the most benefit for their long-term health.

Our team benefits from an inclusive and collaborative environment, where staff are provided with opportunities to learn and adopt innovative and co-design techniques and to suggest ideas that will help us deliver high-quality services for participants and excellence across all our business functions.

Under the NIISQ Act, our main functions are to:

- administer the scheme
- provide information to the community about the scheme
- monitor and review the operation of the scheme, including the treatment, care and support received by participants under the scheme
- conduct research and collect statistics about the scheme
- give advice and information to the Treasurer and the Insurance Commission about the administration, efficiency and effectiveness of the scheme
- provide support and funding for programs, research and education relevant to the treatment, care and support of participants in the scheme
- manage the fund that pays for the costs of providing necessary and reasonable treatment, care and support of participants in the scheme
- set investment objectives for the fund or part of the fund and establish investment strategies and policies to achieve the objectives
- keep a register of providers of services under the scheme.

## Partnership with workers' compensation insurers

In 2016, the *Workers' Compensation and Rehabilitation Act 2003* was amended to make several changes to Queensland's workers' compensation scheme, including implementing the National Injury Insurance Scheme (NIIS) for work-related serious personal injuries connected with Queensland.

Consistent with the NIIS for motor vehicle accidents in Queensland, the NIIS for work-related injuries provides all eligible seriously injured workers with a lifetime statutory entitlement to treatment, care and support payments.

WorkCover Queensland has provided workers' compensation insurance in Queensland since 1997 and works closely with the NIISQ Agency to support people with serious personal injuries.

Under an agreement with WorkCover Queensland and other workers' compensation insurers, we have been entrusted to perform their functions and exercise their powers in providing this lifetime statutory entitlement.

The NIISQ Agency has provided this service to 82 eligible workers.

### **We collaborate with WorkCover Queensland and other Queensland workers' compensation insurers to facilitate:**

- a close partnership with the worker, their family and/or informal supports, as well as the medical and allied health team, to support independent living, a successful rehabilitation and where possible, a durable return-to-work outcome
- awareness for potential eligibility with key hospital and rehabilitation personnel to ensure eligible workers are referred as early as possible
- support for workers and their families through any referral process to the NIISQ Agency
- identification and/or coordination of any return-to-work opportunities that deliver realistic and sustainable return-to-work outcomes for the injured worker.

- strong relationships with WorkCover Queensland and other workers' compensation insurers around involvement with the pre-injury employer where appropriate.

### **NIISQ participants and injured workers benefit from our extensive network**

We partner with other government agencies, including Queensland Health, to ensure participants are well-supported throughout their recovery journey. Our strong working relationship with hospitals assists with discharge planning, ensuring a smooth transition for participants returning home from hospital.

We value the input and advice of our trusted stakeholders, and actively participate as members of interjurisdictional groups of government lifetime care schemes to ensure we exchange ideas and learnings while also contributing to innovative and evidence-based practices.

NIISQ participants, injured workers and their families and support systems are the centre of our focus in providing high-quality services throughout their journey with NIISQ. We support their understanding while they navigate their adjustment to life-changing injuries by providing information and assistance wherever possible. We have also worked closely with First Nations experts and disability advocacy groups to ensure we are assisting participants in an accessible and culturally safe way.

## Our purpose and vision

### Our purpose

We are here to boldly lead our scheme to create amazing outcomes for our participants.

### Our vision

By 2026, our scheme's participants will benefit from improved experiences and outcomes through our leadership of an aligned, intelligent and empowering scheme.

### Our guiding principles

The following principles underpin our work to ensure we are providing the best service possible:

- empower and equip our team and culture to be proactive and adaptive
- empower and lead a more aligned, advanced and effective scheme
- empower an easier, clearer participant-driven journey
- sustain confidence in the leadership of the NIISQ Agency and the scheme.

### Our strategic risks

We manage our key strategic risks, which relate to:

- failure of the scheme to respond to economic pressures, unethical practices and other external shocks
- balancing the needs of diverse stakeholders
- failure to keep pace with changing participant requirements and experiences.

### Our opportunities

We are also committed to leveraging opportunities to:

- create an agile and dynamic NIISQ Agency culture, which responds to leading changes in our scheme
- improve collaboration and co-design with stakeholders, researchers and scheme partners to deliver better experiences and reduce the effects of road trauma
- leverage emerging innovations for enhanced participant understanding and service provision.

This work aligns with our *Strategic Plan 2022–2026* ([see page 73](#)).

## **Our values**

The Queensland Public Service values aim to articulate the Queensland Government's vision of a high-performing, impartial and productive workforce that puts the people of Queensland first. These values have been adopted by agencies across the public service.

### **Public service values**

#### **Customers first**

- Know your customers
- Deliver what matters
- Make decisions with empathy

#### **Ideas into action**

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries

#### **Unleash potential**

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback

#### **Be courageous**

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency

#### **Empower people**

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

## **Unite and Recover – Queensland Economic Recovery Plan**

The NIISQ Agency continues to deliver and support the Queensland Government's objectives for the community, prioritising investing in skills, backing our frontline services, keeping Queenslanders safe, and honouring and embracing our rich and ancient cultural history.

# PEOPLE

The strength and commitment of our people and our valued stakeholders helps us to achieve our vision of delivering the right support at the right time making a difference to people's lives.

We strive to provide a safe, inclusive and respectful workplace that values feedback and constructive conversations, and that ignites innovation and collaboration across all facets of our work.

## Our values

The public service values underpin the way we go about our work. All employees are expected to maintain the highest ethical standards and conduct themselves in a way that reflects our values, policies and statutory obligations.

## Code of conduct

We are meeting our obligations under the *Public Sector Ethics Act 1994*.

While we operate in accordance with the wider Queensland Government's policies, we also have an established *NIISQ Agency Code of Conduct* for employees (the code), which underpins how we operate within the NIISQ Agency. Each staff member is introduced to the code as part of their initial introduction to the NIISQ Agency team, and it is readily available to all staff to read whenever required.

The code highlights our commitment to ethical practices and reaffirms our rights as employees of the Queensland Government.

## Industrial and employee relations

The NIISQ Agency is a public sector entity as defined in the *Public Sector Act 2022*.

We are an employing entity covered by the *Queensland Public Service Officers and Other Employees Award (2015)*, as well as the *State Government Entities Certified Agreement 2019* (core agreement) and subsequent replacement agreements.

The NIISQ Agency encourages and maintains strong engagement with the Together Union, including regular consultation about organisational change, workforce policies and employment matters.

Nil formal disputes arose during the 2022-23 period.

Two formal employee grievances were lodged during the 2022-23 period.

# Committed to excellence

## Recruitment

Our commitment to becoming an employer of choice will continue to shape and sustain the NIIISQ Agency workforce into the future.

During the 2022–23 year, the NIIISQ Agency recruited talented and committed people to a range of new and re-imagined roles that will deliver an even more effective and sustainable service model for the scheme.

We also embarked on an important period of culture transformation.

## Onboarding

The NIIISQ Agency onboarding experience is a vital component of our strategy to support and retain great people. We welcomed new employees by sharing important information about the NIIISQ Agency, our workplace and culture, to enable a comfortable transition into their new roles and for their ongoing success.

Staff received direct access to online learning modules. This provided flexible access to important training that staff undertake within their first few weeks with the NIIISQ Agency. In 2022–23, the onboarding process was updated to introduce new values-based behaviours that will continue to drive our workplace culture. This included a new culture immersion workshop program, passionately delivered by members of our staff for their new peers.

We continue to evolve the onboarding experience based on feedback from our team members.

## Professional development

Personal learning and development opportunities through the Study and Research Assistance Scheme (SARAS) and attendance at relevant training courses and industry conferences continued to be encouraged.

Regular employee and supervisor feedback discussions and peer case review processes were also maintained.

To complement traditional methods of learning, throughout the 2022–23 period our highly-skilled staff participated in other capability building and knowledge sharing initiatives, such as:

- team showcases
- lunch and learn discussions
- trauma-informed practice training
- health, safety and wellness talks
- team charter workshops
- culture incubation and leadership programs
- coaching in agile ways of working.



## Our leadership team

Our leadership team is committed to the delivery of our vision and strategic objectives, channeled through our *Strategic Plan 2022-2026* (see page 73). They provide a supportive and inclusive team environment and engage collaboratively with the wider NIISSQ Agency to foster innovation, while maintaining our focus on providing participant-centred services.

### Neil Singleton

#### Chief Executive Officer

*B. Business (Insurance), MBA*

Neil Singleton was appointed as Chief Executive Officer of the NIISSQ Agency in June 2021, and also holds the roles of Insurance Commissioner with the Motor Accident Insurance Commission and the Nominal Defendant. Neil has over 30 years of insurance experience across a broad range of management and executive positions. His responsibilities include providing strong strategic leadership to ensure viable, affordable and equitable compulsory third party insurance and lifetime care schemes in Queensland.

Neil is inspired by participant-centred design and enabling and encouraging an innovative culture to help to continually improve service, performance and outcomes.

### Gaenor Walker

#### General Manager, NIISSQ

*B. OccTher, Grad Cert (Management)*

As General Manager of NIISSQ, Gaenor Walker brings extensive experience from her time working in the NIISSQ Agency, the insurance sector, non-government organisations and in private practice as an Occupational Therapist.

With a passion for service design and transformation, Gaenor is proud to be leading the NIISSQ team and brings experience from a range of industry-shaping projects including the design of funding schemes in the lead up to the implementation of the National Disability Insurance Scheme (NDIS) and the redesign of insurance sector services.

Harnessing the great skills and expertise of the NIISSQ team, Gaenor places emphasis on building a strong, dynamic and supportive culture where people succeed, and participants benefit from great outcomes.

### Peter How

#### General Manager, Innovation and Delivery

*Dip (Proj Mgt), B. Comm, Grad Dip (Commercial Computing), MBA, MAICD*

Peter has comprehensive executive leadership experience in government and private enterprise across a range of industries, with a particular focus on innovation and incubation, organisational performance, agility and growth.

He is also a qualified company director and board advisor. Peter's energy, enthusiasm and ability are readily on show as leader of NIISSQ Agency's Innovation and Delivery team.

### Anh Bui

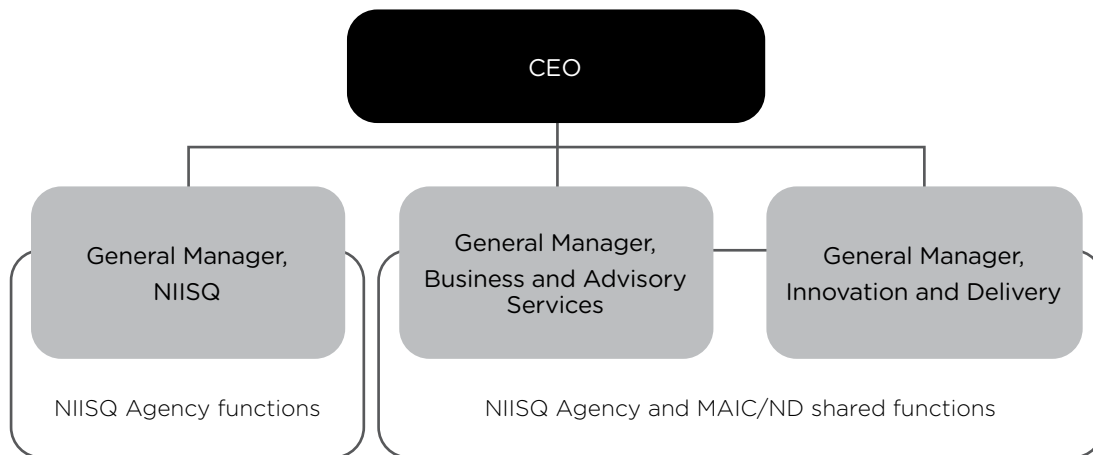
#### General Manager, Business and Advisory Services

*B. Business, LLB, FGIA, CPA*

Anh is responsible for leading diverse teams across a broad range of strategic and operational functions including finance, procurement, corporate governance, communication, people and culture. As a qualified accountant and governance professional, Anh has over 20 years' experience in financial services, is a member of CPA Australia and has also been admitted to the legal profession.

Anh is passionate about leading teams and providing public value through the delivery of quality services for the NIISSQ Agency and its stakeholders.

# Our organisational structure



## Workforce profile

The number of paid employees as of 30 June 2023, including both full-time and part-time employees measured on a full-time equivalent basis, is 96.4, reflecting an overall increase by approximately 45 per cent. This increase includes roles shared with the Motor Accident Insurance Commission and Nominal Defendant under a tripartite corporate support services arrangement.

In 2022-23, the NIISSQ Agency welcomed new employees and farewellled employees, with a permanent employee separation rate of around 8 per cent.

During the period, one employee received a redundancy package at a total cost of \$53,021.

No early retirement/retrenchment packages were paid during 2022-23.

## Our commitment to work/life balance

In 2022-23, the NIISSQ Agency further embedded flexible work practices that support business needs, while supporting staff to create a healthy balance between work and personal commitments.

Flexible work options have remained popular, and most of our employees benefit from tailored arrangements such as hybrid work arrangements, flexible hours, flex-time accrual, part-time work, or remote work for staff living outside of Queensland's greater southeast.

We align flexible work practices for employees with evidence-based approaches promoted by the Public Sector Commission.

Flexible work options are accessible to all staff, at every level of the NIISSQ Agency.

## Planning for the future

After completing the second phase of an organisational redesign process in June 2022, we implemented changes that aligned our services more closely to the participant journey and our core purpose.

In 2022-23, we reset the strategic direction for the NIISSQ Agency, delivered new Agency plans, and progressed key initiatives for improved participant outcomes.

Moving into the future, ideas and innovations will help us deliver system efficiencies that support sustainable growth and develop and leverage the capabilities of our diverse workforce.

# Capability framework

## Leadership, culture and engagement

Throughout 2022-23, we embedded core leadership competencies in NIISSQ Agency role descriptions, aligning with the *Leadership competencies for Queensland* framework.

We refreshed employee performance and development plans and built new career development pathways for staff by creating new and varied roles, encouraging talent mobility, promoting project opportunities, and deepening collaborative teamwork skills.

In addition, we progressed our culture transformation initiative, working intensively with our leaders and staff to co-design workplace culture and experiences that will drive and strengthen positive employee engagement in the years ahead.

## Increasing capability through our work

We strengthened our knowledge management practices to capture, share and grow our thinking in ways that build our capability and agility to deliver the highest quality services to NIISSQ participants, placing the participant at the centre of all we do. In 2022-23, we developed our *Participant care practice manual*, a new online instructional and information resource for staff, and drafted the NIISSQ Agency's *Treatment, care and support guidelines*, a significant consultative piece of work involving staff from all business areas.

## Measuring our employee engagement

We measure our employees' perceptions about their work, colleagues, leaders and the NIISSQ Agency through regular employee opinion surveys.

In the 2022-23 period, NIISSQ Agency employees participated in the Queensland public sector's annual Working for Queensland survey, which recorded a strong response rate. Results from the survey highlighted our strengths in supporting employees with flexible work, honesty and integrity among our managers, and respect and psychological safety within our workgroups. It also highlighted areas of opportunity that we will continue to develop, such as professional development, performance discussions, and employee wellness. Employees also participated in a NIISSQ Agency culture assessment involving interviews, focus groups and a survey to inform our culture transformation work.

# Health, safety, and wellbeing

## Employee wellbeing

Work health, safety and wellbeing continues to be an important focus for the leadership team. We recognise that our people perform challenging work and also experience life changes or juggle unique personal circumstances and commitments.

Regular work health and safety reporting has ensured we are monitoring the physical, social and psychological needs of our staff and so that work-related risks continue to be managed effectively.

We have an active Work Health and Safety Consultative Committee, which is aligned to the Queensland Government's *Be healthy, be safe, be well framework*. The committee meets quarterly and helps deliver important staff wellbeing insights and initiatives for all staff. In 2022-23, the committee membership was renewed to ensure a balanced representation of staff in each business area across our growing team.

As part of our safety and wellbeing programs, we maintain Employee Assistance Service provider arrangements, free-of-charge seasonal influenza vaccinations, regular building emergency evacuation drills, access to First Aid, ergonomic workstations, and a number of sit-to-stand desks.

We encourage staff to take regular breaks throughout the workday to promote rest and recovery, and in 2022-23 we redesigned several break-out spaces for team members to use. We also encourage staff to regularly use accrued leave entitlements and end-of-trip facilities. During 2022-23, we created a dedicated staff wellness room, and launched our first online employee wellness portal.

## Vicarious trauma prevention and management

Our focus on preventing and managing vicarious trauma risks remains instrumental in fulfilling our duty of care to our people. We provide regular, professional external debriefing with a clinical psychologist for employees whose daily work involves working closely with people that have experienced trauma, or with sensitive content and materials.

In 2022-23, we reviewed our vicarious trauma management strategy and have drafted a replacement framework that will deliver holistic and relevant wellbeing strategies for all staff, especially those at higher risk of experiencing vicarious trauma due to the nature of their work.

## Diversity and inclusion

Our leaders are role models and active supporters of inclusion and diversity in the workplace, regularly acknowledging external awareness events such as NAIDOC Week and R U OK? Day. They also work extensively with external, related agencies and stakeholders to ensure our organisation remains at the forefront of industry trends and changes affecting people with a disability in Queensland.

In 2022–23, we continued to encourage all staff to identify as LGBTIQ+ allies in the workplace, by using their preferred pronouns in business communications. We strive to create a safe, warm, welcoming space for all team members.

We also proudly and enthusiastically delivered our first *Reconciliation Action Plan*, which was endorsed by Reconciliation Australia. The subsequent year's plan will further support the broader Queensland public sector agenda of reframing the relationship with First Nations peoples.

Our employee social club contributes to our workplace culture by strengthening social connections at work, and planning multicultural events and celebrations, providing a sense of individual belonging for all team members.

We continued to encourage our employees to take up flexible work options, also recognising the wide-ranging circumstances and needs that a diverse team has in order to balance work and life commitments at different ages and stages of career.

# PERFORMANCE

Our performance for 2022-23 is measured against each objective within our *Strategic Plan 2022-2026* (see [Appendix 1, page 73](#)).

## These objectives include:

- empower and equip our team and culture to be proactive and adaptive
- empower and lead a more aligned, advanced and effective scheme
- empower an easier, clearer participant driven journey
- sustain confidence in the leadership of the NIISQ Agency and the scheme.

## Key initiatives

The NIISQ Agency delivered its strategic objectives through a number of key initiatives. This is summarised in the report card on [page 19](#).

## Future focus 2023-24

In 2023-24, our purpose is to boldly lead our scheme to ensure participants have access to services and support that really matters to them. Realising this will be accomplished through strategic partnerships, co-design opportunities and innovative advancements that will empower the NIISQ Agency to:

- educate and improve scheme awareness and understanding
- simplify and modernise participant processes and scheme requirements
- elevate the participant experience by embedding leading treatment, care and support
- adopt effective systems to assist in ensuring prudent management of NIISQ Agency costs
- monitor robust compliance regimes
- integrate data across the scheme
- develop a safe, proactive, unified culture
- simplify and streamline internal processes
- build and strengthen partnerships and capabilities.

# Report card

Key initiative	Target	Progress	Outcome
<b>Strategic objective 1: Empower and equip our team and culture to be proactive and adaptive</b>			
<b>Develop a safe, proactive, unified culture of curiosity, diversity and innovation</b>	<ul style="list-style-type: none"> <li>Team charters developed.</li> </ul>	<ul style="list-style-type: none"> <li>Inaugural OAR-SOME week held.</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>CultureSHIFT program in place.</li> </ul>	<ul style="list-style-type: none"> <li>CultureSHIFT, including LeaderSHIFT and CultureASSESS programs completed.</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>Team members have tailored Performance Development Agreements (PDA).</li> </ul>	<ul style="list-style-type: none"> <li>Team performance development agreements resources in place to be used by managers and staff.</li> </ul>	On track
<b>Simplify and streamline internal processes to empower workflows</b>	<ul style="list-style-type: none"> <li>Business systems are improved in alignment with business objectives and needs.</li> </ul>	<ul style="list-style-type: none"> <li>System enhancements prioritised with information technology (IT) roadmap in place.</li> </ul>	On track
	<ul style="list-style-type: none"> <li>NIISQ Agency digital capability improved.</li> </ul>	<ul style="list-style-type: none"> <li>Improvements to digital capability commenced with implementation of Project Management Office.</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>NIISQ Agency-wide policies and procedures improved.</li> </ul>	<ul style="list-style-type: none"> <li>NIISQ Agency policy framework reviewed and improved.</li> </ul>	On track
<b>Positive people and culture initiatives</b>	<ul style="list-style-type: none"> <li>Staff satisfaction as indicated in annual employee survey.</li> </ul>	<ul style="list-style-type: none"> <li>Staff survey conducted revealing areas to improve, celebrate and investigate.</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>Workplace Health and Safety Consultative Committee refreshed.</li> </ul>	<ul style="list-style-type: none"> <li>Workplace Health and Safety Consultative Committee refreshed.</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li><i>Reconciliation Action Plan</i> (RAP) completed and a suite of cultural resources established.</li> </ul>	<ul style="list-style-type: none"> <li><i>Reconciliation Action Plan</i> endorsed by Reconciliation Australia and launched internally.</li> </ul>	Achieved
		<ul style="list-style-type: none"> <li>Cultural resources developed and shared with staff.</li> </ul>	On track
<b>Strategic objective 2: Empower and lead a more aligned, advanced and effective ecosystem</b>			
<b>Build and strengthen strategic partnerships</b>	<ul style="list-style-type: none"> <li>Develop and implement relationship management strategies for providers, partners, community supports, other jurisdictions and peak bodies who help deliver outcomes for participants.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder breakfast forum held with over 70 attendees from a diverse range of organisations.</li> </ul>	Achieved

<b>Strengthen partner capacity and capabilities</b>	<ul style="list-style-type: none"> <li>Website is accessible with a positive user experience.</li> </ul>	<ul style="list-style-type: none"> <li>Website redesigned, leveraging Queensland Health evidence-based research to ensure accessibility.</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>Stakeholders are engaged and provide positive and constructive feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Two quarterly <i>NIIISQ scheme insights</i> reports have been published on the NIIISQ website.</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>Scheme data is available to relevant stakeholders to facilitate ongoing collaborations.</li> </ul>	<ul style="list-style-type: none"> <li>New and strengthened data sharing partnerships between NIIISQ and partners.</li> </ul>	Achieved
<b>Sponsor innovation in prevention of injury and treatment, care and support</b>	<ul style="list-style-type: none"> <li>Funded research and education collaborations are aligned to key research and education priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Key priorities reviewed to ensure collaborations deliver tangible benefits.</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>Funded projects are delivered within budget and with outcomes benefitting participants.</li> </ul>	<ul style="list-style-type: none"> <li>The NIIISQ Agency has been an active partner on research and education collaborations.</li> </ul>	Achieved
<b>Strategic objective 3: Empower an easier, clearer participant journey</b>			
<b>Proactively engage with participants to improve awareness, understanding and goal setting</b>	<ul style="list-style-type: none"> <li>Participant goals and support plans are a true reflection of their unique needs.</li> </ul>	<ul style="list-style-type: none"> <li>Goal training workshop custom designed by the University of Queensland (UQ) and delivered to support planning team.</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>Accessible participant artefacts are designed and delivered.</li> </ul>	<ul style="list-style-type: none"> <li><i>MyPack</i> co-designed with participants and launched.</li> </ul>	Achieved
<b>Simplify and modernise participant experience</b>	<ul style="list-style-type: none"> <li>Digital and design transformation of participant services and resources to empower participants and providers to access services and manage support plans, reimbursements, treatment, care and support.</li> </ul>	<ul style="list-style-type: none"> <li>MyPlanning assessment project delivered using a co-design process.</li> </ul>	On track
		<ul style="list-style-type: none"> <li>Internal service model design embedded and teams aligned and resourced.</li> </ul>	Achieved



<b>Embed the voice of the participant through co-design, employment practices and experience research</b>	<ul style="list-style-type: none"> <li>Services and products codesigned by participants, their families and providers.</li> </ul>	<ul style="list-style-type: none"> <li><i>Participant Engagement Framework</i> finalised.</li> </ul>	On track
	<ul style="list-style-type: none"> <li>Continue to refine and implement participant <i>Outcomes Measures Framework</i> including enhancing the measurement of individual participant goals and outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Queensland University of Technology (QUT) innovation design sprint held with range of stakeholder collaborators (participants, providers, legal stakeholders, team members).</li> </ul>	On track
		<ul style="list-style-type: none"> <li>Outcome measurement dashboard project commenced.</li> </ul>	On track
<b>Strategic objective 4: Sustain confidence in the scheme and our regulatory and compliance oversight</b>			
<b>Scheme and NIISQ Agency costs well managed</b>	<ul style="list-style-type: none"> <li>Scheme measurement and performance improved.</li> </ul>	<ul style="list-style-type: none"> <li>Budget process and reporting improved.</li> </ul>	On track
	<ul style="list-style-type: none"> <li>Budget measurement and performance improved.</li> </ul>	<ul style="list-style-type: none"> <li>Business intelligence and management reporting regime established.</li> </ul>	On track
<b>Proactive compliance and evolution of administrative policy</b>	<ul style="list-style-type: none"> <li>Reporting requirements met.</li> </ul>	<ul style="list-style-type: none"> <li>Investment objectives and performance monitored with Queensland Investment Corporation and the State Investment Advisory Board.</li> </ul>	On track
	<ul style="list-style-type: none"> <li>Audit requirements met.</li> </ul>	<ul style="list-style-type: none"> <li>Audit recommendations implemented.</li> </ul>	On track
<b>Effective risk management and control systems</b>	<ul style="list-style-type: none"> <li>Improve and embed key governance activities, including uplifting the way the NIISQ Agency implements audit recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Key statutory obligations are identified and met.</li> </ul>	On track
		<ul style="list-style-type: none"> <li>Uplift and implementation of compliance and complaints frameworks.</li> </ul>	On track
		<ul style="list-style-type: none"> <li>Strategic and operational risks are identified and managed.</li> </ul>	On track

## Focuses and achievements

This year, we focused on areas for improvement and enhancement across the NIISQ Agency. This involved working closely with all business areas to determine and prioritise which initiatives would provide the most value for participants and providers, as well as providing excellent learning opportunities for staff development and leadership.

### Synergies and harvesting alignment between MAIC, ND and NIISQ

The stewardship of our Chief Executive Officer, who is also the Insurance Commissioner of the Motor Accident Insurance Commission and Nominal Defendant, coupled with our co-location, continues to provide synergy between the NIISQ Agency, the Nominal Defendant and the Motor Accident Insurance Commission (MAIC).

This has provided opportunities for operational efficiencies and stronger alignment in the governance of motor accident personal injury schemes, while also ensuring our lifetime participants continue to benefit from aligned leadership and strategic planning as the scheme evolves. Staff enjoy increased collaboration across the entities, enhancing their knowledge and skills in providing support to people injured in motor vehicle accidents in Queensland.

### Innovation and delivery

Working within the NIISQ Agency, our Innovation and Delivery team investigates, discovers, and delivers new ideas or ways of doing things to improve the participant experience.

The team is focused on:

- encouraging innovation within the NIISQ Agency, focusing on delivering real benefits to participants and supporting scheme sustainability
- understanding, influencing, and responding to future and current trends within the rehabilitation and disability sector, and their potential impacts and opportunities for the NIISQ Agency

- building collaborations, sharing knowledge and co-designing initiatives with our stakeholders, and strengthening and shortening feedback loops
- experimenting and developing novel solutions to participant pain points
- delivering digital solutions to support participants on their journey from injury to independence
- developing a MyNIISQ dashboard, allowing for more secure methods of sharing information with approved parties and providing a central communication channel
- improving accessibility through developing online forms in accordance with the Queensland Treasury's information technology privacy and security requirements
- working with QUT on how the NIISQ Agency might reshape the participant and stakeholder experience with NIISQ
- developing an innovation roadmap to explore and develop recommendations from the QUT sprint. These include:
  - building a comprehensive and holistic NIISQ approach
  - personalising and optimising communication channels
  - lowering administrative burden for staff
  - refining NIISQ processes for accessibility and efficiency
  - harnessing business intelligence for NIISQ best practices
  - ensuring transparent and swift payments
  - enhancing data integration, security and privacy practices and systems
  - investing in competency development and expectation management.

We are committed to exploring innovative opportunities to continually improve the scheme experience and performance into the future.

## Program Management Office

Our lean Program Management Office (PMO) continues to drive and coordinate priority change initiatives, improve delivery efficiency and capability across the NIISSQ Agency and support agile ways of working. Since its inception, a clear program of work has been established, which focuses on empowering participants and streamlining processes through various improvement initiatives.

Staff are encouraged to participate in regular standup status meetings to foster collaboration across business areas and to promote communication and transparency of projects underway.

During 2022-23, one of the PMO's programs successfully delivered five initiatives, which involved improving the participant journey, establishing a key governance area, facilitating consistent participant-focused ways of working and implementing efficient procurement practices. A final initiative focused on improving the participant journey with NIISSQ and driving efficiency will be realised within 2023-24.

## Co-design workshops provide valuable contributions to participant information

In 2022-23, we successfully launched two initiatives aimed at improving participant communication and understanding of complex information: *MyPack* and *MyPlanning*.

Each initiative was developed as part of our ongoing commitment to provide participants and their families with information that is relevant to them, while also being accessible and easy to understand.

*MyPack* was created by a project team across NIISSQ who identified a need to enhance the information that was being provided to participants and their families soon after their acceptance into the scheme. Co-design remained the highest priority in understanding what sort of information should be shared at this important part of a participant's journey with NIISSQ.

Similarly, the new *MyPlanning* initiative was collaboratively designed with participants to fulfil the NIISSQ Agency's requirement to carry out a comprehensive assessment of needs and rehabilitation goals.

To understand the needs of participants and their families, we established several participant consultation workshops where we shared prototypes and workshoped ideas for what *MyPack* and *MyPlanning* could achieve, and the result has been the successful implementation of information and processes that enhance the experience of each participant.

The co-design approach helped us to receive early feedback to ensure that our work and ideas were on the right track and helped our participants to feel seen and heard by providing valuable feedback and insights. We will continue to evolve our processes through more co-design opportunities in the future.

## NIISSQ stakeholder breakfast forum

In late October, we hosted a successful stakeholder forum, marking the first major stakeholder event held in the past five years. The event brought together dedicated staff from both the NIISSQ Agency and MAIC, fostering collaboration with key partners in the health, disability, insurance, and legal industries. The goal was to generate innovative ideas for improvement and visions for the future, centered around enhancing disability systems to support individuals to thrive.

The attendees were informed by the keynote speaker, Matthew Ames, who shared his own lived experiences, both professionally and personally. His powerful insights set the stage for the forum, underscoring the significance of continually improving disability systems to empower individuals and promote their wellbeing.

The primary focus of the morning was fostering engaging breakout table discussions, each targeting key topics aligned with the NIISSQ Agency's strategic direction. These interactive sessions provided a platform for valued stakeholders to share their perspectives on the NIISSQ Agency's priorities.

## **NIISQ Agency's Reconciliation Action Plan**

We proudly launched our *Reconciliation Action Plan* (RAP) in September 2022, marking a significant milestone in our commitment to inclusivity and cultural safety. The plan was the culmination of dedicated efforts guided by Reconciliation Australia and it showcases our dedication to actions that foster an inclusive environment beyond mere words.

Our aim is to ensure that the services we provide are culturally sensitive to First Nations communities. The plan sets the foundation for the provision of additional resources for participants in the future, demonstrating our dedication to enhancing support for the community.

At the core of the RAP is the vision to walk alongside First Nations communities to establish strong and respectful relationships.

## Research and education

In 2022–23, our commitment to research and education continued to empower us to deliver impactful initiatives that drive innovation and foster progress. We are proud to fund the following research and education initiatives.

### **Assistive technology provision for the promotion of health and wellbeing: A needs analysis and solution building approach**

Working with Griffith University, this project aims to support capability development and guide the provision of assistive technology based on the needs and experiences of both service providers and end users.

This project will use multiple methods including interviews, surveys, an audit of publicly-available documents and a solution-building workshop. This will enable understanding of the different types of needs related to assistive technology provision and will interpret this information to inform future actions. Focus will be on the needs of people who use assistive technology, service providers/health professionals, and care and support scheme representatives.

The project is uniquely positioned within and builds on current expertise and learnings from the pilot HablTec service, a collaboration initiative between the Hopkins Centre and Metro South Hospital and Health Service.

The project is currently focusing on dissemination of findings to key stakeholders and lived expert co-researchers to co-design potential next steps.

The NIISQ Agency has contributed \$104,087 to the project, which is expected to be completed mid-to-late 2023.

### **Access Active Rehab**

We have partnered with the Sporting Wheelies and Disabled Association to improve the health outcomes for inpatients with traumatic brain and spinal cord injuries through participation in sport and active recreation activities during their inpatient stay. It will also provide opportunities for linkages to community sport and recreation activities for patients following their post-hospital stay.

The project builds on and enhances a previous program developed and run by the Sporting Wheelies and Disabled Association through the Princess Alexandra Hospital brain and spinal cord injury services. Feedback from people with spinal cord and brain injuries undertaking the program will be integral to the program design reviews, adjustment and implementation.

The NIISQ Agency contributed \$81,200 to the project, which is expected to be completed by mid-to-late 2023.

## **Prevention and management of pressure injuries using advanced manufacturing of personalised cushions**

We are working with Metro North Hospital and Health Service to develop an advanced manufacturing process, consisting of 3D scanning, printing and modelling to create custom wheelchair cushions optimised to the needs of an individual in terms of pressure management and postural support.

The project builds upon previously completed work (funded by the Jamieson Trauma Institute) where 3D printed soft foams were developed. Scale-up of the 3D printed foams has been successful with a series of full-sized wheelchair cushions designed, manufactured, and tested. Further testing will occur prior to roll out of the technology through the STARS Rehabilitation Engineering Centre. Outcomes of this project will be used to plan and justify a clinical trial.

The NIISQ Agency contributed \$55,540 to this initiative which is expected to be completed by December 2023.

## **Funding of physiotherapy clinical practice guidelines for people with spinal cord injury**

We partnered with Metro South Hospital and Health Service to fund the Queensland component of a research project that will help physiotherapists provide consistent high-quality management for people with spinal cord injury.

The project, Physiotherapy Clinical Practice Guidelines for People with Spinal Cord Injury (Queensland component), is part of a wider initiative that will provide Queensland clinical experts with the opportunity to shape physiotherapy guidelines for Queenslanders with spinal cord injury and translate into practice across the state.

The project aims to improve the care of people with spinal cord injury by introducing evidence-based physiotherapy clinical practice guidelines and a companion resource that will be applicable statewide.

The Queensland team is currently working with their interstate counterparts to lead the guideline translation across Queensland, helping to build local provider capability and capacity to manage people with spinal cord injury.

The guidelines are available at <https://sciptguide.com/>

The guidelines will be presented at the World Congress of Physiotherapy at the International Spinal Cord Society Meeting in October 2023 and at the Australian and New Zealand Spinal Cord Conference in November 2023.

The NIISQ Agency contributed \$75,325 to the project, which is expected to be completed by March 2024.

## **Translation and implementation of an acquired brain injury vocational framework to clinical practice in Queensland**

This project is building on a research partnership with The Hopkins Centre and Griffith University to deliver a series of workshops to NIISQ providers to provide education, training and upskilling in traumatic brain injury vocational rehabilitation processes.

We consider the project will produce real benefits for NIISQ participants and the scheme by:

- enhancing service delivery and provision of vocational rehabilitation
- helping NIISQ participants reach their vocational goals
- improving long term outcomes for people with brain injury in returning to work.

The NIISQ Agency contributed \$32,132 to this project, which is expected to be completed by mid-2024.

## **PEERS®/the friends research program**

Partnering with the University of Queensland, this project aims to test the effectiveness, acceptability and feasibility of a telehealth social skills program (called PEERS®) to high school-aged youth with brain injuries and a face-to-face group of the same program for primary school-aged youth in two randomised controlled trials.

We consider the project will produce real benefits for NISQ participants and the scheme including:

- increased ability to make and keep friends post-injury
- improved confidence in social situations
- increase in caregiver skills to coach their child through challenging social situations
- positive impacts on quality of life.

New evidence generated by this project is anticipated to also:

- enable flexible delivery options of PEERS® for youth with brain injuries (face-to-face or via telehealth)
- give clinicians an effective program to improve social functioning of primary school aged children with brain injuries.

The NISQ Agency contributed \$269,057 to this project, which is expected to be completed by mid-2026.

## **Capacity building for providers of cognitive rehabilitation**

Partnering with the University of Queensland, this project aimed to identify cognitive rehabilitation capacity-building ('CogCap') needs for providers in Queensland who work with NISQ participants, and to use this information to develop and evaluate a cognitive rehabilitation capacity-building program.

The project produced benefits for NISQ participants and the scheme including:

- building provider capability and capacity across Queensland in cognitive rehabilitation for people with traumatic brain injury
- facilitation of evidence-based intervention, improved health outcomes and achievement of functional and participation goals for NISQ participants
- providing an opportunity to provide pilot data and lay the groundwork for a scaled-up provider capacity-building program
- pilot evaluation with 12 participants to provide evidence of the CogCap program's effectiveness
- facilitating practice change and build a community of practice.

Based on these promising findings, a larger scale roll-out of the program is recommended to improve cognitive rehabilitation services for people with brain injury in Queensland. The NISQ Agency is working with UQ to explore future opportunities for the program.

The NISQ Agency contributed \$80,508 to the project, which was completed in December 2022.

# GOVERNANCE

## Our governance framework

We are committed to good governance. In 2022-23, our governance framework continued to support our strategic direction and maintain a strong basis to ensure our statutory responsibilities are met. Risk management is integrated into our organisational activities, and ensures corporate governance is continuously assessed and enhanced.

### Risk and audit committee

Under the Risk and Audit Committee's (RAC) Charter, the RAC provided recommendations and assistance to the CEO on audit and risk management matters, including:

- the efficient, effective and reliable operation of financial and non-financial internal controls and risk management
- monitoring the internal and external audit functions, including oversight of the implementation of accepted audit recommendations
- the NIISQ Agency's reporting functions and the integrity of financial reports
- the NIISQ Agency's compliance with legislative and regulatory requirements and promotion of a culture committed to lawful and ethical behaviour
- the effectiveness of the NIISQ Agency's performance management and performance outcomes.

The RAC consists of a minimum of three and a maximum of six members. Remuneration of the committee is noted in note 9 of the Financial Statements. A summary of committee membership (as at 30 June 2023) is outlined as follows.

Committee member	Committee role	Status
Rowan Ward	Chair	Independent
Geoff Waite	Member	Independent
Will Ryan	Member	Treasury employee
Jasmina Nuhovic	Member	Treasury employee

The Chief Executive Officer, General Manager (GM) NIISQ, GM Business and Advisory Services, GM Innovation and Delivery, internal audit, and external audit all have a standing invitation to attend Committee meetings. Members of senior management are invited where required.

The RAC meet quarterly and during 2022-23 met four times, fulfilling its responsibilities as per the RAC Charter. Key achievements included:

- endorsing the *2021-22 Financial Statements for NIISQ Agency*
- approving the *Internal Audit Charter*
- reviewing the *2024-2026 Internal Audit Plan*
- endorsing the *2023-24 NIISQ Agency budget*.



## Other governance frameworks

### Our strong commitment to human rights

Queensland's *Human Rights Act 2019* (HR Act) respects, protects and promotes the inherent dignity and worth of all human beings, especially the most vulnerable in our community.

The HR Act requires us to consider human rights in our decision-making, actions and interactions with the community. We are proud that we intrinsically operate in this way to deliver lifetime treatment, care and support to our participants.

Our core values are strongly aligned with the principles of the HR Act, and we continued to uphold these in our day-to-day practices through:

- strategies to ensure transparent scheme decision-making processes are matched to participant individual circumstances, and a clear mandate that we will respect, protect and promote human rights in our decision-making and actions
- reviewing policies, programs, procedures and service delivery to ensure that decisions and actions supported participant health and safety and were compatible with their human rights
- raising awareness about the HR Act to NIISSQ Agency employees through induction training processes
- providing information on our website about how human rights complaints may be raised and how these complaints are managed by the NIISSQ Agency, and how NIISSQ Agency's responses to complaints can be reviewed by the Queensland Human Rights Commission.

We state and affirm our commitment to human rights in every NIISSQ Agency position description.

During the period, we did not receive any complaints relating to human rights.

### Funding NIISSQ

We work with the state government and independent actuaries to help ensure the financial sustainability of the NIISSQ Fund to meet the cost of necessary and reasonable participant treatment, care and support now and throughout their lifetimes, as well as NIISSQ Agency operational expenses.

Established under the NIISSQ Act, the NIISSQ Fund includes amounts received through the collection of a levy ([see page 44](#)) on motor vehicles registered in Queensland, amounts recovered in connection with the scheme, and income derived from investments.

The levy varies for each vehicle class. Under the NIISSQ Act, the Insurance Commissioner provides a written recommendation to the Queensland Government about the value of the levy for each vehicle class for the following financial year. The levy recommendation is informed by independent actuarial advice and assessed over time to ensure financial sustainability.

### Risk management

As part of our ongoing management and reporting processes, the NIISSQ Agency leadership team identifies, monitors and mitigates risks that may affect our ability to achieve our strategic objectives on an ongoing basis. Risks and corresponding controls are recorded in the NIISSQ Agency's risk register. Regular reviews of controls are undertaken to continually improve the ability of the NIISSQ Agency to manage risk. The Risk and Audit Committee considers any emerging risks and changes to the NIISSQ Agency risk registers as part of its standing agenda.

As an integral component of risk assessment, we are committed to business continuity management. This ensures continuity of key business services which are essential for, or contribute to, the achievement of our objectives.

## Compulsory third party civil damages

A fundamental feature of NIISQ is that a proportion of lifetime participants with a compulsory third party (CTP) insurance civil claim have the option to access their lifetime treatment, care and support needs as lump sum damages via their CTP insurance claim and then exit the scheme. Alternatively, these participants may elect to continue to receive lifetime treatment, care and support from the NIISQ Agency, forgo the lump sum damages and remain with NIISQ for their lifetime.

When the NIISQ Agency engages with the CTP insurance civil process, we do so in a fair and objective manner in accordance with our role of administering the NIISQ scheme. Where it is necessary to become involved in litigation, the NIISQ Agency acts as a 'model litigant'.

Whether a participant's treatment, care and support needs are provided within the scheme or delivered as a civil lump sum, the NIISQ Agency remains focused on assessing and meeting the participant's needs, within the scope of the scheme.

## Internal and external accountability

The NIISQ Agency's governance framework includes both internal and external accountability measures.

PricewaterhouseCoopers (PwC) provided independent and objective internal audit services to the NIISQ Agency until 30 June 2023. We will be appointing a new internal auditor for 2023-24. The internal audit function operates under a charter consistent with relevant audit and ethical standards and has due regard to *Queensland Treasury's Audit Committee Guidelines—Improving Accountability and Performance*.

In the 2022-23 period, the NIISQ Agency's Audit Plan consisted of the following reviews:

- workplace health and safety
- Program Management Office (PMO) capability review
- contract management
- accounts payable risk and controls
- training and development.

The NIISQ Agency is audited externally by the Queensland Audit Office in accordance with the *Financial Accountability Act 2009*.

## Information systems and recordkeeping

The NIISSQ Agency continues to advocate the benefits of electronic record keeping and wherever possible has embraced the Queensland Government's Digital 1st initiative. In 2022–23 our information management staff worked with business stakeholders to design and implement a *Participant care practice manual*. This is a digital artefact hosted on the NIISSQ Agency intranet and provides a central point of reference for key procedures and guidelines used when working with participants and providers.

Under the ICT Transition project, all key corporate records were successfully migrated, and more cross-agency collaboration opportunities are now available between NIISSQ, MAIC and the Nominal Defendant.

Our *Information management (IM) framework*, including its associated policy and guidelines, as well as a NIISSQ-specific *Records retention and disposal schedule (implementation version)* are in effect.

The IM framework aligns records management practices with Queensland Government objectives, current legislation and best practice record keeping standards, which include the:

- *Public Records Act 2002*
- *Information Privacy Act 2009*
- *Right to Information Act 2009*
- *Queensland Government Records Governance Policy*
- *Queensland Government Information Security Classification Framework*
- *Queensland Government Information Security Policy (IS18:2018)*.

The NIISSQ Agency has also adopted the Queensland Government Customer and Digital Group's *Authorised and unauthorised use of ICT services, facilities and devices guideline* and *Personal use of social media guideline*.

## Transparency

The NIISSQ Agency continues to be committed to giving the community open and transparent access to information, as per our statutory obligations under the *Right to Information Act 2009* (RTI Act) and the *Information Privacy Act 2009* (IP Act). Our website contains various publications and pages detailing our services and business operations.

Applications for documents not containing an applicant's personal information are processed under the RTI Act, and requests for documents containing an applicant's personal information are processed under the IP Act.

Details on how to make a formal application requesting access to documents under the RTI Act or the IP Act are available on our website: [niis.qld.gov.au](https://niis.qld.gov.au).

We are required to publish details of the applications that the NIISSQ Agency receives under the RTI Act on our disclosure log.

Where possible, released documents are also published.

We engage an external consultant to deliver right to information and privacy training. This training is an ongoing requirement for all staff to complete, and forms part of the induction process for new employees.

## **NIISQ statistics**

We produce quarterly and annual NIISQ scheme insights reports to demonstrate key aspects of scheme performance.

These reports objectively inform our participants, stakeholders and the broader community about the operation of the scheme, as well as enhancing scheme awareness and understanding. These publications, including the *NIISQ scheme insights: 2022-23* report, are available through the NIISQ website: <http://niis.qld.gov.au/news-and-research/scheme-insights>.

We support the *Queensland Government Open Data Initiative*. In 2022-23, we released 6 datasets in addition to our NIISQ scheme insights reports. Our Open Data sets are available at <http://data.qld.gov.au/dataset/national-injury-insurance-scheme-niis-statistics>.



# FINANCIAL

## Summary of financial performance

The NIISQ Agency recorded a positive operating result of \$478.3m for the year ended 30 June 2023 (2022: deficit of \$151.1m).

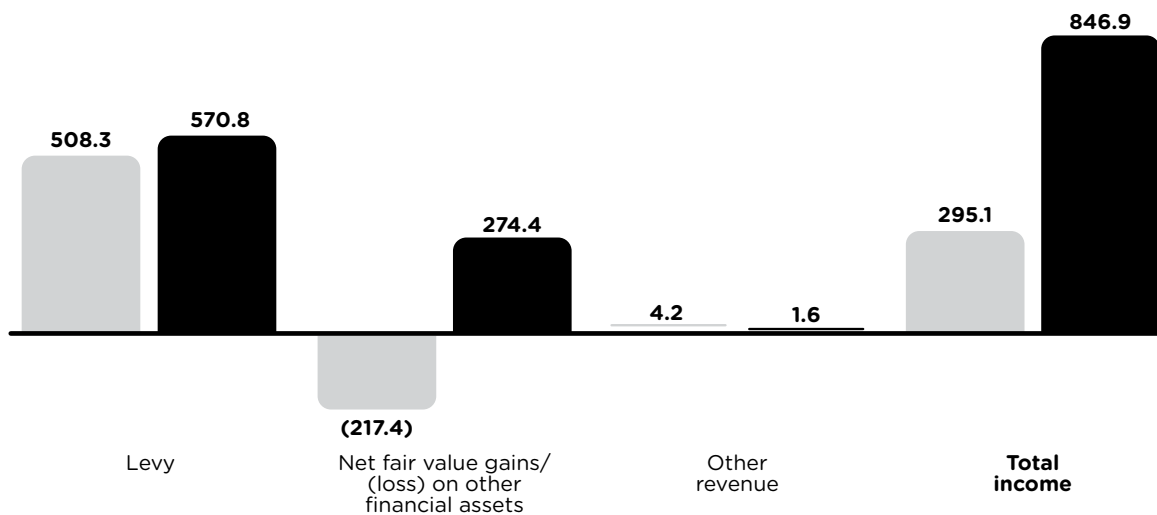
The positive result was primarily driven by the increase in NIISQ levies from \$508.3m in 2022 to \$570.8m in 2023, \$491.8m net investment increase on financial assets from \$217.4m deficit in 2022 to \$274.4m gain in 2023 and \$86.3m net overall decrease in treatment, care and support provision and payments.

The NIISQ levies for 2023 increased by 12.3% mainly due to the 3.1% increase in the number of registered vehicles and increase in levy rates for certain vehicle classes.

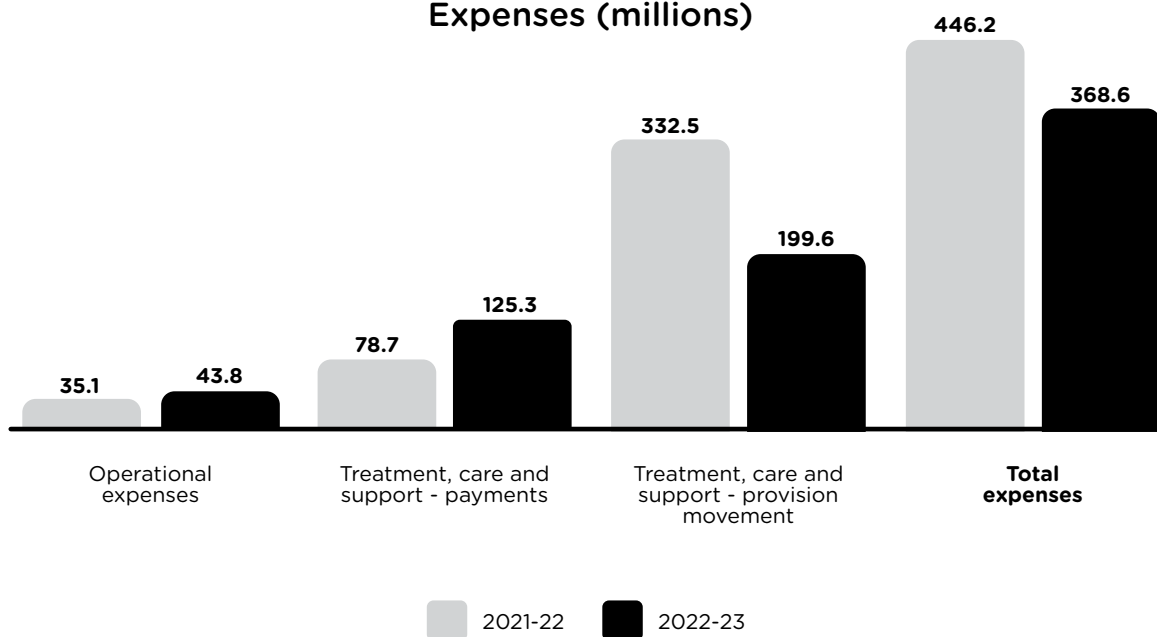
The \$491.8m net investment gain on financial assets reflected better returns on investments and improvement in the equity markets in 2023.

The movement in provision for treatment, care and support has decreased from \$332.5m in 2022 to \$199.6m in 2023, mainly due to favorable participant experience and changes to the economic assumptions.

### Income (millions)



### Expenses (millions)



NATIONAL INJURY INSURANCE AGENCY, QUEENSLAND

# FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2023

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# ***The National Injury Insurance Agency, Queensland***

## **STATEMENT OF COMPREHENSIVE INCOME**

**for the year ended 30 June 2023**

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	Notes	2023 \$'000	2022 \$'000
<b>Income</b>			
User charges and fees		374	218
Levy	3	570,842	508,266
Interest	4	276	47
Other revenue	5	984	3,915
		<hr/>	<hr/>
<b>Total revenue</b>		<b>572,476</b>	<b>512,446</b>
Net fair value gains/(loss) on financial assets	4	274,435	(217,363)
		<hr/>	<hr/>
<b>Total Income</b>		<b>846,911</b>	<b>295,083</b>
<hr/>			
<b>Expenses</b>			
Employee expenses	6	12,702	9,302
Supplies and services	7	29,470	24,593
Treatment, care and support	8	324,865	411,120
Grant expenses		371	224
Depreciation and amortisation		1,092	882
Other expenses	9	119	101
		<hr/>	<hr/>
<b>Total expenses</b>		<b>368,619</b>	<b>446,221</b>
		<hr/>	<hr/>
<b>Operating result for the year</b>		<b>478,292</b>	<b>(151,139)</b>
		<hr/>	<hr/>
<b>Total comprehensive income/(loss)</b>		<b>478,292</b>	<b>(151,139)</b>
		<hr/>	<hr/>

*The accompanying notes form part of these financial statements.*

# ***The National Injury Insurance Agency, Queensland***

## **STATEMENT OF FINANCIAL POSITION**

**as at 30 June 2023**

	Notes	2023 \$'000	2022 \$'000
<b>Current assets</b>			
Cash and cash equivalents		4,174	3,035
Receivables	10	16,988	11,392
Prepayments		108	107
Financial assets at fair value through profit or loss	15 & 16	2,751,280	2,126,393
<b>Total current assets</b>		<b>2,772,550</b>	<b>2,140,927</b>
<b>Non-current assets</b>			
Property, plant and equipment		104	30
Intangible assets	11	8,966	7,400
Financial assets at fair value through profit or loss	15 & 16	1,000,636	955,336
<b>Total non-current assets</b>		<b>1,009,706</b>	<b>962,766</b>
<b>Total assets</b>		<b>3,782,256</b>	<b>3,103,693</b>
<b>Current liabilities</b>			
Payables	12	3,099	3,129
Accrued employee benefits	13	1,446	1,061
Provisions	14	137,938	143,213
<b>Total current liabilities</b>		<b>142,483</b>	<b>147,403</b>
<b>Non-Current Liabilities</b>			
Accrued employee benefits	13	1,490	1,130
Provisions	14	3,544,792	3,339,960
<b>Total non-current liabilities</b>		<b>3,546,282</b>	<b>3,341,090</b>
<b>Total liabilities</b>		<b>3,688,765</b>	<b>3,488,494</b>
<b>Net assets/(liabilities)</b>		<b>93,491</b>	<b>(384,801)</b>
<b>Equity</b>			
Accumulated (losses)		(556,509)	(1,034,801)
Contributed equity		650,000	650,000
<b>Total equity</b>		<b>93,491</b>	<b>(384,801)</b>

*The accompanying notes form part of these financial statements.*

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## ***The National Injury Insurance Agency, Queensland***

### **STATEMENT OF CHANGES IN EQUITY**

**for the year ended 30 June 2023**

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	Notes	Accumulated Deficit \$'000	Contributed Equity \$'000	TOTAL \$'000
Balance as at 1 July 2021		(883,662)	650,000	(233,662)
Operating result		(151,139)	-	(151,139)
<hr/>				
Balance as at 30 June 2022		(1,034,801)	650,000	(384,801)
<hr/>				
Balance as at 1 July 2022		(1,034,801)	650,000	(384,801)
Operating result		478,292	-	478,292
<hr/>				
Balance as at 30 June 2023		(556,509)	650,000	93,491
<hr/>				

*The accompanying notes form part of these financial statements.*

# ***The National Injury Insurance Agency, Queensland***

## **STATEMENT OF CASH FLOWS**

**for the year ended 30 June 2023**

	Notes	2023 \$'000	2022 \$'000
<b>Cash flows from operating activities</b>			
<i>Inflows:</i>			
User charges and fees		374	218
Levy		565,941	505,828
Interest		249	39
GST input tax credits from ATO		3,528	2,792
GST collected from customers		196	260
Other revenue		421	3,915
<i>Outflows:</i>			
Employee expenses		(11,957)	(8,900)
Supplies and services		(9,032)	(4,316)
Treatment, care and support		(125,308)	(78,670)
GST paid to suppliers		(2,106)	(3,121)
GST remitted to ATO		(221)	(226)
Grants and subsidies		(371)	(224)
Other expenses		(119)	(101)
<b>Net cash provided by operating activities</b>	<b>CF-1</b>	<b>421,595</b>	<b>417,494</b>
<b>Cash flows from investing activities</b>			
<i>Outflow:</i>			
Payments for other financial assets		(417,800)	(414,780)
Payments for intangible assets		(2,647)	(2,891)
Payments for property, plant and equipment		(9)	-
<b>Net cash used in investing activities</b>		<b>(420,456)</b>	<b>(417,671)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>1,139</b>	<b>(177)</b>
Cash and cash equivalents - opening balance		3,035	3,212
<b>Cash and cash equivalents - closing balance</b>		<b>4,174</b>	<b>3,035</b>

*The accompanying notes form part of these financial statements.*

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# ***The National Injury Insurance Agency, Queensland***

## **STATEMENT OF CASH FLOWS for the year ended 30 June 2023**

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### NOTE TO THE STATEMENT OF CASH FLOWS

#### CF-1 Reconciliation of operating result to net cash provided by operating activities

	2023 \$'000	2022 \$'000
Operating (deficit)	478,292	(151,139)
<i>Non-cash items included in operating result</i>		
Net fair value (gains)/loss on other financial assets	(274,435)	217,363
QIC management fee	20,811	19,296
Depreciation and amortisation expense	1,092	882
<i>Changes in assets and liabilities:</i>		
(Increase)/decrease in receivables	(4,094)	(2,741)
Increase/(decrease) in provisions	199,557	332,450
Increase/(decrease) in accounts payable	(372)	938
Increase/(decrease) in accrued employee benefits	745	402
(Increase)/decrease in prepayments	(1)	43
<b>Net cash provided by operating activities</b>	<b>421,595</b>	<b>417,494</b>

Cash flows are included in the Statement of Cash Flows on a net basis with the Goods and Services Tax (GST) components of the cash flows shown as separate line items. The GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

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# ***The National Injury Insurance Agency, Queensland***

## **NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23**

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### **1. Basis of Financial Statement Preparation**

#### **(a) General Information**

The National Injury Insurance Agency, Queensland (NIISQ Agency) is a statutory body established under the *National Injury Insurance Scheme (Queensland) Act 2016* (the Act). The Act commenced on 1 July 2016 establishing the National Injury Insurance Scheme Queensland (NIISQ) and the National Injury Insurance Scheme Fund, Queensland (the fund).

The head office and principal place of business for the NIISQ Agency is 275 George Street, Brisbane Qld 4000.

A description of the nature of the NIISQ Agency's operation and its principal activities are included in the notes to the financial statements.

#### **(b) Compliance with Prescribed Requirements**

NIISQ Agency is a not-for-profit entity, and these general-purpose financial statements are prepared on an accrual basis (except for the statement of cash flows, which is prepared on a cash basis) in accordance with:

- section 39 of the *Financial and Performance Management Standard 2019*
- applicable Australian Accounting Standards and Interpretations
- Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2022.

#### **(c) Presentation**

##### ***Currency and rounding***

Amounts included in the financial statements are in Australian dollars and rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

##### ***Comparatives***

Comparative information reflects the audited 2021-22 financial statements except where restatement was necessary to be consistent with disclosures in the current reporting period. There have been no material restatements made to the comparative amounts.

##### ***Current / non-current classification***

Assets and liabilities are classified as either 'current' or 'non-current' in the Statement of Financial Position and associated notes.

Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or the NIISQ Agency does not have an unconditional right to defer settlement to beyond 12 months after the reporting date. All other assets and liabilities are classified as 'non-current'.

Financial assets at fair value through profit or loss comprising of investments managed by Queensland Investment Corporation (QIC) are classified as 'current' or 'non-current' based on the relative liquidity of the investments.

Investments are classified as 'current' where they are readily convertible to cash on hand at NIISQ Agency's election. Investments that are long-term and not readily convertible to cash within a short period are classified as 'non-current'.

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# ***The National Injury Insurance Agency, Queensland***

## **NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23**

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### **1. Basis of Financial Statement Preparation (cont)**

#### **(d) Basis of Measurement**

Historical cost is used as the measurement basis in this financial statement except for the following:

- Financial assets at fair value through profit or loss which are shown at fair value (Note 15); and
- Provisions (Note 14) and accrued employee benefits (Note 13) expected to be settled 12 or more months after the reporting date are measured at their present value.

#### **(e) Judgement and Assumptions**

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions and management judgements that have the potential to cause a material adjustment to the carrying amounts of assets and liabilities within the next financial year. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis.

NIISQ Agency places a high reliance on actuarial estimates provided by independent actuaries in calculating the provision for participants' treatment, care and support as at 30 June. Refer to Note 14.

NIISQ Agency also rely on actuarial estimates provided by Queensland Government State Actuary's Office, in calculating the Long Service Leave Liability as at 30 June. Refer to Note 13.

A high degree of judgement is involved in the fair value measurement of other financial assets. Refer to Note 16.

#### **(f) Going Concern**

NIISQ has considered the following points:

- For the year ended 30 June 2023, the NIISQ Agency has a positive net asset position of \$93.5 million (2022: negative net asset position of \$384.8 million) and a net operating profit of \$478.3 million (2022: net operating loss of \$151.1 million).
- The NIISQ Agency has generated a net operating cash inflow of \$421.6 million in 2022-23 (2022: \$417.5 million) and continue to project positive cash flows in further out years.
- The NIISQ Agency's cash position at 30 June 2023 is \$2,755.5 million with current liabilities of \$142.5 million and a current ratio of 19.5. It is considered that this allows sufficient liquidity to continue to meet obligations as they fall due.
- The NIISQ Agency's levy revenue is expected to increase from \$570.1 million in 2022-23 to \$605.6 million in 2023-24 as a result of an increase in projected number of vehicles and increase in the NIISQ levy.

The Chief Executive Officer (CEO) has therefore formed the view that the entity remains a going concern and the financial statements have been prepared on this basis.

#### **(g) Authorisation of Financial Statements for Issue**

The financial statements are authorised for issue by the Chief Executive Officer and the A/Director Finance, Risk & Assurance at the date of signing the Management Certificate.

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# ***The National Injury Insurance Agency, Queensland***

## **NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23**

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### **1. Basis of Financial Statement Preparation (cont)**

#### **(h) Offsetting Financial Assets and Financial Liabilities**

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. Refer to Note 16 for more details on financial assets through profit or loss.

### **2. Objectives and Principal Activities of the NIIAQ Agency**

The NIIAQ Agency administers the NIIAQ by facilitating the assessment and access to necessary and reasonable treatment, care and support for participants for their lifetime.

Established under the Act, NIIAQ Agency commenced operations on 1 July 2016 as a statutory body. The NIIAQ Agency is responsible for the administration of the NIIAQ which includes developing and implementing processes, policies and guidelines. It assesses the eligibility of participants to enter the NIIAQ, determines their interim and lifetime status in the NIIAQ, coordinates and approves the payment of reasonable and necessary care and support services, and establishes and participates in dispute resolution processes within the provisions of the Act.

Section 232ZI of the *Workers' Compensation and Rehabilitation Act 2003* and section 60 of the Act, establishes the agreement for engagement of NIIAQ Agency to administer claims on behalf of Self Insurers where they meet certain requirements. The agreement refers to the engagement of NIIAQ Agency to provide the eligible worker the treatment, care and support as prescribed in the Act.

### **3. Levy**

Levies are recognised at the time they are legally payable by the Department of Transport and Main Roads (DTMR) to the NIIAQ Agency under Section 27 of the *Motor Accident Insurance Act 1994*. This occurs at the time the levies are paid by motorists to DTMR.

The NIIAQ Agency levy is set annually in accordance with sections 97, 98 and 99 of the Act. A total pool amount representing calculations based on actuarial advice of the amount required to fully fund present and likely future liabilities, to meet other payments required to be made from the fund and to cover any other matters NIIAQ Agency considers appropriate.

In the 2022-23 levy setting process, NIIAQ Agency provided a copy of its calculations to the Insurance Commissioner who made a recommendation to the Treasurer regarding the setting of the levy. Upon approval by the Treasurer the amount is fixed by regulation.

Given the long-term nature of scheme liabilities, estimates of costs are very sensitive to underlying financial assumptions. To support year to year levy stability, actuarial advice underpinning the annual levy adopts long-term assumptions for inflation and the discount rate (3.30% p.a. and 4.25% p.a. respectively for 2023-24). In contrast, the estimate of scheme liabilities as at 30 June 2023 adopts market consistent assumptions (3.5% p.a. and 4.4% p.a. see Note 14).

The effect of a lower "gap" between the inflation rate and discount rate is, all other things equal, a higher liability value. To illustrate, if the gap at 30 June 2023 had been equivalent to that adopted in determining the 2022-23 levy, the estimated liability at 30 June 2023 would have been \$3,611 million, \$72 million less than the actual estimate of \$3,683 million.



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# The National Injury Insurance Agency, Queensland

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

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### 4. Investment Income

	2023 \$'000	2022 \$'000
Interest	276	47
Net fair value gains/(loss) on financial assets	274,435	(217,363)
<b>Total</b>	<b>274,711</b>	<b>(217,316)</b>

The NIISQ Agency recognises other financial assets invested with QIC at fair value through profit or loss. The value of financial assets has been impacted by macro-economic conditions and the NIISQ Agency has considered the associated financial risks (Note 15 & 16). Gains/(losses) arising from changes in the fair value of the QIC investments are included in the operating result for the period in which they arise.

### 5. Other Revenue

In 2022-23, other revenue consisted mainly of administrative fees charged to WorkCover Queensland and Self Insurers for providing eligible worker the treatment, care and support as prescribed in the NIISQ Act 2016 (Note 21).

In 2021-22, NIISQ Agency received a “once-off” input tax credit of \$3.14 million from the Australian Tax Office (ATO) for the Compulsory Third Party (CTP) policies transferred to NIISQ back in 2017. This once-off claim is in lieu of all future decreasing adjustments NIISQ would have been otherwise eligible to claim on all future claim settlements for those transferred policies.

### 6. Employee Expenses

	2023 \$'000	2022 \$'000
<b><i>Employee benefits</i></b>		
Wages and salaries	9,612	6,575
Employer superannuation contributions	1,317	853
Annual leave	919	757
Long service leave	160	445
Other employee benefits	44	183
<b><i>Employee related expenses</i></b>		
Payroll tax	582	415
Fringe benefit tax	12	7
Workers' compensation premium	34	39
Other employee related expenses	22	28
<b>Total</b>	<b>12,702</b>	<b>9,302</b>

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# ***The National Injury Insurance Agency, Queensland***

## **NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23**

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### **6. Employee Expenses (cont)**

The number of employees as at 30 June, including both full-time employees and part-time employees, measured on a full-time equivalent basis (reflecting Minimum Obligatory Human Resource Information) is 96.38 (2022: 66.44).

#### *Wages and salaries*

Wages and salaries are recognised as an expense when services are performed. Wages and salaries due but unpaid at reporting date are recognised at the current remuneration rates as NIISQ Agency expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts.

#### *Sick leave*

Sick leave entitlements are non-vesting and are only paid upon valid claims for sick leave by employees. Sick leave is expensed in the reporting period in which the leave is taken by the employee.

#### *Annual leave*

For unpaid entitlements expected to be paid within 12 months, the liabilities are recognised at their undiscounted values as the impact is not considered to be material. Leave taken is expensed in the period at which it is payable.

#### *Long service leave*

Liabilities for long service leave are recognised on the same basis as those liabilities for accrued annual leave. Allowance for long service leave is made in accordance with the legal liability and has been calculated using the shorthand methodology in accordance with *AASB 119 Employee Benefits*.

#### *Superannuation*

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's defined benefit plan (the former QSuper defined benefit categories now administered by the Government Division of the Australian Retirement Trust) as determined by the employee's conditions of employment.

Defined contribution plans - Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant EBA or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

Defined benefit plan - The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to *AASB 1049 Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the agency at the specified rate following completion of the employee's service each pay period. The agency's obligations are limited to those contributions paid.

#### *Workers' compensation premiums*

The NIISQ Agency pays premiums to WorkCover Queensland in respect of its obligations for employee compensation. Workers' compensation insurance is a consequence of employing employees, but is not

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# ***The National Injury Insurance Agency, Queensland***

## **NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23**

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### **6. Employee Expenses (cont)**

counted in an employee's total remuneration package. It is not considered an employee benefit and is recognised separately as employee related expenses.

Key management personnel and remuneration disclosures are detailed in Note 20.

### **7. Supplies and Services**

	2023 \$'000	2022 \$'000
QIC management fee	20,811	19,296
Contractors and consultants	2,949	1,069
Professional services	1,183	808
Building services	1,027	758
Corporate services fee*	616	429
Corporate Administration Agency	200	135
Queensland Treasury actuarial fee	125	124
Other supplies and services	2,559	1,974
	<hr/>	
Total	29,470	24,593

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An expense is recognised when it is incurred, usually as goods or services are received or consumed.

Under *AASB 16 Leases*, lease arrangements with substantive substitution rights or of low value are recognised as an expense when incurred and exempt from recognition on the Statement of Financial Position. The NIISQ Agency's office accommodation falls under government-wide framework arrangements which are exempt under AASB 16 as the arrangements are categorised as procurement of services rather than as leases because the Department of Energy and Public Works has substantive substitution rights over the assets. As such, accommodation costs incurred by the NIISQ Agency are recognised under Building services.

\* Corporate support services provided by the Motor Accident Insurance Commission (MAIC) and Nominal Defendant (ND) to NIISQ per the tripartite memorandum of understanding (MOU) (Note 21).

# ***The National Injury Insurance Agency, Queensland***

## **NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23**

### **8. Treatment, Care and Support**

	2023 \$'000	2022 \$'000
Attendant care	46,634	31,692
Lump sum	38,682	15,864
Q Health annual grant/fee	17,000	14,000
Equipment	4,926	4,995
Treatment and rehabilitation	4,548	3,743
Modifications	3,761	1,860
Assessment and review	2,355	1,959
Hospital services	2,189	705
Medical services	1,680	1,211
Participant related services	1,422	973
Legal costs	1,201	509
Accommodation and travel	726	947
Vocational and educational support	184	212
Total treatment, care and support excluding movement in provision	125,308	78,670
Movement in provision for treatment, care and support (refer to Note 14)	199,557	332,450
<b>Total</b>	<b>324,865</b>	<b>411,120</b>

Treatment, care and support relate to the necessary and reasonable benefits provided to participants in line with the Act, from date of acceptance into the NIISQ. Expenses are recognised in the reporting period in which they are incurred, via a movement in the provision for lifetime treatment, care and support or when the treatment, care and support has been provided. The total treatment, care and support cost excluding movement in provision for 2023 amounting to \$125.3 million is \$46.6 million higher than previous year of \$78.7 million, largely due to an increase in attendant care and lump sum costs. The increase in actual treatment, care and support is broadly in line with actuarial projections. The movement in provision for treatment, care and support is \$132.9 million lower in 2023 mainly due to changes in future economic and experience assumptions.

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# ***The National Injury Insurance Agency, Queensland***

## **NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23**

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### **9. Other Expenses**

	2023 \$'000	2022 \$'000
Queensland Audit Office - external audit fees	57	55
Sponsorships	15	2
Insurance premiums (QGIF)	32	28
Committee member fees	15	16
	<hr/>	<hr/>
	119	101
	<hr/>	<hr/>

Total audit fees quoted by the Queensland Audit Office (QAO) relating to the 2022-23 financial statements are \$85,122 (2022: \$55,000). 2022-23 fees include \$28,622 for appointment of specialist fees by QAO for actuaries' audit.

### **10. Receivables**

	2023 \$'000	2022 \$'000
Trade debtors	491	69
Accrued levy income	15,117	10,217
GST receivable	410	329
GST payable	(9)	(35)
Accrued interest income	35	8
Accrued other income	924	804
Other receivables	20	-
	<hr/>	<hr/>
<b>Total</b>	<b>16,988</b>	<b>11,392</b>
	<hr/>	<hr/>

Receivables are measured at amortised cost which approximates their fair value at 30 June. The collectability of receivables is assessed periodically and a loss allowance is recognised for expected credit losses based on reasonable and supportable forward-looking information. NIISQ Agency's receivables are from Queensland and Australian Government entities and Self Insurers. No loss allowance is recognised for these receivables as there is very low credit risk attached to these balances. Refer to Note 16 for NIISQ Agency's credit risk disclosures. Where NIISQ Agency has no reasonable expectation of recovering an amount owed by a debtor, the debt will be written off.

# The National Injury Insurance Agency, Queensland

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

### 11. Intangibles and Amortisation Expenses

Intangible asset – balances and reconciliations of carrying amount

	<i>Internally generated software</i>		<i>Internally generated software works in progress</i>		<i>Total</i>	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Gross	11,036	8,508	280	161	11,316	8,669
Less: accumulated amortisation	(2,350)	(1,269)	-	-	(2,350)	(1,269)
<b>Carrying amount at 30 June</b>	<b>8,686</b>	<b>7,239</b>	<b>280</b>	<b>161</b>	<b>8,966</b>	<b>7,400</b>
<i>Represented by movements in carrying amount:</i>						
Carrying amount at 1 July	7,239	5,060	161	320	7,400	5,380
Acquisitions through internal development	-	-	2,647	2,891	2,647	2,891
Transfers between asset classes	2,528	3,050	(2,528)	(3,050)	-	-
Amortisation for period	(1,081)	(871)	-	-	(1,081)	(871)
<b>Carrying amount at 30 June</b>	<b>8,686</b>	<b>7,239</b>	<b>280</b>	<b>161</b>	<b>8966</b>	<b>7,400</b>

### Recognition and Measurement

Intangible assets of NIISQ Agency are comprised of internally developed software. Intangible assets with a historical cost or other value equal to or greater than \$100,000 are recognised in the financial statements. Items with a lesser value are expensed. Any training costs are expensed as incurred.

There is no active market for any of the agency's intangible assets. As such, the assets are recognised and carried at historical cost less accumulated amortisation and accumulated impairment losses.

Expenditure on research activities relating to internally generated intangible assets is recognised as an expense in the period in which it is incurred.

Costs associated with the internal development of computer software are capitalised and amortised under the amortisation policy below. No intangible assets have been classified as held for sale or form part of a disposal group held for sale.

# The National Injury Insurance Agency, Queensland

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

### 11. Intangibles and Amortisation Expenses (cont)

#### Amortisation Expense

Intangible assets of the agency have finite useful lives and are amortised on a straight-line basis over their estimated useful life to the agency. Straight line amortisation is used reflecting the expected consumption of economic benefits on a progressive basis over the intangible's useful life. The residual value of all the agency's intangible assets is zero.

#### Useful Life

Key Estimate: For this class of intangible asset the following amortisation rates are used:

Intangible Asset	Useful Life
Software internally generated	7-9 Years

#### Impairment

Intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the agency determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

Intangible assets are principally assessed for impairment by reference to the actual and expected continuing use of the asset by the agency, including discontinuing the use of the software. Recoverable amount is determined as the higher of the asset's fair value less costs to sell and its value-in-use.

### 12. Payables

	2023 \$'000	2022 \$'000
Payables to QIC	1,854	1,588
Other payables	1,245	1,541
	<hr/>	<hr/>
Total	3,099	3,129
	<hr/>	<hr/>

Payables are recognised upon receipt of the goods or services ordered and are measured at the nominal amount i.e., agreed purchase/contract price, gross of applicable trade and other discounts. Amounts owing are unsecured.

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**The National Injury Insurance Agency, Queensland**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23**

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**13. Accrued Employee Benefits**

	2023 \$'000	2022 \$'000
<i>Current</i>		
Salaries and wages outstanding	92	3
Annual leave	1,171	918
Long service leave	183	140
Total current accrued employee benefits	1,446	1,061
<i>Non-current</i>		
Long service leave	1,490	1,130
Total non current accrued employee benefits	1,490	1,130

The liability for employee entitlements to long service leave represents the present value of the estimated future cash outflows to be made by the NIISQ Agency resulting from employees' services provided up to the balance date.

Liabilities for employee entitlements which are not expected to be settled within 12 months are recognised at their present value, calculated using yields on Fixed Rate Commonwealth Government bonds of similar maturity.

Key estimates in determining the liability for employee entitlements includes future increases in wage and salary rates. Related on-costs have also been included in the liability.



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# The National Injury Insurance Agency, Queensland

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

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### 14. Provisions

#### Provision for Outstanding Lifetime Treatment, Care and Support Liability

Under the Act, NIIAQ Agency meets Participants' Lifetime Care and Support Services Expenses for people severely injured in motor accidents. Entitlement to these services commenced on 1 July 2016.

Provisions are recorded when the NIIAQ Agency has a present obligation, either legal or constructive as a result of a past event. The NIIAQ Agency's liabilities for Participants' Lifetime Treatment, Care and Support are valued by NIIAQ Agency's independent actuaries as at 30 June 2023 in accordance with *AASB 137 Provisions, Contingent Liabilities and Contingent Assets*. They are measured as the present value of the expected future Scheme costs related to participants injured before 30 June 2023, whether or not they have entered the Scheme by that date.

The amount of provision during the year is provided by independent actuaries and is endorsed by the Chief Executive Officer. It is valued at \$3,682.7 million on 30 June 2023 (2022: \$3,483.2 million).

The liabilities for Lifetime Treatment Care and Support are measured at the present value of the expected future payments. The present values after discounting are as follows:

	2023 \$'000	2022 \$'000
<i>Current</i>		
Provision for treatment, care and support	137,938	143,213
<b>Total current provisions</b>	<b>137,938</b>	<b>143,213</b>
<i>Non-current</i>		
Provision for treatment, care and support 2-5 years	680,807	639,032
Provision for treatment, care and support greater than 5 years	2,863,985	2,700,928
<b>Total non-current provisions</b>	<b>3,544,792</b>	<b>3,339,960</b>
<b>Total</b>	<b>3,682,730</b>	<b>3,483,173</b>

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**The National Injury Insurance Agency, Queensland**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23**

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**14. Provisions (cont)**

**(a) Reconciliation of Movement in Provisions**

	2023 \$'000	2022 \$'000
Balance at 1 July	3,483,173	3,150,723
<i>Prior periods</i>		
Support payments	(106,797)	(62,863)
Allocation of Queensland Health fee	(10,185)	(8,781)
Support admin expenses	(21,419)	(14,360)
Discount unwind	90,219	(958)
Effect of changes in assumptions and experience	(380,949)	(286,507)
<i>Current period</i>		
Provision for current period	628,688	705,919
	<hr/>	<hr/>
<b>Net outstanding treatment, care and support liability</b>	<b>3,682,730</b>	<b>3,483,173</b>
	<hr/>	<hr/>

The liability for outstanding treatment, care and support includes future payments and administrative expenses for all participants and those injured before 30 June 2023 who are yet to be accepted by the Scheme. The liability is assessed by reviewing individual case files and uses statistics based on past experience, including external data, to estimate lifetime costs for current and future accepted participants. The scheme liability is measured as the present value of the expected future payments allowing for inflation and superimposed inflation.

The treatment, care and support expense represent the cost to the Scheme of people injured during the year to 30 June 2023 and revision of the estimated cost for people injured up to 30 June 2022.

**(b) Key actuarial assumptions - participant numbers and average costs (inflated discounted)**

For accepted participants, the average cost has been actuarially assessed based on each participant's age, injury severity, expected progress of the injury, and expected changes to required care and support needs over time. For participants who have not yet lodged or had their application accepted, the average cost allows for their expected age and injury severity mix.

# The National Injury Insurance Agency, Queensland

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

### 14. Provisions (cont)

2023

Injury type	Number of participants			Average cost (excl CHE) *		
	Accepted to date	Not yet lodged or accepted	Total	Accepted to date (\$ million)	Not yet lodged or accepted (\$ million)	Total (\$ million)
Brain	502	34	536	\$4.5m	\$3.5m	\$4.5m
Spinal	108	6	114	\$9.7m	\$9.8m	\$9.7m
Other	22	1	23	\$2.1m	\$4.6m	\$2.2m
<b>Total</b>	<b>632</b>	<b>41</b>	<b>673</b>	<b>\$5.3m</b>	<b>\$4.5m</b>	<b>\$5.3m</b>

2022

Injury type	Number of participants			Average cost (excl CHE) *		
	Accepted to date	Not yet lodged or accepted	Total	Accepted to date (\$ million)	Not yet lodged or accepted (\$ million)	Total (\$ million)
Brain	422	46	468	\$4.9m	\$5.0m	\$4.9m
Spinal	92	3	95	\$10.0m	\$9.6m	\$10.0m
Other	23	2	25	\$3.6m	\$4.3m	\$3.7m
<b>Total</b>	<b>537</b>	<b>51</b>	<b>588</b>	<b>\$5.7m</b>	<b>\$5.2m</b>	<b>\$5.7m</b>

\* Case handling expense

### (c) Key actuarial assumptions - other

	2023 \$'000	2022 \$'000
Weighted average inflation	3.53%	3.38%
Weighted average discount	4.40%	3.98%
Discounted mean term	19.7 years	23.2 years
Case handling expense applied to payments excluding lump sums	11%	12%

On average scheme costs are expected to increase by 3.93% p.a (2022: 4.33%). This is 0.40% higher than the weighted average inflation of 3.53% p.a (2022: 3.38%) and has been provided for in the actuarial assessment of the liability.

# The National Injury Insurance Agency, Queensland

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

### 14. Provisions (cont)

#### Sensitivity Analysis for the Valuation as at 30 June 2023

While the liability represents the best estimate based on information available at the reporting date, significant uncertainty exists due to the long-term nature of liabilities. In particular, participants' treatment, care and support needs and their costs are a function of many factors, including injury severity, its improvement and other individual circumstances, mortality assumptions, and market rates for attendant care and other treatment, care and support services. The long-term nature of liabilities also means that the liability is very sensitive to future financial assumptions, i.e. inflation and discount rates. The table below shows sensitivities to some of the actuarial assumptions used in the valuation. The sensitivities do not represent an upper or lower bound of the provision but rather provide an indication of the uncertainty inherent in the provision.

#### Sensitivities Analysis as at 30 June 2023 including Case Handling Expense (CHE)

Scenario	Inflated discounted liability (incl CHE) (\$ million)	Effect on Liability (\$ million)	Effect on Liability (%)
Base	3,683		
1% p.a. decrease in discount rates	4,505	822	22%
Increase in the discounted mean term of 1 year	3,538	(155)	(4%)
10% reduction in IBNR * participant numbers	3,662	(21)	(1%)
10% increase in the average cost per Acquired Brain Injury participant	3,931	249	7%
10% increase in average cost per Spinal Cord Injury participant	3,797	114	3%
10% increase in the average cost per Other participant	3,688	5	0%
5% increase in care rates	3,840	158	4%
No allowance for improvement in brain injuries	4,116	434	12%
1% p.a. growth in care hours above benchmark	4,401	718	20%

# The National Injury Insurance Agency, Queensland

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

### 14. Provisions (cont)

#### Sensitivities Analysis as at 30 June 2022 including Case Handling Expense (CHE)

Scenario	Inflated discounted liability (incl CHE) (\$ million)	Effect on Liability (\$ million)	Effect on Liability (%)
Base	3,483		
1% p.a. decrease in discount rates	4,431	948	27%
Increase in the discounted mean term of 1 year	3,350	(133)	(4%)
10% reduction in IBNR * participant numbers	3,454	(29)	(1%)
10% increase in the average cost per Acquired Brain Injury participant	3,725	242	7%
10% increase in average cost per Spinal Cord Injury participant	3,580	97	3%
10% increase in the average cost per Other participant	3,493	9	0%
5% increase in care rates	3,617	134	4%
No allowance for improvement in brain injuries	3,673	189	5%
1% p.a. growth in care hours above benchmark	4,350	867	25%

\* Incurred but not reported

### 15. Fair Value Measurement

Fair value is the price that would be received to sell an investment in an orderly transaction between market participants at the measurement date under current market conditions (i.e. an exit price) regardless of whether that price is directly derived from observable inputs or estimated using another valuation technique.

Observable inputs are publicly available data that are relevant to the characteristics of the assets/liabilities being valued. Unobservable inputs are data, assumptions and judgements that are not available publicly, but are relevant to the characteristics of the assets/liabilities being valued.

Financial assets carried at fair value are categorised within the following fair value hierarchy:

Level 1	fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities;
Level 2	fair value measurements that are substantially derived from inputs (other than quoted prices included within level 1) that are observable, either directly or indirectly; and
Level 3	fair value measurements that are substantially derived from unobservable inputs.

The NIISQ Agency recognises financial assets invested with QIC at fair value through profit or loss. The fair value is measured at market value based on closing unit prices of QIC unlisted unit trusts. Fair value gains and losses are recognised in the Statement of Comprehensive Income. Classification of instruments into fair value hierarchy levels is reviewed annually.

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# ***The National Injury Insurance Agency, Queensland***

## **NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23**

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### **15. Fair Value Measurement (cont)**

The fair value of receivables and payables is assumed to approximate the value of the original transactions.

The carrying amount for cash assets represents the fair value.

#### **Fair value hierarchy level 1 and 2**

None of the NIISQ Agency's valuation of financial assets are eligible for categorisation into level 1 and level 2 of the fair value hierarchy.

#### **Fair value hierarchy level 3**

The NIISQ Agency invests in the NIISQ Trust Fund which is a closed fund with the NIISQ Agency being the only investor. While the NIISQ Trust Fund have unit price provided by the Fund Managers as an input to estimate the fair value, the market would not be considered active for level 1 nor level 2, therefore, they are considered to be level 3.

The fair value reported by the NIISQ Agency is based on QIC's determination of the investments' fair value. The valuations of the underlying investments are based on unobservable inputs and their fair value is determined by QIC via independent valuations in accordance with QIC's Investment Valuations Policy. Refer to Note 16(c) for the sensitivity of the fair value measurement to market changes.

### **16. Financial Risk Disclosures**

#### **(a) Financial Instrument Categories**

The NIISQ Agency has the following categories of financial assets and financial liabilities:

<b>Category</b>	<b>Note</b>	<b>2023 \$'000</b>	<b>2022 \$'000</b>
<b>Financial Assets</b>			
Cash		4,174	3,035
Receivables (amortised cost)	10	16,988	11,392
Financial assets (fair value through profit or loss)		3,751,916	3,081,729
<b>Total</b>		<b>3,773,078</b>	<b>3,096,156</b>
<b>Financial Liabilities</b>			
Payables (amortised cost)	12	3,099	3,129
<b>Total</b>		<b>3,099</b>	<b>3,129</b>

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# **The National Injury Insurance Agency, Queensland**

## **NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23**

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### **16. Financial Risk Disclosures (cont)**

A financial asset is classified at fair value through profit or loss (FVTPL) if it is classified as held for trading or if so designated on acquisition. Financial assets at FVTPL are valued at fair value at balance date.

NIISQ Agency's financial assets at FVTPL consist of investments with QIC. These assets are classified as held for trading. A financial asset is classified in this category where it is acquired for selling or repurchasing in the near term, or if on initial recognition it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking.

No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position

#### **(b) Financial Risk Measurement and Management Strategies**

NIISQ Agency's activities expose it to a variety of financial risks - credit risk, liquidity risk and market risk.

Risk exposure is measured using a variety of methods:

<b>Risk Exposure</b>	<b>Measurement Method</b>
Credit risk	Earnings at risk
Liquidity risk	Maturity analysis
Market risk	Sensitivity analysis

##### **(i) Credit Risk**

Credit risk exposure refers to the situation where NIISQ Agency may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation. Credit risk arises from financial assets (cash and cash equivalents, investments held with QIC and outstanding receivables).

The NIISQ Agency's maximum exposure to credit risk is the carrying amount of its Financial Assets and Receivables as disclosed in Note 16(a) and the receivables disclosed in Note 10.

The NIISQ Agency seeks to reduce the exposure to credit risk in the following manner:

- invest in secure assets through QIC and regularly reviewing the investment strategy;
- monitor all funds owed on a timely basis; and
- assess credit risk exposure on an ongoing basis.

Cash and cash equivalents are held with banking and financial institutions through the whole-of-government banking arrangement.

The NIISQ Agency does not expect any material credit losses in relation to its receivables disclosed in Note 10. The debtor group comprises of Queensland and Australian Government entities. They are expected to have an insignificant level of credit risk exposure having regard to the nature and credit ratings of these entities.

# The National Injury Insurance Agency, Queensland

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

### 16. Financial Risk Disclosures (cont)

#### (ii) Liquidity Risk

Liquidity risk refers to the situation where the NIIAQ Agency may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

The NIIAQ Agency is exposed to liquidity risk in respect of its payables and future Participant Lifetime Treatment, Care and Support Expenses. NIIAQ Agency's current payables and provisions are expected to be settled within 12 months of the reporting date.

The NIIAQ Agency manages its exposure to liquidity risk by ensuring that the NIIAQ Agency has sufficient funds available to meet its liabilities. This is achieved by monitoring the QIC investment funds and maintaining minimum cash balances within its bank account to meet both short-term and long-term cash flow requirements.

#### (iii) Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises of currency risk, interest rate risk and other price risk.

The significant market risks to the NIIAQ Agency are unit price and interest rate risks associated with its investments managed by QIC. Movements in interest rates and market prices of the financial instruments impact the fair values of NIIAQ Agency's financial assets.

Interest rate risk also exists in relation to NIIAQ Agency's cash held in interest bearing bank accounts.

Market risk is managed through regular reviews of the investment strategies between the State Investment Advisory Board, the NIIAQ Agency and QIC via the Investment Management Agreement dated 4 December 2021.

#### (c) Market Risk Sensitivity Analysis

A sensitivity analysis has been performed assessing the impact to profit and loss if the unit price of the NIIAQ Agency's investment funds change. The analysis is based on a range of reasonably possible changes to key risk variables applicable to the QIC investment funds as identified by QIC, including the RBA official cash rate, US Federal Reserve official cash rate, ASX 200, MSCI World ex Australia Equities Index, real estate capitalisation rate and exchange rate.

The NIIAQ Agency's sensitivity to these possible changes are shown in the table below.

	2023				2022			
	Movement in variable		Impact on Profit / Equity		Movement in variable		Impact on Profit / Equity	
	Low	High	Decrease	Increase	Low	High	Decrease	Increase
	%	%	\$'000	\$'000	%	%	\$'000	\$'000
Investments								
QIC Trust Fund	-7	6	(262,634)	225,115	-9	9	(277,356)	277,356
<b>Total</b>			<b>(262,634)</b>	<b>225,115</b>			<b>(277,356)</b>	<b>277,356</b>

The interest rate risk associated with the NIIAQ Agency's cash and cash equivalents is immaterial.



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# ***The National Injury Insurance Agency, Queensland***

## **NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23**

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### **17. Contingencies and Commitments**

There were no significant commitments or contingent assets or liabilities at 30 June.

### **18. Events Occurring After the Reporting Date**

There have been no post balance date events identified.

### **19. Future Impact of Accounting Standards Not Yet Effective**

At the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standards issued but with future effective dates are set out below:

#### ***AASB 17 Insurance Contracts***

AASB 17 establishes the principles for the recognition, measurement, presentation and disclosure of insurance contracts issued. The Australian Accounting Standards Board (AASB) has issued AASB 2022-9 Amendments to Australian Accounting Standards – Insurance Contracts in the Public Sector to defer the application date of AASB 17 to annual reporting periods beginning on or after 1 July 2026 for public sector entities.

The Agency will perform an impact assessment of the standard during the year ending 30 June 2024.

# The National Injury Insurance Agency, Queensland

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

### 20. Key Management Personnel (KMP) Disclosures

#### Details of KMP

The Treasurer and Minister for Investments is identified as part of the NIIAQ Agency's KMP, consistent with additional guidance included in the revised version of AASB124 *Related Party Disclosures*.

The following details for non-Ministerial KMP include those positions that had authority and responsibility for planning, directing and controlling the activities of the NIIAQ Agency during 2022-23. Key management personnel also provided services to MAIC and ND as part of their overall role.

Position	Position responsibility
Chief Executive Officer	Leads the efficient, effective and economic administration of the NIIAQ Agency.
General Manager NIIAQ	Responsible for the leadership and supervision, compliance and performance of the NIIAQ Agency's participant care, legal services and claims, and service delivery and development functions.
General Manager Participant Care	Responsible for the leadership and supervision of NIIAQ Agency support coordination, compliance and performance. This position ceased from 30 January 2023.
General Manager Innovation & Delivery	Responsible for driving innovation and delivering business-led solutions at the NIIAQ Agency.
General Manager Business Advisory & Services	Responsible for the leadership and supervision, compliance and performance of the NIIAQ Agency's corporate service functions, including finance, risk and assurance, human resources, policy, communication, and analytics.
Director Finance, Risk & Assurance	Responsible for the risk management function and ensuring the efficient, effective and economical financial administration of the NIIAQ Agency.
Director People, Culture & Communication	Responsible for managing the NIIAQ Agency's human resources, culture and communication.
Director Analytics	Responsible for data analysis, reporting and business intelligence functions for the NIIAQ Agency.
Director Service Delivery & Development	Responsible for managing the NIIAQ Agency's procurement and service provider management functions.
Director Legal & Claims Services	Responsible for managing the legal function to support the NIIAQ Agency in providing treatment, care and support to participants.

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# ***The National Injury Insurance Agency, Queensland***

## **NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23**

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### **20. Key Management Personnel (KMP) Disclosures (cont)**

#### **Remuneration policies**

The Treasurer's ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The NIIAQ Agency does not bear any cost of remuneration of Ministers. The majority of ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers are disclosed in the Queensland General Government and whole-of-government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

The NIIAQ Agency's KMP, with the exception of a few personnel in the above table, are employed under the NIIAQ Act and via employment contract/agreement between the executive and the Agency. The remuneration policy for the NIIAQ Agency's KMP is aligned to the Senior Executive Service employment remuneration and conditions as set by the Queensland Public Service Commission.

Remuneration packages for KMP comprise the following components:

- Short term employee expenses which include:
  - salaries, allowances and leave entitlements paid and provided for the entire year, or for that part of the year during which the employee was a key management person; and
  - non-monetary benefits - consisting of provision for motor vehicle related expenses together with fringe benefits tax applicable to the benefit.
- Long term employee expenses include amounts expensed in respect of long service leave entitlements earned.
- Post-employment expenses include amounts expensed in respect of employer superannuation obligations.
- Termination benefits are not provided for within individual contracts of employment. Contracts of employment provide only for notice periods or payment in lieu of notice on termination, regardless of the reason for termination.

# The National Injury Insurance Agency, Queensland

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

### 20. Key Management Personnel (KMP) Disclosures (cont)

#### KMP remuneration expense

2022-23

Position	Short term employee expenses		Long term employee expenses	Post-employment expenses	Termination benefits	Total expenses
	Monetary Expenses	Non-Monetary				
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer <sup>1</sup>	-	-	-	-	-	-
General Manager NIISQ (from 30/01/2023)	88	3	2	9	-	102
General Manager Participant Care (to 29/01/2023) <sup>3</sup>	106	4	4	11	-	125
General Manager Innovation & Delivery	179	-	4	19	-	202
General Manager Business & Advisory Services (from 05/06/2023)	15	-	-	2	-	17
Director Finance, Risk & Assurance (to 05/06/2023) <sup>1 &amp; 2</sup>	-	-	-	-	-	-
Director People, Policy & Communication (to 29/01/2023) <sup>1</sup>	-	-	-	-	-	-
Director People, Policy & Communication (from 08/02/2023 to 05/06/2023) <sup>2 &amp; 4</sup>	43	-	1	5	-	49
Director Analytics (to 05/06/2023) <sup>1 &amp; 2</sup>	-	-	-	-	-	-
Director Service Delivery & Development (to 29/01/2023) <sup>2</sup>	71	4	2	10	-	87
Director Legal & Claims Services (to 29/01/2023) <sup>2</sup>	88	4	2	11	-	105
<b>Total remuneration</b>	<b>590</b>	<b>15</b>	<b>15</b>	<b>67</b>	<b>-</b>	<b>687</b>

# The National Injury Insurance Agency, Queensland

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23

### 20. Key Management Personnel (KMP) Disclosures (cont)

1. These are Queensland Treasury (QT) positions and are not reported under KMP expenses as they were not employed directly by the NIIISQ Agency. MAIC and ND charges a corporate support fee for services provided to NIIISQ Agency. Further information including remuneration for these positions can be found in the body of the MAIC and ND Annual reports under the section relating to Key Management Personnel and Remuneration.
2. These positions were only considered as key management personnels up until the appointment of their direct General Manager.
3. This position was replaced by the General Manager NIIISQ from 30/01/2023.
4. This position was renamed to Director People, Culture & Communication on 27/06/2023.

#### 2021-22

Position	Short term employee expenses		Long term employee expenses	Post-employment expenses	Termination benefits	Total expenses
	Monetary Expenses	Non-Monetary				
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer <sup>1</sup>	-	-	-	-	-	-
Director Finance, Risk & Assurance <sup>1</sup>	-	-	-	-	-	-
Director People, Policy & Communication <sup>1</sup>	-	-	-	-	-	-
Director Analytics <sup>1</sup>	-	-	-	-	-	-
General Manager Participant Care	188	-	4	19	-	211
General Manager Innovation & Delivery	123	-	2	12	-	137
Director Service Delivery & Development	141	-	3	17	-	160
Director Legal & Claims Services	96	-	2	11	-	110
<b>Total remuneration</b>	<b>548</b>	<b>-</b>	<b>11</b>	<b>59</b>	<b>-</b>	<b>618</b>

1. These are Queensland Treasury (QT) positions and are not reported under KMP expenses as they were not employed directly by the NIIISQ Agency. MAIC charges a corporate support fee for services provided to NIIISQ Agency. Further information including remuneration for these positions can be found in the body of the MAIC and ND Annual reports under the section relating to Key Management Personnel and Remuneration.

### Performance Payments

No KMP remuneration packages were provided for performance or bonus payments.

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# ***The National Injury Insurance Agency, Queensland***

## **NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23**

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### **21. Related Party Transactions**

Transactions with people/entities related to Key Management Personnel (KMP)

During the financial year there were no transactions with people or other entities related to KMPs of the NIISQ Agency.

Transactions with other Queensland Government-controlled entities

Queensland Treasury and Corporate Administration Agency provided the NIISQ Agency with administration and corporate support services during the financial year. The NIISQ Agency also has a corporate support services tripartite MOU in place with MAIC and ND for the receipt and provision of corporate support services between the three entities. These are disclosed in Note 7.

NIISQ Agency received levy income from the Department of Transport and Main Roads (DTMR) in accordance with the Act (Note 3).

NIISQ Agency incurred management fees from QIC for the management of the QIC unlisted unit trusts as disclosed in Note 7.

NIISQ Agency made payments from the fund in an amount determined by the Treasurer to any government entity that is responsible for providing public hospital services or emergency services as disclosed in Note 8.

NIISQ Agency provided grant funding to both the Metro North and Metro South Hospital and Health Services for research and education projects including prevention and management of pressure injuries using advanced manufacturing of personalised cushions and developing physiotherapy clinical practice guidelines for people with spinal cord injury. The Agency also provided grant funding to The Hopkins Centre, Griffith University for Assistive Technology Need Analysis to promote health and wellbeing.

NIISQ Agency charged WorkCover Queensland and Self Insurers an administrative fee for providing eligible worker the treatment, care and support as prescribed in the NIISQ Act 2016. Total charges relating to 2022-23 are \$816,001 (2022: \$750,434).

### **22. Agency Transactions**

NIISQ Agency arranges for the provision of services on behalf of the Self Insurers, makes payments for participants' lifetime treatment, care and support expenses and receives respective reimbursements. Reimbursements received during the year have not been included as revenue in the Statement of Comprehensive Income as the Self Insurers retain the liability. Similarly, payments made on behalf of the Self Insurers have not been included as expenses.

Amounts relating to 2022-23 are \$6,238,822 (2022: \$6,280,615).

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# ***The National Injury Insurance Agency, Queensland***

## **NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2022-23**

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### **23. First year Application of New Accounting Standards or Change in Accounting Policy**

#### *Changes in Accounting Policies*

The NIISQ Agency did not voluntarily change any of its accounting policies during 2022-23.

#### *Accounting Standards Early Adopted*

No Australian Accounting Standards have been early adopted for 2022-23.

#### *Accounting Standards Applied for the First Time*

No Australian Accounting Standards have been applied for the first time in 2022-23.

### **24. Taxation**

The NIISQ Agency is a statutory body as defined under the Income Tax Assessment Act 1936 and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). FBT and GST are the only Commonwealth taxes accounted for by the NIISQ Agency. GST credits receivable from, and GST payable to the ATO, are recognised (refer to Note 10).

### **25. Climate Risk Disclosure**

No adjustments to the carrying value of assets were recognised during the financial year as a result of climate-related risks impacting current accounting estimates and judgements. No other transactions have been recognised during the financial year specifically due to climate-related risks impacting the agency. The agency continues to monitor the emergence of material climate-related risks that may impact the financial statements of the agency, including those arising under the Queensland Government Climate Action Plan 2020-2030 and other Government publications or directives.

**MANAGEMENT CERTIFICATE**

for the year ended 30 June 2023

These general purpose financial statements have been prepared pursuant to *section 62(1) of the Financial Accountability Act 2009 (the Act), section 39 of the Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- (b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the National Injury Insurance Agency, Queensland for the financial year ended 30 June 2023 and of the financial position of the agency at the end of that year; and

We acknowledge responsibility under section 7 and section 11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



.....  
Signature

N Singleton  
B Bus (Insurance), MBA  
Chief Executive Officer  
29 August 2023



.....  
Signature

I Hidayat  
M (Bus) Finance and Accounting, CA  
A/Director Finance, Risk & Assurance  
29 August 2023



## INDEPENDENT AUDITOR'S REPORT

To the Chief Executive Officer of The National Injury Insurance Agency, Queensland

### Report on the audit of the financial report

#### Opinion

I have audited the accompanying financial report of The National Injury Insurance Agency, Queensland.

In my opinion, the financial report:

- a) gives a true and fair view of the entity's financial position as at 30 June 2023, and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2023, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information, and the management certificate.

#### Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Responsibilities of the Chief Executive Officer for the financial report

The Chief Executive Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and for such internal control as the Chief Executive Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Chief Executive Officer is also responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the entity or to otherwise cease operations.

### **Auditor's responsibilities for the audit of the financial report**

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. This is not done for the purpose of forming an opinion on the effectiveness of the entity's internal controls, but allows me to form an opinion on compliance with prescribed requirements.
- Evaluate the appropriateness of material accounting policy information used and the reasonableness of accounting estimates and related disclosures made by the entity.
- Conclude on the appropriateness of the entity's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Chief Executive Officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

## Report on other legal and regulatory requirements

### Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2023:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

### Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the entity's transactions and account balances to enable the preparation of a true and fair financial report.

*mluwinga*

29 August 2023

Martin Luwinga  
as delegate of the Auditor-General

Queensland Audit Office  
Brisbane

# APPENDICES

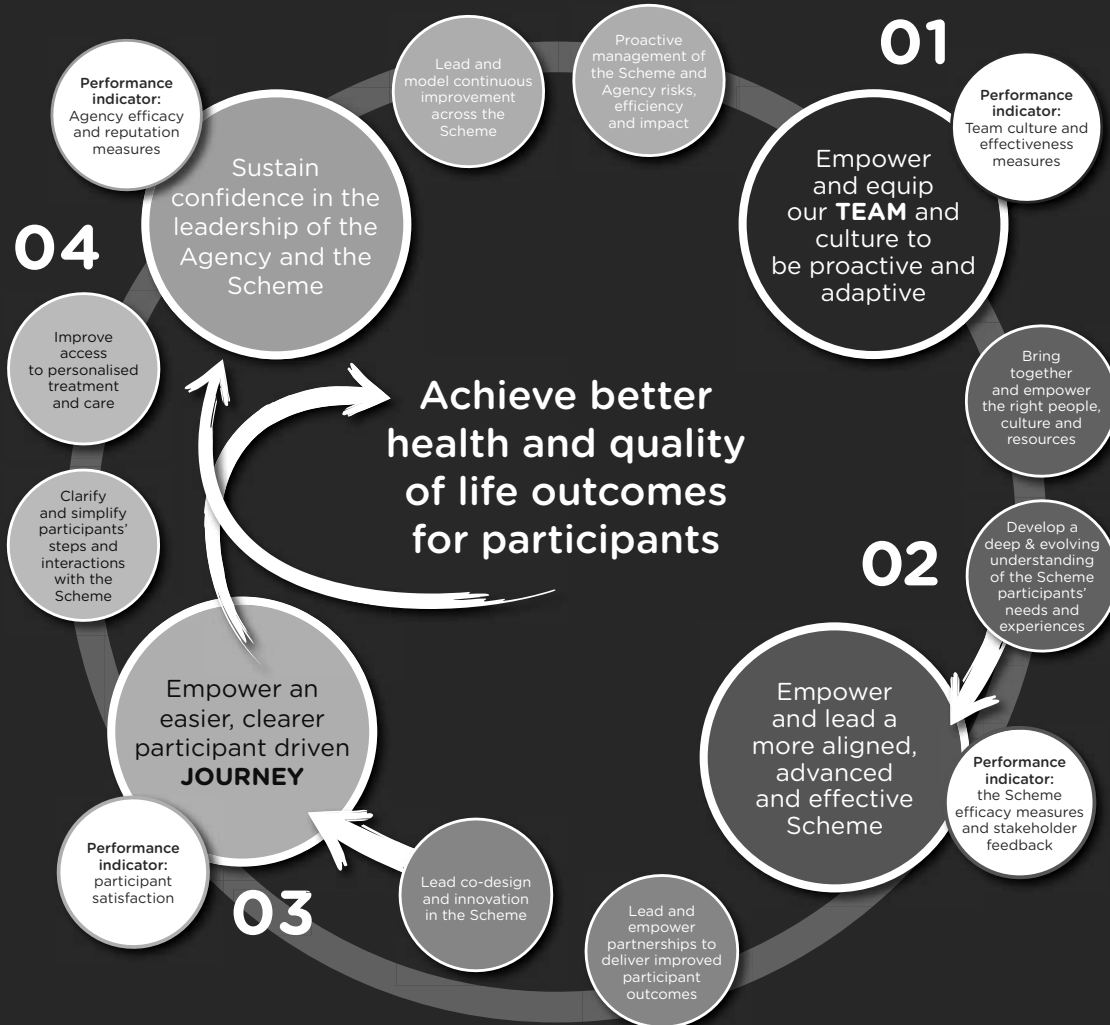
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# National Injury Insurance Agency Queensland Strategic Plan 2022-2026



**PURPOSE** We are here to boldly lead our Scheme to create amazing outcomes for our participants.

**VISION** By 2026, our Scheme's participants will benefit from improved experiences and outcomes through our leadership of an aligned, intelligent and empowering Scheme.



### Risks

1. Failure of the Scheme to respond to economic pressures, unethical practices and other external shocks.
2. Balancing the needs of diverse stakeholders.
3. Failure to keep pace with changing participant requirements and experiences.

### Opportunities

1. Creating an agile and dynamic Agency culture which responds to changes in our Scheme.
2. Improved collaboration with stakeholders and Scheme partners to deliver better services.
3. Leveraging emerging technologies for enhanced participant understanding and service provision.

The Agency supports the Government's objectives for the community:

- Good jobs: Good, secure jobs in our traditional and emerging industries
- Better services: Deliver even better services right across Queensland
- Great lifestyle: Protect and enhance our Queensland lifestyle as we grow

We will respect, protect and promote human rights in our decision-making and actions



Making it for Queensland



Investing in skills



Backing our frontline services



Keeping Queenslanders safe



Connecting Queensland



Growing our regions



Honouring and embracing our rich and ancient cultural history



## NATIONAL INJURY INSURANCE SCHEME, QUEENSLAND

### Actuarial Certificate Outstanding claims liabilities at 30 June 2023

PricewaterhouseCoopers Consulting (Australia) Pty Ltd (PwC) has been contracted by the National Injury Insurance Agency, Queensland (NIISQ Agency) to make estimates of the outstanding claims liabilities as at 30 June 2023 of the National Injury Insurance Scheme, Queensland (NIISQ).

#### Data

PwC has relied on historical data and other quantitative and qualitative information supplied by the NIISQ Agency without audit or independent verification. We did, however, review this information for reasonableness and internal consistency, where possible. The accuracy of our results is dependent upon the accuracy and completeness of the underlying data.

#### Basis of Our Estimates

We have made central estimates of the outstanding claims liabilities, meaning that our assumptions have been selected to yield estimates that are not knowingly above or below the ultimate liabilities. Our estimates include allowances for:

- Future expected care costs for scheme participants (including participants incurred but yet to be reported) throughout their lifetime;
- Future inflation and discounting for the time value of money;
- Future mortality and injury severity improvements of participants; and
- A loading for future expenses to meet the cost of managing the outstanding compensation needs of incurred participants (including claims incurred but yet to be reported) as at 30 June 2023.

The estimates do not include any allowance for a risk margin as instructed by the NIISQ Agency.

#### Valuation Results

The PwC estimated liability for the NIISQ Scheme as at 30 June 2023 is \$3,683 million.

It is a decision for the NIISQ Agency as to the amount adopted in the accounts.

#### Uncertainty

There is inherent uncertainty of any estimation of outstanding claim liabilities including that contained in this certificate. Even despite the fact that the emerging participants and payments experience of the scheme has been used to undertake our work, there remains significant uncertainty arising from the still relatively new nature of the scheme, and the fact that the estimate provided in this certificate are still based to some extent on an analysis of a wide range of information, from a cross section of data sources. A large number of assumptions have been made in the development of our models, and only time will test the appropriateness of these assumptions.

In our judgement, we have employed techniques and assumptions that are appropriate, and we believe the conclusions presented herein are reasonable, given the information currently available.

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**PricewaterhouseCoopers Consulting (Australia) Pty Ltd, ABN 20 607 773 295**  
One International Towers Sydney, Watermans Quay, Barangaroo NSW 2000,  
GPO BOX 2650 Sydney NSW 2001  
T: +61 2 8266 0000, F: +61 2 8266 9999, [www.pwc.com.au](http://www.pwc.com.au)  
Liability limited by a scheme approved under Professional Standards Legislation.



## Valuation Report

Full details of data, methodology, assumptions and results are set out in our valuation report dated 04 August 2023.

## Relevant Standards

Our estimates and reports were prepared in compliance with the Actuaries Institute's Professional Standard 302, which relates to estimation of outstanding claims liabilities.

The NISQ Agency have informed us that the financial statements are intended to comply with Accounting Standard AASB 137 which requires the determination of a best estimate.

A handwritten signature in black ink that reads 'Lisa Simpson'.

Lisa Simpson  
FIAA  
04 August 2023

A handwritten signature in black ink that reads 'Gavin Moore'.

Gavin Moore  
FIAA  
04 August 2023

## APPENDIX 3 - GLOSSARY

Term/s	Definition
<b>Act / NIISQ Act</b>	<i>National Injury Insurance Scheme (Queensland) Act 2016.</i>
<b>Attendant care</b>	Paid personal care support services delivered in a participant's home or in their community.
<b>Carer</b>	A person who provides personal care, support and assistance to a participant.
<b>CEO</b>	Chief Executive Officer.
<b>Compulsory third party (CTP) insurance</b>	In Queensland, compulsory third party (CTP) insurance supports people injured in motor vehicle crashes and protects motor vehicle owners and drivers from being held financially responsible if they injure someone in a motor vehicle accident.
<b>GM</b>	General Manager.
<b>Goals</b>	The individual aspirational outcomes set by participants for themselves.
<b>IM</b>	Information Management.
<b>Interim participant</b>	People who have been accepted into the scheme for the defined participation period described in the <i>National Injury Insurance Scheme (Queensland) Act 2016</i> .
<b>Lifetime participant</b>	Participants who have been accepted into the scheme for the rest of their life.
<b>Motor Accident Insurance Commission (MAIC)</b>	The regulatory authority responsible for the ongoing management of the compulsory third party (CTP) insurance scheme in Queensland.
<b>National Disability Insurance Scheme (NDIS)</b>	The NDIS is a different scheme to NIISQ. NDIS provides support to people living with a disability. More information about the NDIS can be found on its website <a href="http://www.ndis.gov.au">www.ndis.gov.au</a>
<b>National Injury Insurance Agency, Queensland (NIISQ Agency)</b>	The Queensland statutory body that administers the National Injury Insurance Scheme, Queensland.
<b>National Injury Insurance Scheme (NIIS)</b>	The type of lifetime care scheme implemented in all states and territories in Australia. NIISQ is a type of NIIS that exists in Queensland.
<b>National Injury Insurance Scheme, Queensland Fund (the NIISQ Fund)</b>	The fund the NIISQ Agency manages to meet the cost of necessary and reasonable participant treatment, care and support now and throughout their lifetime, and NIISQ Agency operational expenses.
<b>National Injury Insurance Scheme, Queensland Levy</b>	Queenslanders pay for NIISQ via a levy in conjunction with CTP insurance premium and motor vehicle registration.
<b>National Injury Insurance Scheme, Queensland (NIISQ)</b>	The scheme implemented in Queensland to provide necessary and reasonable treatment, care and support to people who sustain a serious personal injury in a motor vehicle accident. In this annual report, NIISQ is also referred to as 'the scheme'.
<b>Participant</b>	A person who has applied and been accepted to participate in NIISQ.
<b>Provider</b>	Individuals or organisations who deliver treatment, care and support services to NIISQ participants.
<b>QAO</b>	Queensland Audit Office.
<b>QUT</b>	Queensland University of Technology.
<b>RAC</b>	Risk and Audit Committee.
<b>Regulation</b>	<i>National Injury Insurance Scheme (Queensland) Regulation 2016.</i>
<b>Stakeholder</b>	Those who are either affected by or can affect the activities of the NIISQ Agency, namely participants, government agencies, non-government organisations, hospital staff, allied health professionals and employees.
<b>Study and Research Assistance Scheme (SARAS)</b>	A scheme that provides financial and leave assistance for employees completing work-related study.
<b>Support plan, MyPlan or MyNextPlan</b>	A tailored plan written with the participant stating their goals, injury-related needs, and the necessary and reasonable treatment, care and support that NIISQ will fund. Each NIISQ participant has their own individual support plan.
<b>Support Planner</b>	NIISQ Agency professionals who assess, decide and monitor the provision of necessary and reasonable treatment, care and support and develop support plans for participants.
<b>Treasury</b>	Queensland Treasury.



## APPENDIX 4 - COMPLIANCE CHECKLIST

Summary of requirement	Basis for requirement	Annual report reference
<b>Letter of compliance</b>	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7 Letter of compliance - <a href="#">Page 4</a>
<b>Accessibility</b>	Table of contents	ARRs – section 9.1 Table of contents - <a href="#">Page 3</a>
	Glossary	Appendix 3: Glossary - <a href="#">Page 76</a>
	Public availability	ARRs – section 9.2 Inside front cover - <a href="#">Page 2</a>
	Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3 Inside front cover - <a href="#">Page 2</a>
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4 Inside front cover - <a href="#">Page 2</a>
Information Licensing	<i>QGEA – Information Licensing</i> ARRs – section 9.5 Inside front cover - <a href="#">Page 2</a>	
<b>General information</b>	Introductory Information	ARRs – section 10 About NIISQ - <a href="#">Page 6</a> The NIISQ Agency - <a href="#">Page 7</a> Our purpose and vision - <a href="#">Page 9</a>
<b>Non-financial performance</b>	Government’s objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1 The NIISQ Agency - <a href="#">Page 7</a>
	Agency objectives and performance indicators	ARRs – section 11.2 Report card - <a href="#">Page 19</a> Appendix 1: <i>Strategic Plan 2022-2026</i> - <a href="#">Page 73</a>
	Agency service areas and service standards	ARRs – section 11.3 Not applicable
<b>Financial performance</b>	Summary of financial performance	ARRs – section 12.1 Financial: Summary of financial performance - <a href="#">Page 33</a>
<b>Governance – management and structure</b>	Organisational structure	ARRs – section 13.1 People: Our organisational structure - <a href="#">Page 14</a>
	Executive management	ARRs – section 13.2 People: Our leadership team - <a href="#">Page 13</a>
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3 Not applicable
	Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4 People - <a href="#">Page 13</a>
	Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5 Governance: Our strong commitment to human rights - <a href="#">Page 29</a>
	Queensland public service values	ARRs – section 13.6 The NIISQ Agency: Our values - <a href="#">Page 10</a>

Summary of requirement		Basis for requirement	Annual report reference
<b>Governance — risk management and accountability</b>	Risk management	ARRs – section 14.1	Governance: Risk management - <a href="#">Page 29</a>
	Audit committee	ARRs – section 14.2	Governance: Risk and audit committee - <a href="#">Page 28</a>
	Internal audit	ARRs – section 14.3	Governance: Internal and external accountability - <a href="#">Page 30</a>
	External scrutiny	ARRs – section 14.4	Not applicable
	Information systems and recordkeeping	ARRs – section 14.5	Governance: Information systems and recordkeeping - <a href="#">Page 31</a>
	Information Security attestation	ARRs – section 14.6	Not applicable
<b>Governance — human resources</b>	Strategic workforce planning and performance	ARRs – section 15.1	People - <a href="#">Page 11</a>
	Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	People: Workforce profile - <a href="#">Page 14</a>
<b>Open Data</b>	Statement advising publication of information	ARRs – section 16	Governance: Statistics - <a href="#">Page 32</a>
	Consultancies	ARRs – section 31.1	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	Overseas travel	ARRs – section 31.2	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	Queensland Language Services Policy	ARRs – section 31.3	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
<b>Financial statements</b>	Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	Certification of financial statements - <a href="#">Page 4</a> Management certificate - <a href="#">Page 68</a>
	Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	Independent Auditor's Report - <a href="#">Pages 69</a>

**FAA** *Financial Accountability Act 2009*

**FPMS** *Financial and Performance Management Standard 2019*

**ARRs** *Annual report requirements for Queensland Government agencies*

# NIISQ

ANNUAL REPORT 2022-23

**The National Injury Insurance Agency, Queensland**

[www.niis.qld.gov.au](http://www.niis.qld.gov.au)