

**NIISQ**

**Annual  
Report**

**2024-25**

This annual report details the NIISQ Agency's performance between 1 July 2024 and 30 June 2025.

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 NIISQ participants.

This report has been prepared in accordance with the *Annual report requirements for Queensland Government agencies (2024-25 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



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# Letter of compliance / certification of financial statements

10 September 2025

The Honourable David Janetzki MP  
Treasurer, Minister for Energy and Minister for  
Home Ownership  
GPO Box 611  
BRISBANE QLD 4001

The Honourable Ros Bates MP  
Minister for Finance, Trade, Employment and  
Training  
GPO Box 15483  
CITY EAST QLD 4002

Dear Treasurer and Minister

I am pleased to submit for presentation to the Parliament the annual report 2024-2025 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 on page 77 of this annual report.

Yours sincerely



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



# Chief Executive Officer's report

I am pleased to report on another year of positive achievement for the Scheme and the Agency, supported by our culture of innovation and collaborative co-design.

In a year of external volatility, we have been able to steer the Scheme smoothly and maintain its sound financial position. The Scheme now supports more than 660 participants, and we are seeing the benefits of our innovation program coming through for participants, service providers and staff alike. The launch of NISQ Direct was a major achievement and will enable participants to engage with the Agency through an easy to use and secure online portal. My thanks to all who collaborated on the portal design and development.

Our research and innovation program continues to expand as we create and refine initiatives like our SMART goal setting cards, while also building connections through the Queensland Brain Injury Collaborative (QBIC). The Agency supported QBIC events in Toowoomba and the Gold Coast over the past year, which brought together health professionals, service providers and community stakeholders in a collaborative networking environment.

The Agency is also proud to sponsor Queensland's *Something Digital* program. Our partnership with *Something Digital* has already produced several valuable connections, including opportunities to partner with and through Advance Queensland. We are well positioned to take advantage of new opportunities as they arise.

During the year the Agency established a specialist team to focus on attendant care and support (AC&S) services — improving the data we capture and working more closely with service providers. The specialist team's work will continue for the foreseeable future and will remain one of our key priority activities.

In terms of milestone achievements, the Agency recently attained ISO27001 certification. This is a very important step in assuring that we have developed and are maintaining a strong risk management control framework. We also implemented the *Agency Disability Service Plan*, following consultation with staff, participants and the Queenslanders with Disability Network. My thanks to all involved in helping us deliver these important outcomes.

In the coming year, we expect the Scheme will continue its steady growth, while our innovation and efficiency programs will remain focused on ensuring we keep operating costs under control. The NISQ research program will continue to explore and co-design solutions that improve participant health and independence. This includes exploring a range of opportunities, such as the role artificial intelligence might play, where robotics and other technologies can be utilised, and where advances in medical treatment and rehabilitation can be realised.

My thanks to the entire NISQ team for their sustained contribution to the ongoing success of the Scheme and the Agency. We have built a strong culture around a clear sense of purpose, reflected in the very positive 83% engagement result in the latest Working for Queensland survey, maintaining the excellent result we achieved last year. With so many exciting initiatives in the pipeline for 2025-26 and beyond, I am confident we are well placed to deliver what's required and what's expected of us.

Neil Singleton  
Chief Executive Officer

# ABOUT US

## About NIIISQ

The National Injury Insurance Scheme, Queensland (NIIISQ) 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.

NIIISQ 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 NIIISQ Act) and the *National Injury Insurance Scheme (Queensland) Regulation 2016* (the Regulation).

In line with the NIIISQ 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 NIIISQ Act, the NIIISQ Agency may fund necessary and reasonable 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 NIIISQ to support their rehabilitation.

During this period, the NIIISQ 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 entities providing 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 self insurers, we have been entrusted to perform their functions and exercise their powers in assessing necessary treatment, care and support requirements.

The NIISQ Agency has provided this service to 126 eligible workers.

### **We engage with WorkCover Queensland and other Queensland workers' compensation self 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.

### **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, their families and support systems are 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 boldly lead our scheme to ensure participants have access to services and supports that really matter to them.

## Our vision

The right support at the right time making a difference to people's lives.

## Our strategic objectives

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

- participants access the right supports when they need it
- participants and stakeholders have confidence in the Scheme
- our team is engaged and strives for excellence.

## Our strategic risks

We manage our key strategic risks, which relate to:

- inability of the Agency to respond appropriately to unethical practices and fraud
- inability to respond proactively to external forces and economic pressures for Scheme sustainability
- inability to protect the Agency's core information assets against cyber attacks or data breaches
- inability to provide a flexible, future-ready work environment to protect the wellbeing of our workforce and ensure excellence in service delivery.

## Our opportunities

We are also committed to leveraging opportunities to:

- develop a future-ready workforce that consistently delivers high-quality services to participants
- improve partnerships and co-design initiatives with stakeholders to deliver better scheme outcomes
- adopt proactive digital technologies and data capabilities to ensure scheme sustainability
- influence and invest in key health initiatives to improve outcomes for seriously injured people.

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 public service values were adopted by the Agency as a statutory body and Queensland public sector entity and now underpin our values-based team culture D.R.I.V.E.S.:

- **D**eliver with passion and purpose
- **R**espectful and responsible
- **I**mprove through curiosity and creativity
- **V**alue learning and growth
- **E**mpathy and empowerment
- **S**afety and support.

## Queensland public sector values

- Customers first
- Ideas into action
- Unleash potential
- Be courageous
- Empower people

## Queensland Government objectives for the community

The NIISQ Agency continues to deliver and support the Queensland Government's objectives for the community, prioritising health services when you need them.

We provide funding for essential treatment, care, and support for those seriously injured in a motor vehicle accident on a Queensland road. As a no-fault scheme, NIISQ covers costs regardless of who caused the accident, provided the injured person meets all eligibility criteria as per the NIISQ Act and Regulation.



# 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 Queensland public sector values underpin our team values and 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 these 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 within 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 2023* (core agreement) and subsequent replacement agreements.

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

Nil formal disputes arose during the 2024-25 period.

Two formal employee grievances were lodged during the 2024-25 period.

# Committed to excellence

## Recruitment

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

During the 2024-25 year, the NIISQ Agency recruited talented and committed people to a range of roles that will continue to deliver an improved and sustainable service model for the Scheme.

We also continued to develop and strengthen an inclusive internal culture through the culture immersion program and playbook, culminating in a staff video that highlights our values.

## Onboarding

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

In 2024-25 we launched additional online learning modules in our learning management system (LMS) to support mandatory and role-based training for new and existing staff. The LMS provides managers and staff with flexible access to essential training that new starters need to undertake within their first few weeks with the NIISQ Agency.

We have made improvements to our employee onboarding experience. This included launching an online payroll commencement portal in partnership with the Corporate Administration Agency (CAA), as well as new onboarding tools and guidance material to support new starters and hiring managers.

## 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 2024-25 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 emergency response training
- first aid officer training
- health and safety representative courses
- training in preventing and responding to workplace sexual harassment
- Innovation Day activities
- coaching in agile project management and ways of working.

During 2024-25, our learning and development programs were strengthened, with plans to further evolve the framework into 2025-26.

A new learning library was published to promote and encourage every employee to readily access self-paced, customisable professional development content.

Additionally, new management and leadership capability development programs were designed and delivered to support current and emerging leaders in the Agency.



## Our leadership team

Our leadership team is committed to the delivery of our vision and strategic objectives, guided by our *Strategic Plan 2022-2026* (see page 73). They foster a culture of inclusivity, collaboration and innovation across the NIIAQ Agency, regularly acknowledging awareness events such as *NAIDOC Week* and *Neurodiversity celebration week*. They also help to ensure participant-centred services remain our core focus as we adapt to emerging challenges and opportunities.

### Neil Singleton

#### Chief Executive Officer

*B. Business (Insurance), MBA*

Neil Singleton was appointed as Chief Executive Officer of the NIIAQ 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, NIIAQ

*B. OccTher, Grad Cert (Management)*

Gaenor Walker is a senior executive with over 20 years' experience leading complex human service delivery across statutory insurance, health, and government systems. As General Manager of the NIIAQ Agency, she leads the delivery of integrated, person-centred care while ensuring scheme sustainability and alignment with broader public policy.

Gaenor brings deep expertise in injury compensation, service design, and strategic governance, with a strong focus on outcomes, risk management, and system-wide collaboration. She has led key initiatives that balance participant wellbeing with sound insurance principles and contributes to the evolution of NIIAQ through data-informed planning, cross-sector partnerships, and operational excellence.

### Peter How

#### General Manager, Innovation and Delivery

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

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 NIIAQ Agency's Innovation and Delivery team.

### Robert McLean

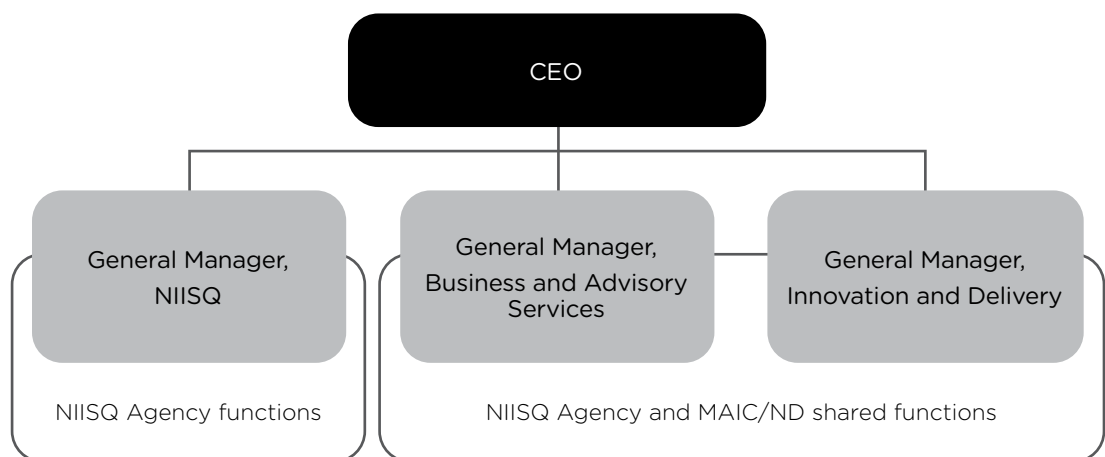
#### General Manager, Business and Advisory Services

*BCom/LLB (Hons), Grad Dip ICAA, Dip Fin Planning*

In his role, Robert leads a diverse range of corporate operational teams, encompassing finance, corporate governance, people and culture, procurement, business services and communications. A qualified accountant and member of Chartered Accountants Australia and New Zealand (CA ANZ), Robert brings over two decades of experience to his role. His career, which began in public practice, has spanned the Queensland workers' compensation and non-profit sectors, equipping him with an extensive understanding of the unique challenges these industries face every day.

Robert is deeply passionate about fostering a proactive team environment that supports the business through the delivery of high-quality services.

# Our organisational structure



## Workforce profile

The number of paid employees as of 30 June 2025, including both full-time and part-time employees measured on a full-time equivalent basis, was 126.4, reflecting an overall increase of approximately 11%. This increase includes roles shared with the Motor Accident Insurance Commission and the Nominal Defendant under a tripartite corporate support services arrangement.

In 2024-25, the NIISQ Agency welcomed new employees and farewellled employees. We had a permanent employee separation rate of approximately 13.4%, based on the average headcount of all employees (permanent and fixed-term) across the year. This represented an increase by 3.8 percentage points (equivalent to approximately 5 people) compared to the 2023-24 period. It must be noted that the Agency's small-sized workforce makes it susceptible to strong fluctuations in workforce data trends.

During the period, one employee received a voluntary redundancy package at a cost of approximately \$38,723. No early retirement or retrenchment packages were paid.

## Our commitment to work/life balance

In 2024-25, the NIISQ Agency continued to adopt 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, or part-time work.

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 NIISQ Agency.

## Planning for the future

In 2024-25, we embedded the strategic direction for the NIISQ Agency, progressed and refreshed Agency plans, and delivered key initiatives for improved participant outcomes.

Moving into the future, ideas and innovations will help us further deliver system efficiencies that support sustainable growth. We will also continue to develop and leverage the capabilities of a diverse workforce, assisted by new technologies.

# Capability framework

## Leadership, culture and engagement

In 2024-25 we delivered a range of tools and training to build our workforce capability with a particular focus on:

- positive performance management
- recruitment and selection
- good management practice and business acumen.

Agency-specific programs, such as the Management Program (MaP) and Leader as Coach, were also developed and delivered to enhance the coaching capabilities of our senior leaders and executives.

Our focus on employee engagement and organisational culture remained strong throughout 2024-25. We refreshed our culture immersion program for new starters, launched an online employee engagement hub and improved our onboarding and offboarding processes.

## 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 NIIAQ participants, placing the participant at the centre of all we do.

In 2024-25, we maintained and enhanced our participant care practice manual, an online instructional and information resource for staff. We also launched our employee learning library — an online hub that brings together a wide range of learning materials and opportunities. The resources are specifically curated to meet the learning and development needs of NIIAQ employees and to reflect contemporary and emerging best practice.

## Measuring our employee engagement

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

In the 2024-25 period, NIIAQ 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 strength in supporting employees with all responses to questions rating higher than the public sector comparator. The strongest positive themes for staff included:

- strong connection to the purpose and work of the NIIAQ Agency
- safety at work
- confidence in leadership and engagement with managers
- strong intention to stay in their current role and within the NIIAQ Agency.

The survey results also highlighted areas of opportunity that we will continue to develop, such as performance discussions and development, recruitment and selection outcomes and change management.

# 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 monitor the physical, social and psychological needs of our staff 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 well-being insights and initiatives for all staff. In 2024-25, we increased organisational supports to enable our network of trained Workplace Health and Safety Representatives to effectively represent staff across our Agency. We also developed new policies to support staff and managers when implementing reasonable work adjustments, and managing risks associated with sedentary work habits.

Our staff wellbeing measures include:

- employee assistance program service arrangements, including working with First Nations companies to provide culturally safe employee assistance
- encouraging staff to regularly use accrued leave entitlements
- promoting seasonal influenza vaccinations
- providing end-of-trip facilities to encourage active travel to work
- all-abilities staff meditation program (following a successful 2023-24 pilot).

Workplace safety measures include:

- annual building emergency evacuation drills
- providing access to first aid training and equipment
- providing ergonomic workstations, and several sit-to-stand desks
- accessibility modifications to multipurpose boardroom/training amenities.

## Vicarious trauma prevention and management

We prioritise preventing and managing psychosocial risks, including vicarious trauma, to uphold our duty of care. Employees exposed to trauma-related work or sensitive materials have access to regular professional debriefing sessions with a clinical psychologist.

In 2024-25, as a cornerstone of our *Employee wellness framework*, we continued to provide unlimited access to professional debriefing services for staff in roles with higher exposure to vicarious trauma.

## Diversity and inclusion

In 2024-25, we launched our inaugural *Equity and Diversity Plan*, developed in response to the 2024 equity and diversity self-assessment audit and in conjunction with directives from the Public Sector Commission. We also proactively developed and launched our first *Disability Service Plan* to actively progress the rights of people with disability. NISQ staff shaped the actions identified in the DSP through their voluntary participation in our Disability Working Group and through their contributions to the consultation process. We also worked with our Participant Reference Group and the Queenslanders with Disability Network to design, develop and communicate the DSP.

Following the successful completion of our first *Reconciliation Action Plan (Reflect)* in 2023, we extended our commitment to move together with our First Nations stakeholders by developing and launching our *Reconciliation Action Plan (Innovate)*. This next iteration of our reconciliation journey is being undertaken in partnership with the Motor Accident Insurance Commission and the Nominal Defendant.

We have committed to report publicly on our progress and achievements under our diversity and inclusion plans. This transparency is strongly supported by our leaders who are role models and champions of this work in our organisation and through our external networks.

We are actively working to better understand and leverage the diversity of our employees through appropriate data capturing and inviting lived experience engagement in the development of workforce initiatives. In 2024-25, we revised and developed a range of employee policies and procedures to support inclusive workplace practices, including our reasonable adjustment procedure and working arrangements policy.

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 2024-25 performance is assessed against the objectives outlined in our *Strategic Plan 2022-2026* (refer to [Appendix 1, page 73](#)).

## These objectives include:

- participants access the right support when they need it
- participants and stakeholders have confidence in the Scheme
- our team is engaged and strives for excellence.

## 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 2025-26

In 2025-26, our purpose remains clear: to boldly lead our scheme to ensure participants have access to services and support that really matter to them. We will achieve this through collaborative networks, user-driven solutions, and forward-thinking approaches, enabling the NIISQ Agency to:

- simplify and modernise the ways we work together with participants to create a brighter future
- maximise independence, community participation and vocational outcomes for participants
- invest in research and initiatives to improve insights and outcomes
- sustain scheme confidence through effective operational and financial management
- embrace digital opportunities to benefit the Scheme
- harness the power of data and insights to inform decisions and responsiveness
- increase scheme understanding through strategic partnerships
- empower a resilient, capable and engaged team
- cultivate a bold, curious and focused culture, championing our people as they deliver outstanding services
- collaborate and grow innovative functionality to improve ways of working.

# Report card

Key initiative	Activity/project	Measure/target	Outcome
<b>Strategic objective 1: Participants access the right support when they need it</b>			
<b>Elevate the participant experience through co-designing accessible solutions tailored to varying needs</b>	Develop and implement improved methods of assessing and reporting participant attendant care & support (AC&S) needs	• 80% of AC&S needs assessments completed on new report proforma	Achieved
		• Positive feedback from participants, Participant Reference Group (PRG) and providers on the new AC&S needs assessment report	Achieved
		• Front line team report an increase in quality of AC&S needs assessment information	Achieved
		• Enhancement of AC&S data reporting in place	Achieved
	• Ongoing optimisation of the participant MyPlan accessibility and experience	• 100% of participants accessing optimised MyPlan	Achieved
		• Positive feedback from participants and PRG	Achieved
		• Ongoing optimisation of the MyPlan, informed by participant survey results, PRG, team members, and supported by MAIS-Q Executive	Achieved
	• Improve data quality for MyPlan items	• Increase in data quality for identified MyPlan items	Achieved
	• Undertake discovery sprints which elevate participant experience	• Completion of three discovery sprints	Achieved
	• Regular optimisation and continuous improvement delivery of Connect enhancements	• Monthly business releases	On track
<b>Simplify and modernise the ways we work together to create a brighter future</b>	• Build processes and policies that provide assurance that participant information is secure	• Tracking to multi-year ISO27001 certification milestones	On track
	• Develop business and technology process architecture	• Initial draft business and technology process architecture released	On track

Key initiative	Activity/project	Measure/target	Outcome
<b>Maximise autonomy and wellbeing for participants and our team</b>	<ul style="list-style-type: none"> <li>Explore and pilot an alternative way of working with participants that provides a greater level of autonomy</li> </ul>	<ul style="list-style-type: none"> <li>Action plan developed from outcomes of pilot</li> <li>Positive feedback from participants and PRG on pilot outcomes</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>Implement pilot action plan</li> </ul>	<ul style="list-style-type: none"> <li>Benefits realised, measured and reported</li> </ul>	Achieved
<b>Invest in research and initiatives to improve insights and outcomes</b>	<ul style="list-style-type: none"> <li>New research partnerships in place</li> </ul>	<ul style="list-style-type: none"> <li>Three new research partnerships in place</li> </ul>	Achieved (see <a href="#">page 26 Research and education</a> )
	<ul style="list-style-type: none"> <li>Undertake discovery on grants round option</li> </ul>	<ul style="list-style-type: none"> <li>Discovery and recommendations on grants round completed and endorsed by Executive Team</li> </ul>	Achieved



Key initiative	Activity/project	Measure/target	Outcome
<b>Strategic objective 2: Participants and stakeholders have confidence in the Scheme</b>			
<b>Sustain Scheme confidence through effective service delivery and financial management</b>	<ul style="list-style-type: none"> <li>Deliver timely and accurate financial reporting (including budget reporting), financial statements and statutory reporting</li> </ul>	<ul style="list-style-type: none"> <li>All reporting delivered on schedule and unqualified audit opinion issued on financial statements</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>Deliver strong procurement and contract management services to improve business outcomes and agency value for money</li> </ul>	<ul style="list-style-type: none"> <li>Contract management embedded throughout the Agency; all procurements delivered as per business requirements</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>Manage strategic and operational risks across the business and improve decision-making processes</li> </ul>	<ul style="list-style-type: none"> <li>Regular risk monitoring occurring and new reporting embedded</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>Develop and launch <i>Disability Service Plan</i></li> </ul>	<ul style="list-style-type: none"> <li>Utilisation and awareness of the <i>Disability Service Plan</i> by PRG and key stakeholders</li> </ul>	Completed (see <a href="#">page 25 Launching the NIISQ Disability Service Plan</a> )
<b>Leverage technology including Artificial Intelligence (AI) in innovative ways, rising to meet new challenges</b>	<ul style="list-style-type: none"> <li>AI strategy and roadmap developed and socialised</li> </ul>	<ul style="list-style-type: none"> <li>AI strategy developed and endorsed by Executive</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>Identify AI use cases by December 2024 and completion of at least two AI business-led experiments</li> </ul>	<ul style="list-style-type: none"> <li>Test and learn environment created</li> </ul>	Achieved
		<ul style="list-style-type: none"> <li>Successful completion of at least two AI business-led experiments including learnings and recommendations for future state</li> </ul>	Achieved (see <a href="#">page 25 AI lab transforms innovation and claims</a> )
	<ul style="list-style-type: none"> <li>Exploration of AI capability in the new data platform, utilising cloud tools which focus on data science and machine learning</li> </ul>	<ul style="list-style-type: none"> <li>AI learnings shared across the organisation and featured in internal newsletters and other publications</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>Participation in whole-of-Government AI Forums and continued exploration of partnership opportunities</li> </ul>		

Key initiative	Activity/project	Measure/target	Outcome
<b>Harness data and insights to inform actions</b>	<ul style="list-style-type: none"> <li>Develop and agree an organisational data strategy</li> </ul>	<ul style="list-style-type: none"> <li>Key priorities agreed, with key data assets, data owners and data stewards identified.</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>Undertake process mining pilot</li> </ul>	<ul style="list-style-type: none"> <li>Complete process mining pilot evaluation and agree the way forward</li> </ul>	On track
<b>Strategic objective 3: Our team is engaged and strives for excellence</b>			
<b>Empower a safe, capable and engaged team</b>	<ul style="list-style-type: none"> <li>Working for Queensland (WFQ) action plan developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>Positive initiative feedback and working group engagement</li> <li>Maintained or improved WFQ survey engagement score</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>Learning and development strategy actions implemented</li> </ul>	<ul style="list-style-type: none"> <li>Positive uptake of ELMO online learning and group development activities</li> <li>Over 85% 'essentials' training compliance</li> <li>Over 85% engagement with performance and development framework and capabilities framework</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>Develop Equity and Diversity Plan and implement actions</li> </ul>	<ul style="list-style-type: none"> <li>Department of Premier and Cabinet approval of plan and initiatives</li> </ul>	Achieved ( <a href="https://niis.qld.gov.au/wp-content/uploads/NIIISQ-equity-and-diversity-plan-2024-2026.pdf">https://niis.qld.gov.au/wp-content/uploads/NIIISQ-equity-and-diversity-plan-2024-2026.pdf</a> )
	<ul style="list-style-type: none"> <li>Develop and implement ongoing intern program by December 2024</li> </ul>	<ul style="list-style-type: none"> <li>Intern feedback regarding employee value proposition</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>Develop and implement frontline team quality and performance framework</li> </ul>	<ul style="list-style-type: none"> <li>Frontline team quality and performance framework established, and activities commenced</li> </ul>	On track

Key initiative	Activity/project	Measure/target	Outcome
<b>Cultivate a bold and innovative culture, championing our people as they deliver outstanding services</b>	<ul style="list-style-type: none"> <li>Round 1 Culture Amplify pitches embedded and Round 2 pitches delivered</li> </ul>	<ul style="list-style-type: none"> <li>Feedback regarding uptake and effectiveness of Culture Amplify initiatives</li> </ul>	Project to be rescoped
	<ul style="list-style-type: none"> <li>Reshape the MAIS-Q onboarding program, including refreshed 'culture immersion' workshop</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from team members, managers and mentors</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>Develop and implement new starter first impressions survey</li> </ul>	<ul style="list-style-type: none"> <li>New starter first impressions survey in use, with quality improvement feedback actioned</li> </ul>	Achieved
<b>Continuously enhance and grow innovative functionality to improve ways of working</b>	<ul style="list-style-type: none"> <li>Review and enhance user experience for Analytics reports and insights</li> </ul>	<ul style="list-style-type: none"> <li>Reports catalogue published internally, and user experience enhanced</li> </ul>	On track
	<ul style="list-style-type: none"> <li>Conduct MAIS-Q data literacy assessment and agree uplift plan</li> </ul>	<ul style="list-style-type: none"> <li>Data literacy assessment complete and uplift plan elements agreed</li> </ul>	Achieved
	<ul style="list-style-type: none"> <li>Implement business process mapping in HowTo and continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>Roll out business process mapping in HowTo across business functions</li> </ul>	On track
	<ul style="list-style-type: none"> <li>Refine Innovation and Delivery functions to adapt to NISQ growth and impacts to business model</li> </ul>	<ul style="list-style-type: none"> <li>Agreed mix of outsourced and internal capability</li> <li>Agreed modern and efficient ways of working</li> <li>Agreed engagement on business processes and systems to support participant growth</li> </ul>	On track

## Areas of focus and achievements

This year, the NIIAQ Agency prioritised innovation and continuous improvement across all areas of our work. Through close collaboration with business areas, we identified and advanced initiatives that deliver the greatest value to participants and providers while fostering staff development and leadership opportunities. Our achievements highlight our commitment to innovative practices and co-design, actively engaging participants and their families to shape services that meet their needs.

### Celebrating success with the inaugural Participant Reference Group (PRG)

We recently marked the final meeting of the first NIIAQ PRG, celebrating their achievements and gathering valuable insights one last time.

During their time as valued collaborators, the PRG contributed input and feedback on a range of policies, projects, and initiatives that have enhanced the way we work and interact with participants and providers. Key contributions include:

- participant engagement framework, survey and care standards
- treatment, care and support guidelines
- MyPlan enhancements
- *Disability Service Plan*
- My Care and Support assessment and request process
- home modifications information sheet
- quality and performance framework
- reimbursement process
- SMART goal cards implementation.

As part of their final duties, the group participated in a co-design workshop to shape the terms of reference for the next PRG. With their two-year membership now complete, each member provided unique perspectives on the roles, responsibilities, and purpose of the PRG, leaving a lasting legacy for future groups.

Expressions of Interest for the new PRG membership have been reviewed, and we look forward to welcoming the incoming group in August 2025.

### NIIAQ Direct: empowering participants through innovation

In May we launched NIIAQ Direct, our brand-new online portal allowing participants and their close contacts to track and review their approved services, access and view MyPlans and goals, and submit reimbursements — anywhere, anytime.

Co-designed with our pilot group and PRG, NIIAQ Direct was built with participants at the heart of every decision. By working collaboratively throughout the design and development phases, we created a portal that prioritises visibility, flexibility, and control.

This approach also helped us to identify and address challenges early, ensuring a seamless experience. The portal also encourages real time, direct feedback on the functionality so we can make changes that benefit users, allowing it to evolve with the Scheme.

### Driving innovation with virtual reality: the *VR wheelchair simulation project*

A spark of inspiration at a NIIAQ PRG meeting led to the creation of the *VR wheelchair simulation project*. One of our PRG members envisioned a virtual reality tool to allow wheelchair users to test and train on motorised wheelchairs without needing to transfer between them.

The first phase involved interviews with wheelchair users and health professionals, with participants highlighting the simulation's potential to build confidence, improve skills, and reduce costs.

The project is now entering phase two: co-designing the prototype with input from health professionals and wheelchair users. This collaboration promises to deliver a tool that will transform wheelchair training and prescription for the better.

## **Launching the NISQ *Disability Service Plan***

On 3 December 2024, we launched our first *Disability Service Plan* (DSP) on International Day of People with Disability.

The DSP, co-designed with input from NISQ staff, the PRG, and the Queenslanders with Disability Network, is a companion to the *Agency's Reconciliation Action Plan* and *Equity and Diversity Plan 2024-2026*. It underscores our commitment to respecting the strengths, abilities, and needs of people with disability, while building a more inclusive workforce.

## **Streamlining processes for better service delivery**

In February 2025 we introduced new Service Approvals to replace Purchase Orders, aligning funding approvals with participants' MyPlans. This change enhances outcomes for participants by streamlining the delivery of treatment, care, and support.

The updated processes have also improved invoice payment times, making payments faster and more efficient for approved services. Additionally, the new system has helped our team better track services, fostering stronger collaboration with participants and providers.

## **NISQ becomes major funding partner for The Hopkins Centre**

From January 2025, we became the major funding partner for The Hopkins Centre: Research for Rehabilitation and Resilience, taking over from the Motor Accident Insurance Commission (MAIC).

The Hopkins Centre, a joint initiative between Griffith University and Metro South Health's Princess Alexandra Hospital, focuses on impactful research for people with brain and spinal cord injuries, amputations, persistent pain, and other lifelong conditions.

This partnership strengthens our commitment to supporting innovative research that translates into practical solutions, improving rehabilitation outcomes for participants and the wider community.

## **AI lab transforms innovation and claims**

Our commitment to enhancing participants' experiences led our teams to re-examine how we could improve processing workflows.

Throughout the year our Innovation team has been embracing the world of AI, exploring how it could simplify manual and repetitive tasks, such as invoice processing.

Inputting invoices generally consumes a week of the accounts payable team's time each month. This manual process can delay vendor payments and takes valuable time away from our participants. Using Appian GenAI, combined with optical character recognition (OCR) technology, the team has been able to simplify the process with a possible 50% reduction in manual effort and currently 80% data accuracy. It has also shortened invoice processing time to less than 24 hours. This is an exciting opportunity to continue to explore.

## **NISQ SMART goal cards: supporting recovery and growth**

In 2024-25, we also launched NISQ SMART goal cards. These cards are a practical tool designed to support participants in setting clear and attainable goals for their recovery. Using the SMART framework—Specific, Measurable, Achievable, Relevant, and Time-bound—the cards guide participants to create meaningful goals that align with their needs and priorities. SMART goal cards are often used in collaboration with Support Planners, health professionals, or family members. They help participants break down larger goals into smaller, actionable steps, making the process less overwhelming and more structured.

These cards are a valuable resource for empowering participants to take an active role in their recovery, promoting independence, and ensuring that their goals are meaningful and achievable.

## Research and education

In 2024-25, the NIISQ Agency remained committed to delivering innovative research and education initiatives aimed at enhancing the treatment, care and support provided to our participants. We are proud to fund the following research and education initiatives.

### The Hopkins Centre

Along with Griffith University and Metro South Hospital and Health Service, the NIISQ Agency is the primary funding body of The Hopkins Centre. The Hopkins Centre is a research centre focused on the needs of people with disability, with research spanning spinal and brain injuries, chronic pain and developed and acquired disabilities. The aim of the Centre is to bring service users, clinicians and researchers together to solve challenges related to disability by developing practical solutions that promote resilience and recovery.

The Hopkins Centre has a strong emphasis on clinician capacity-building by fostering collaboration between researchers and clinicians. This approach leverages a shared pool of expertise, enhancing the potential for translation and impact. With clinicians and consumers leading the research, it ensures alignment to their needs and the priorities of the Health service, driving both innovation and practical outcomes.

The NIISQ Agency has committed \$1,442,981 towards the Hopkins Centre research in 2025.

### The Queensland Brain Injury Collaborative

The NIISQ Agency has partnered with the University of Queensland to continue the Queensland Brain Injury Collaborative (QBIC), a research platform for brain injury stakeholders across Queensland to co-design solutions with people living with a brain injury.

QBIC is a network of scientists, health professionals, community organisations, and other stakeholders dedicated to fostering coordinated and collaborative brain injury research in Queensland, with a focus on stroke, traumatic brain injury, and concussion.

The NIISQ Agency committed \$894,579 until April 2027 to establish QBIC as a statewide, evidence-based research group.

### Feasibility of a regional community integration team

The project aims to pilot a highly skilled regional community integration team in Far North Queensland and North West Queensland to support participants in accessing and navigating high-quality care and support from within and outside the region.

The team will work with NIISQ participants or other individuals with complex disabilities, their families and their communities to access specialised rehabilitation services, building the capability of local service providers to support individuals with brain injury.

The NIISQ Agency has partnered with James Cook University to deliver this model of care, committing \$594,979 over two and a half years towards evaluating the feasibility, acceptability and sustainability of the model in rural and remote Queensland communities.

## Aus-InSCI translation project

In partnership with Griffith University, the Aus-InSCI project will analyse the findings from two large-scale community surveys completed by individuals with spinal cord injury (SCI). The insights will be used to develop recommendations for future translational activities. The findings of this project may inform changes to clinical practice, policies and systems, while identifying areas requiring enhanced community support for people with SCI.

The NIIAQ Agency has committed \$511,678 over three years.

## PEERS®/the friends research program

Partnering with the University of Queensland, this project aims to evaluate a Program for the Education and Enrichment of Relational Skills (PEERS®) in high school-aged youth and primary school-aged children with brain injuries and cerebral palsy. The PEERS® program is a structured, evidence-based social skills program designed to help young people develop and improve their social skills. The youth program will trial program delivery via telehealth, while the primary school program will run face-to-face sessions.

The study will determine if PEERS® can improve social skills and the ability to make and maintain friendships for children and youth with brain injury and cerebral palsy. It will also explore the experiences of both the children and their caregivers with the program.

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

## Spinal Cord Injury Fellowship

The NIIAQ Agency is supporting a Griffith University Research Fellow, Dr Ronak Reshamwala, to develop a minimally invasive nerve bridge transplantation method for spinal cord injuries.

A key focus is to enhance the imaging protocol to address the challenge of visualising the injury site in the presence of metalwork, helping improve treatment options and targeted rehabilitation activities.

The NIIAQ Agency are providing \$502,183 over three years to advance spinal cord injury treatment and provide more effective and less invasive solutions for individuals with spinal cord injury.

## Technology enabled homes for people living with a traumatic brain injury or spinal cord injury

This project seeks to understand how technology can be used in the homes of NIIAQ participants with traumatic brain and spinal cord injuries to improve independence, manage their disability and enhance their quality of life, health and well-being.

The NIIAQ Agency has partnered with the University of the Sunshine Coast to complete this study to better understand how technology is used in the home environment by people with spinal cord and brain injuries, including NIIAQ participants. This collaboration aims to foster a community of practice, empowering participants to maximise their use of smart technology through better knowledge sharing.

The project will provide a resource platform/library and guidelines for home technology adoption. The NIIAQ Agency is providing \$156,240 towards this project, which is due to be completed in 2026.

## **Substance use disorder and Acquired Brain Injury (suABI)**

In partnership with researchers from Griffith University, this project will evaluate the feasibility and effectiveness of a telehealth intervention for reducing methamphetamine use in individuals with substance use disorder and brain injury.

Upon completion of the clinical trial, a digital training manual will be co-designed with Queensland consumers who have lived experience of brain injury. This manual, along with training workshops to be delivered across Queensland, will be freely available to clinicians, improving access to evidence-based treatments for Queenslanders with substance use disorder and brain injury.

The NIIAQ Agency has committed \$310,098 over two years towards the clinical trial and accompanying resource development.

## **Supporting Health, Adjustment, Recovery and Empowerment (SHARE) for children and adolescents with brain or spinal cord injuries**

The NIIAQ Agency has partnered with the Children's Health Queensland Hospital and Health Service to establish a virtual clinician community of practice called the SHARE project. SHARE will be the first mental health mentoring network that aims to strengthen community clinicians' capacity, self-efficacy, and confidence in managing the mental health needs of children and youths, and their families, after a brain or spinal cord injury, across Queensland.

The NIIAQ Agency has committed \$564,366 over three years to develop, trial and evaluate the SHARE community of practice.

## **Virtual Reality (VR) wheelchair simulation**

The NIIAQ Agency has partnered with researchers from The University of Queensland's RECOVER Centre to deliver a prototype VR application which aims to improve the motorised wheelchair selection process. This project works with consumers to understand their needs in wheelchair selection, so that individuals can be fully informed when selecting a motorised wheelchair.

This project will ensure participants can receive a wheelchair that is specifically tailored to their unique needs and requirements, while considering their physical ability, lifestyle and environment. The personalised selection process aims to enhance consumers' independence and quality of life, while also helping to prevent potential comorbidities that could arise from choosing an ill-suited wheelchair.

The NIIAQ Agency has contributed \$36,793 to improve the wheelchair selection process for individuals living with a disability.

## **Queensland Spinal Cord Injury Services (QSCIS) Knowledge Hub**

This project, in collaboration with Metro South Hospital and Health Service, aims to expand the Queensland Spinal Cord Injury Services (QSCIS) 'Knowledge Hub' website. The 'Knowledge Hub' is a resource designed to support health professionals in acute care, rehabilitation, and community settings manage SCI. The two additional educational models will provide clinicians with up-to-date, evidence-based and user-friendly resources on assistive technology and musculoskeletal education specific to the population.

The NIIAQ Agency has committed \$287,798 over 18 months to support the capacity-building of clinicians across Queensland in their understanding, ultimately improving the care and support they can provide to individuals with SCI.



# GOVERNANCE

## Our governance framework

We are committed to sound governance. In 2024-25, 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 (RAC)

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 RAC consists of a minimum of three and a maximum of six members. Remuneration of the committee is highlighted in note 9 of the Financial Statements. A summary of committee membership (as at 30 June 2025) 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 CEO, General Manager (GM) NIISQ, GM Business and Advisory Services, GM Innovation and Delivery, State Actuary, 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 2024-25 met four times, fulfilling its responsibilities as per the RAC Charter. Key achievements included:

- endorsing the *2023-24 Financial Statements for the NIISQ Agency*
- endorsing the revised *Internal Audit Charter*
- endorsing the Agency's strategic risk register
- endorsing the *2025-26 Internal Audit Plan*
- endorsing the *2025-26 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 NIISQ Agency employees through staff induction and mandatory training processes
- providing information on our website about how human rights complaints may be raised and how these complaints are managed by the NIISQ Agency, and how NIISQ 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 NIISQ Agency role description.

During the period, we received one complaint relating to matters associated with human rights.

### Complaints

As at 30 June 2025, the NIISQ Agency had received 23 customer complaints for 2024-25. Of these:

- one complaint resulted in "further action"
- 22 complaints resulted in "no further action".

Of the 23 complaints received, a single complainant lodged four separate complaints, and two others lodged two each.

The complaints predominantly related to dissatisfaction with timely and effective service delivery for Scheme participants or NIISQ-funded service providers. The NIISQ Agency received an average of two customer complaints per month, with the total number of complaints per year remaining steady across the past two years.

### Funding NIISQ

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

Established under the NIISQ Act, the NIISQ Fund includes amounts received through the collection of a levy ([see page 45](#)) 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 NIISQ 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 NIISQ 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 NIISQ Agency's risk register. Regular reviews of controls are undertaken to continually improve the ability of the NIISQ Agency to manage risk. The Risk Assessment Code (RAC) considers any emerging risks and significant changes to the NIISQ Agency risk registers as part of its standing agenda.

As an integral component of risk assessment, we are committed to business continuity planning. This ensures continuity of key business services which contribute to achieving our objectives.

## Compulsory third party civil damages

A fundamental feature of NIISQ is that a proportion of lifetime participants have a compulsory third party (CTP) insurance civil claim. Some of these participants 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, they may elect to remain with the scheme and continue to receive treatment, care and support from the NIISQ Agency 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.

KPMG provided independent and objective internal audit services to the NIISQ Agency for the entire period. 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 2024-25 period, the NIISQ Agency's Internal Audit Plan consisted of the following reviews:

- data governance
- records management
- home modifications
- attendant care and support provider management
- information security.

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

## Information systems and recordkeeping

The NIIISQ Agency continues to promote the benefits of electronic record-keeping and has adopted the *Queensland Government Digital Economy Strategy* wherever possible. In 2024-25, new information security policies were introduced to meet the ISO27001 standard, helping staff understand the importance of managing and protecting information within the Agency.

Collaboration opportunities between NIIISQ, the Motor Accident Insurance Commission (MAIC) and the Nominal Defendant have also grown in 2024-25.

To provide assurance to participants and other key stakeholders, we have been working towards ISO27001 certification. In June 2025, the NIIISQ Agency was recommended for certification after successfully completing the required audit processes.

The Agency's *Information management (IM) framework*, along with related policies and guidelines, is in place. This includes a NIIISQ-specific *Records retention and disposal schedule* (implementation version). New training modules on Information Management and Information Security are under development in compliance with the ISO27001 standard for Information security and management practices.

The IM framework ensures that records management at the NIIISQ Agency aligns with Queensland Government objectives, current legislation and best practice standards, which include the:

- *Public Records Act 2002*
- *Information Privacy Act 2009*
- *Right to Information Act 2009*
- *Information Privacy and Other Legislation Amendment Act 2023*
- *Queensland Government Records Governance Policy*
- *Queensland Government Information Security Classification Framework*
- *Queensland Government Information Security Policy (IS18:2018)*.

The NIIISQ Agency has also adopted the Queensland Government Enterprise Architecture which includes the *Authorised and unauthorised use of ICT services, facilities and devices guideline* and *Personal use of social media guideline*.

## Transparency

The NIIISQ 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 NIIISQ Agency receives under the RTI Act on our disclosure log.

Where possible, released documents are also published.

We provide right to information and information privacy training through our learning management system. This training is an ongoing, annual requirement for all staff to complete and is also a key component 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: 2024-25* 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 2024-25, we released six 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

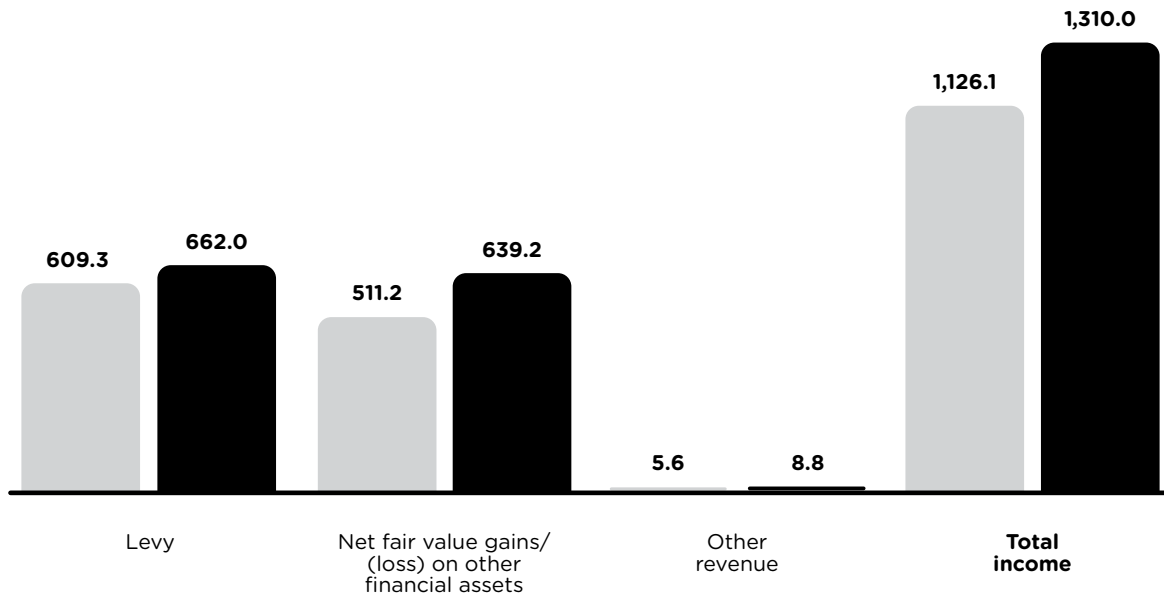
The NIIAQ Agency recorded a positive operating result of \$404.4m for the year ended 30 June 2025 (2024: surplus of \$550.6m). Total Agency income of \$1,310m was offset by total expenses of \$905.6m.

Agency income primarily comprised NIIAQ levies and returns from Queensland Investment Corporation investments. Both increased compared to the prior year, with levies rising from \$609.3 million to \$662 million and investment returns increasing from \$511.2 million to \$639.2 million. These increases were driven by higher vehicle registrations and stronger equity market performance.

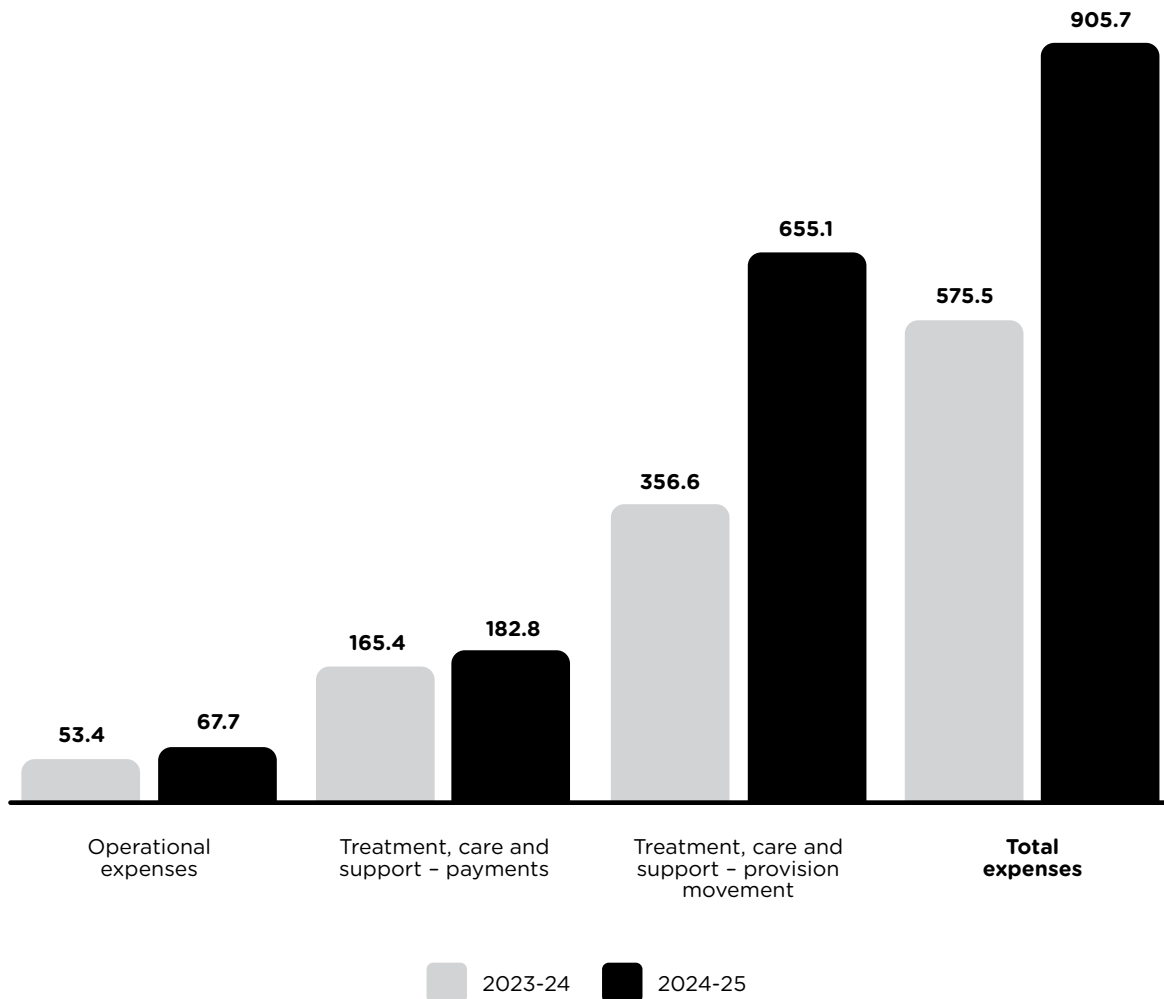
Agency expenses were primarily made up of direct costs for providing treatment, care and support to our participants that increased \$17.4m (10.5% increase), to \$182.8m for the year. Additionally, the annual movement in the outstanding claims provision amounted to \$655.1m.

Other operational expenses increased from \$53.4m to \$67.7m. This was comprised of increases to the Queensland Investment Corporation fees (\$5.7m), grant expenses (\$3.2m) and employee expenses (\$2.8m).

### Income (millions)



### Expenses (millions)



NATIONAL INJURY INSURANCE AGENCY, QUEENSLAND

# FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2025



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**STATEMENT OF COMPREHENSIVE INCOME**  
**for the year ended 30 June 2025**

	Notes	2025 \$'000	2024 \$'000
<b>Income</b>			
Corporate service fee		1,671	961
Levy	3	662,003	609,306
Interest	4	2,400	1,246
Other revenue	5	4,677	3,406
<b>Total revenue</b>		670,751	614,919
Net fair value gains/(loss) on financial assets	4	639,229	511,182
<b>Total Income</b>		1,309,980	1,126,101
<b>Expenses</b>			
Employee expenses	6	19,370	16,555
Supplies and services	7	42,488	34,741
Treatment, care and support	8	837,961	522,070
Grant expenses		3,581	404
Depreciation and amortisation		2,030	1,532
Other expenses	9	173	184
<b>Total expenses</b>		905,603	575,486
<b>Operating result for the year</b>		404,377	550,615
<b>Total comprehensive income/(loss)</b>		404,377	550,615

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

**STATEMENT OF FINANCIAL POSITION**  
**as at 30 June 2025**

	Notes	2025 \$'000	2024 \$'000
<b>Current assets</b>			
Cash and cash equivalents		73,473	42,752
Receivables	10	7,960	19,699
Prepayments		810	1,226
Financial assets at fair value through profit or loss	15 & 16	4,078,006	3,245,871
<b>Total current assets</b>		<b>4,160,249</b>	<b>3,309,548</b>
<b>Non-current assets</b>			
Property, plant and equipment		53	76
Intangible assets	11	10,937	9,775
Financial assets at fair value through profit or loss	15 & 16	1,579,605	1,370,643
<b>Total non-current assets</b>		<b>1,590,595</b>	<b>1,380,494</b>
<b>Total assets</b>		<b>5,750,844</b>	<b>4,690,042</b>
<b>Current liabilities</b>			
Payables	12	3,678	3,001
Accrued employee benefits	13	3,725	3,161
Provisions	14	198,196	204,926
<b>Total current liabilities</b>		<b>205,599</b>	<b>211,088</b>
<b>Non-Current Liabilities</b>			
Accrued employee benefits	13	469	401
Provisions	14	4,496,293	3,834,448
<b>Total non-current liabilities</b>		<b>4,496,762</b>	<b>3,834,849</b>
<b>Total liabilities</b>		<b>4,702,361</b>	<b>4,045,936</b>
<b>Net assets/(liabilities)</b>		<b>1,048,483</b>	<b>644,106</b>
<b>Equity</b>			
Accumulated surplus/(losses)		398,483	(5,894)
Contributed equity		650,000	650,000
<b>Total equity</b>		<b>1,048,483</b>	<b>644,106</b>

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

**STATEMENT OF CHANGES IN EQUITY**  
**for the year ended 30 June 2025**

	Accumulated Surplus/(Deficit) \$'000	Contributed Equity \$'000	TOTAL \$'000
Balance as at 1 July 2023	(556,509)	650,000	93,491
Operating result	550,615	-	550,615
Balance as at 30 June 2024	(5,894)	650,000	644,106
Balance as at 1 July 2024	(5,894)	650,000	644,106
Operating result	404,377	-	404,377
Balance as at 30 June 2025	398,483	650,000	1,048,483

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

**STATEMENT OF CASH FLOWS**  
**for the year ended 30 June 2025**

	Notes	2025 \$'000	2024 \$'000
<b>Cash flows from operating activities</b>			
<i>Inflows:</i>			
Corporate service fee		1,671	961
Levy		675,181	608,410
Interest		2,411	1,036
GST input tax credits from ATO		5,204	4,206
GST collected from customers		928	665
Other revenue		3,294	1,818
<i>Outflows:</i>			
Employee expenses		(18,738)	(15,929)
Supplies and services		(10,801)	(10,980)
Treatment, care and support		(182,845)	(165,427)
GST paid to suppliers		(3,021)	(2,427)
GST remitted to ATO		(939)	(635)
Grants and subsidies		(3,581)	(404)
Other expenses		(173)	(184)
<b>Net cash provided by operating activities</b>	<b>CF-1</b>	<b>468,591</b>	<b>421,110</b>
<b>Cash flows from investing activities</b>			
<i>Outflow:</i>			
Payments for other financial assets		(434,701)	(380,200)
Payments for intangible assets		(3,169)	(2,319)
Payments for property, plant and equipment		-	(13)
<b>Net cash used in investing activities</b>		<b>(437,870)</b>	<b>(382,532)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>30,721</b>	<b>38,578</b>
Cash and cash equivalents - opening balance		42,752	4,174
<b>Cash and cash equivalents - closing balance</b>		<b>73,473</b>	<b>42,752</b>

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

## STATEMENT OF CASH FLOWS

### for the year ended 30 June 2025

#### NOTE TO THE STATEMENT OF CASH FLOWS

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

	2025 \$'000	2024 \$'000
Operating result for the year	404,377	550,615
<i>Non-cash items included in operating result</i>		
Net fair value (gains)/loss on other financial assets	(639,229)	(511,182)
Queensland Investment Corporation management fee	31,058	25,372
Depreciation and amortisation expense	2,030	1,532
<i>Changes in assets and liabilities:</i>		
(Increase)/decrease in receivables	13,978	(885)
Increase/(decrease) in provisions	655,116	356,643
Increase/(decrease) in accounts payable	213	(492)
Increase/(decrease) in accrued employee benefits	632	626
(Increase)/decrease in prepayments	416	(1,118)
<b>Net cash provided by operating activities</b>	<b>468,591</b>	<b>421,110</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 Australian Taxation Office (ATO) are classified as operating cash flows.

### 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 62(1) of the *Financial Accountability Act 2009*
- 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 2024.

#### (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 2023-24 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.

### 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 relies on actuarial estimates 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) Authorisation of Financial Statements for Issue

The financial statements are authorised for issue by the Chief Executive Officer and the General Manager, Business and Advisory Services at the date of signing the Management Certificate.

#### (g) 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 at fair value through profit or loss.



### 2. Objectives and Principal Activities of the NIISQ Agency

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

Established under the Act, NIISQ Agency commenced operations on 1 July 2016 as a statutory body. The NIISQ Agency is responsible for the administration of the NIISQ which includes developing and implementing processes, policies and guidelines. It assesses the eligibility of participants to enter the NIISQ, determines their interim and lifetime status in the NIISQ, 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.

Under Section 232Z1 of the *Workers' Compensation and Rehabilitation Act 2003* and Section 60 of the *National Injury Insurance Scheme (Queensland) Act 2016*, NIISQ Agency undertakes responsibilities on behalf of WorkCover and self-insurers.

These responsibilities include assessing and making statutory decisions regarding treatment, care, and support for eligible workers who have sustained serious personal injuries.

### 3. Levy

Levies are recognised at the time they are legally payable by the Department of Transport and Main Roads (DTMR) to the NIISQ 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 NIISQ 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 NIISQ Agency considers appropriate.

In the 2024-25 levy setting process, NIISQ 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.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2024-25

### 4. Investment Income

	2025 \$'000	2024 \$'000
Interest	2,400	1,246
Net fair value gains/(loss) on other financial assets	639,229	511,182
<b>Total</b>	<b>641,629</b>	<b>512,428</b>

The NISQ 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 NISQ 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 2024-25 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 Act (Note 21).

### 6. Employee Expenses

	2025 \$'000	2024 \$'000
<b><i>Employee benefits</i></b>		
Wages and salaries	14,397	12,210
Employer superannuation contributions	1,996	1,710
Annual leave	1,530	1,314
Long service leave	395	407
Other employee benefits	41	-
<b><i>Employee related expenses</i></b>		
Payroll tax	903	755
Fringe benefit tax	18	17
Workers' compensation premium	57	89
Other employee related expenses	33	53
	<b>19,370</b>	<b>16,555</b>

### 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 126.36 (2024: 113.92).

#### *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 NISQ 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 by an independent actuary 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 Enterprise Agreement 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 NISQ 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

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2024-25

### 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

	2025 \$'000	2024 \$'000
QIC management fee	31,058	25,372
Contractors and consultants	4,652	4,088
Building services	1,140	1,135
Corporate services fee*	1,024	549
Corporate Administration Agency	247	217
Queensland Treasury actuarial fee	133	128
Other supplies and services	4,234	3,252
<b>Total</b>	<b>42,488</b>	<b>34,741</b>

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 NIIAQ 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 Housing and Public Works has substantive substitution rights over the assets. As such, accommodation costs incurred by the NIIAQ Agency are recognised under Building services.

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

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS 2024-25

### 8. Treatment, Care and Support

	2025 \$'000	2024 \$'000
Lump sum	72,932	62,799
Attendant care	60,137	57,403
Queensland Health Levy	17,908	17,908
Equipment	8,246	6,727
Treatment and rehabilitation	7,770	6,167
Modifications	4,871	4,326
Assessment and review	2,884	2,687
Medical services	2,653	2,576
Participant related services	1,696	1,687
Legal costs	1,495	1,014
Accommodation and travel	1,422	1,086
Hospital services	443	747
Vocational and educational support	388	300
Total treatment, care and support excluding movement in provision	182,845	165,427
Movement in provision for treatment, care and support (refer to Note 14)	655,116	356,643
<b>Total</b>	<b>837,961</b>	<b>522,070</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 NIISSQ. 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 2025 amounting to \$182.8 million which is \$17.4 million higher than previous year of \$165.4 million, largely due to an increase in lump sum and attendant care costs. The increase in treatment, care and support is broadly in line with actuarial projections.

## 9. Other Expenses

	2025 \$'000	2024 \$'000
Queensland Audit Office - external audit fees	88	96
Sponsorships	34	37
Insurance premiums (QGIF)	25	31
Board & committee member fees	18	18
Impairment losses on non-financial assets	8	2
	<b>173</b>	<b>184</b>

Total audit fees quoted by the Queensland Audit Office (QAO) relating to the 2024-25 financial statements are \$87,800. For 2023-24, audit fees amounted to \$68,000, with an additional \$28,622 incurred for specialist actuarial audit services related to the 2022-23 financial year.

## 10. Receivables

	2025 \$'000	2024 \$'000
Trade debtors	2,334	1,694
Accrued levy income	2,834	16,012
GST receivable	513	457
GST payable	(28)	(39)
Accrued interest income	234	245
Accrued other income	2,073	1,330
	<b>7,960</b>	<b>19,699</b>

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. Majority of 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.

## 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>	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 '000
Gross	16,804	13,635	-	-	16,804	13,635
Less: accumulated amortisation	(5,867)	(3,860)	-	-	(5,867)	(3,860)
<b>Carrying amount at 30 June</b>	<b>10,937</b>	<b>9,775</b>	<b>-</b>	<b>-</b>	<b>10,937</b>	<b>9,775</b>
<i>Represented by movements in carrying amount:</i>						
Carrying amount at 1 July	9,775	8,686	-	280	9,775	8,966
Acquisitions through internal development	-	-	3,169	2,319	3,169	2,319
Transfers between asset classes	3,169	2,599	(3,169)	(2,599)	-	-
Amortisation for period	(2,007)	(1,510)	-	-	(2,007)	(1,510)
<b>Carrying amount at 30 June</b>	<b>10,937</b>	<b>9,775</b>	<b>-</b>	<b>-</b>	<b>10,937</b>	<b>9,775</b>

### Recognition and Measurement

Intangible assets of NIIAQ 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.

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	7-10 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

	2025 \$'000	2024 \$'000
Payables to QIC	2,731	2,267
Other payables	947	734
Total	3,678	3,001

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. The amounts owing are unsecured.



### 13. Accrued Employee Benefits

	2025 \$'000	2024 \$'000
<i>Current</i>		
Accrued salaries and wages	66	-
Annual leave	1,559	1,389
Long service leave	2,100	1,772
<b>Total current accrued employee benefits</b>	<b>3,725</b>	<b>3,161</b>
<i>Non-current</i>		
Long service leave	469	401
<b>Total non-current accrued employee benefits</b>	<b>469</b>	<b>401</b>

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.

## 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 2025 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 2025, 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 \$4,694.5 million on 30 June 2025 (2024: \$4,039.4 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:

	2025 \$'000	2024 \$'000
<i>Current</i>		
Provision for treatment, care and support	198,196	204,926
<b>Total current provisions</b>	<b>198,196</b>	<b>204,926</b>
<i>Non-current</i>		
Provision for treatment, care and support 2-5 years	895,110	747,472
Provision for treatment, care and support greater than 5 years	3,601,183	3,086,976
<b>Total non-current provisions</b>	<b>4,496,293</b>	<b>3,834,448</b>
<b>Total</b>	<b>4,694,489</b>	<b>4,039,373</b>

## 14. Provisions (cont)

### (a) Reconciliation of Movement in Provisions

	2025 \$'000	2024 \$'000
Balance at 1 July	4,039,373	3,682,730
<i>Prior periods</i>		
Support payments	(161,638)	(143,254)
Allocation of Queensland Health fee	(12,152)	(12,215)
Support admin expenses	(34,771)	(26,300)
Discount unwind	172,224	156,530
Effect of changes in assumptions and experience	46,289	(263,010)
<i>Current period</i>		
Provision for current period	645,164	644,892
<b>Net outstanding treatment, care and support liability</b>	<b>4,694,489</b>	<b>4,039,373</b>

The liability for outstanding treatment, care and support includes future payments and administrative expenses for all participants and those injured before 30 June 2025 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 represents the cost to the Scheme of people injured during the year to 30 June 2025 and the revision of the estimated cost for people injured up to 30 June 2024.

### (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.

14. Provisions (cont)

2025

Injury type	Number of participants			Average cost (excl CHE) *		
	Accepted to date	Not yet lodged or accepted	Total	Accepted to date	Not yet lodged or accepted	Total
Brain	674	29	703	\$4.1m	\$5.0m	\$4.1m
Spinal	149	6	155	\$8.0m	\$9.5m	\$8.1m
Other	30	1	31	\$2.1m	\$5.0m	\$2.1m
Total	853	36	889	\$4.7m	\$5.7m	\$4.8m

\* Case handling expense

2024

Injury type	Number of participants			Average cost (excl CHE) *		
	Accepted to date	Not yet lodged or accepted	Total	Accepted to date	Not yet lodged or accepted	Total
Brain	576	25	601	\$4.1m	\$4.9m	\$4.2m
Spinal	126	7	133	\$7.9m	\$7.6m	\$7.9m
Other	29	2	31	\$2.4m	\$4.9m	\$2.5m
Total	731	34	765	\$4.7m	\$5.4m	\$4.8m

\* Case handling expense

(c) Key actuarial assumptions - other

	2025	2024
	\$'000	\$'000
Weighted average inflation <sup>1</sup>	4.36%	4.39%
Weighted average discount	4.69%	4.69%
Discounted mean term	20.2 years	20.4 years
Case handling expense applied to payments excluding lump sums	11%	11%

1. The weighted average inflation includes the expected growth in costs above CPI and WPI. For attendant care services this reflects cost growth above CPI including wage growth partially offset by expected productivity gains in the care economy. For other treatment, care and support this includes cost growth above WPI.

## 14. Provisions (cont)

### Sensitivity Analysis for the Valuation as at 30 June 2025

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 2025 including Case Handling Expense (CHE)

Scenario	Inflated discounted liability (incl CHE) (\$ million)	Effect on Liability (\$ million)	Effect on Liability
Base	4,694		
1% p.a. decrease in discount rates	5,796	1,101	23%
Increase in the discounted mean term of 1 year	4,484	(210)	(4%)
10% reduction in IBNR* participant numbers	4,672	(23)	0%
10% increase in the average cost per Acquired Brain Injury participant	5,002	307	7%
10% increase in average cost per Spinal Cord Injury participant	4,827	133	3%
10% increase in the average cost per Other participant	4,701	7	0%
5% increase in care rates	4,887	192	4%
No allowance for improvement in brain injuries	4,997	303	6%
1% p.a. growth in care hours above benchmark	5,617	922	20%

\* Incurred but not reported

14. Provisions (cont)

Sensitivities Analysis as at 30 June 2024 including Case Handling Expense (CHE)

Scenario	Inflated discounted liability (incl CHE) (\$ million)	Effect on Liability (\$ million)	Effect on Liability
Base	4,039		
1% p.a. decrease in discount rates	4,986	946	23%
Increase in the discounted mean term of 1 year	3,858	(181)	(4%)
10% reduction in IBNR* participant numbers	4,019	(20)	(1%)
10% increase in the average cost per Acquired Brain Injury participant	4,304	265	7%
10% increase in average cost per Spinal Cord Injury participant	4,151	111	3%
10% increase in the average cost per other participant	4,047	8	0%
5% increase in care rates	4,202	162	4%
No allowance for improvement in brain injuries	4,350	311	8%
1% p.a. growth in care hours above benchmark	4,858	819	20%

\* 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 the 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.

## 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 NIIAQ 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 NIIAQ Agency invests in the NIIAQ Trust Fund which is a closed fund with the NIIAQ Agency being the only investor. While the NIIAQ Trust Fund has a 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 NIIAQ 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 for the sensitivity of the fair value measurement to market changes.

## 16. Financial Risk Disclosures

### (a) Financial Instrument Categories

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

Category	Note	2025 \$'000	2024 \$'000
<b>Financial Assets</b>			
Cash		73,473	42,752
Receivables (amortised cost)	10	7,960	19,699
Financial assets (fair value through profit or loss)		5,657,611	4,616,514
<b>Total</b>		<b>5,739,044</b>	<b>4,678,965</b>
<b>Financial Liabilities</b>			
Payables (amortised cost)	12	3,678	3,001
<b>Total</b>		<b>3,678</b>	<b>3,001</b>

16. Financial Risk Disclosures (cont)

A financial asset is classified at fair value through profit or loss (FVTPL) if it is classified as being 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:

Risk Exposure	Measurement Method
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 mostly 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.



## 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 interest rate risk, price risk and foreign exchange 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.

2025	Price Risk		Interest Rate Risk		Foreign Exchange Risk	
Investments	15%	-15%	0.95%	-0.95%	9%	-9%
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
QIC Trust Fund	848,642	(848,642)	53,747	(53,747)	(509,185)	509,185
Total	848,642	(848,642)	53,747	(53,747)	(509,185)	509,185

16. Financial Risk Disclosures (cont)

2024	Price Risk		Interest Rate Risk		Foreign Exchange Risk	
Investments	10%	-10%	0.25%	-0.25%	10%	-10%
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
QIC Trust Fund	461,651	(461,651)	11,541	(11,541)	(461,651)	461,651
Total	461,651	(461,651)	11,541	(11,541)	(461,651)	461,651

The market risk associated with the NIISQ Agency’s cash and cash equivalents is immaterial.

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 material 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 Insurance Contracts, issued by the Australian Accounting Standards Board (AASB), replaces AASB 1023 General Insurance Contracts and AASB 1038 Life Insurance Contracts. The standard establishes principles for the recognition, measurement, presentation, and disclosure of insurance contracts to provide more transparent and consistent information about an entity's insurance activities.

The NIIAQ Agency has assessed the applicability of AASB 17 to its operations, and considered the National Injury Insurance Scheme (Scheme) administered by NIIAQ Agency falls within the scope of AASB 17 as an "insurance like arrangement". As a result, NIIAQ Agency is required to adopt AASB 17 from reporting period after 1 July 2026 and apply the standard retrospectively.

Together with AASB 17, the NIIAQ Agency has also considered AASB 2022-9 Amendments to Australian Accounting Standards – Insurance Contracts in the Public Sector in determining the impact to the financial statements.

The NIIAQ Agency's preliminary assessment has identified that adjustments may be required to the discount rate applied in the calculation of provisions. This reflects the need to ensure that the discount rate aligns with the requirements of the new standard and accurately reflects current economic conditions. Such adjustments would aim to maintain the precision and reliability of the agency's financial reporting, particularly in relation to the valuation of provisions.

NIIAQ Agency will continue to monitor developments related to AASB 17 and finalise its implementation closer to the effective date. Any further updates or changes to the assessment of the standard's impact will be disclosed in future financial statements.

#### ***AASB 18 Presentation and Disclosure in Financial Statements***

AASB 18 applies to not-for-profit public sector entities for annual reporting periods beginning on or after 1 January 2028, which will be the 2028-29 financial year for NIIAQ Agency.

This standard sets out new requirements for the presentation of the Statement of Comprehensive Income, requires new disclosures about management-defined performance measures and removes existing options in the classification of dividends and interest received and interest paid in the Statement of Cash Flows.

The AASB is aware that there are issues that need to be clarified in applying AASB 18's new requirements to not-for-profit entities. The AASB expects to conduct outreach with not-for-profit and public sector entities to address these issues and expects that modifications to AASB 18 for application by these entities could take the form of guidance, exemptions and alternative requirements.

NIIAQ Agency will make an assessment of the expected impacts of AASB 18 after the AASB has decided on the modifications applicable to not-for-profit public sector entities. AASB 18's changes will only affect presentation and disclosure; they will not affect the recognition or measurement of any reported amounts.

All other Australian accounting standards and interpretations with future effective dates are either not applicable to NIIAQ Agency's activities or have no material impact on the agency.

20. Key Management Personnel (KMP) Disclosures

Details of KMP

The Treasurer, Minister for Energy & Minister for Home Ownership and Minister for Finance, Trade, Employment & Training are identified as part of the NIISQ 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 NIISQ Agency during 2024-25. 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 NIISQ Agency.
General Manager NIISQ	Responsible for the leadership and supervision, compliance and performance of the NIISQ Agency’s participant care, legal services and claims, participant operational support services, and scheme specialist services.
General Manager Innovation & Delivery	Responsible for delivering business-led solutions for the NIISQ Agency covering PMO & delivery, business process improvement and architect, ICT, innovation, and data analytics.
General Manager Business Advisory & Services	Responsible for the leadership and supervision, compliance and performance of NIISQ Agency corporate service functions, including finance, risk and assurance, people, culture and communication.

Remuneration policies

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland’s Members’ Remuneration Handbook. The NIISQ 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 NIISQ Agency’s KMP, with the exception of the CEO, are employed under the NIISQ Act and via employment contract/agreement between the executive and the Agency. The remuneration policy for the NIISQ Agency’s KMP is aligned to the Senior Executive Service employment remuneration and conditions as set by the Queensland Public Service Commission.

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

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.

KMP remuneration expense

2024-25

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	222	5	6	27	-	260
General Manager Business & Advisory Services (to 08/09/2024)	37	3	1	5	41	87
General Manager Business & Advisory Services (from 09/09/2024)	163	4	2	20	-	189
General Manager Innovation & Delivery	178	1	5	24	-	208
Total remuneration	600	13	14	76	41	744

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

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

2023-24

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	199	4	5	29	-	237
General Manager Business & Advisory Services	203	5	4	24	-	236
General Manager Innovation & Delivery	193	2	4	27	-	226
<b>Total remuneration</b>	<b>595</b>	<b>11</b>	<b>13</b>	<b>80</b>	<b>-</b>	<b>699</b>

1. This is a Queensland Treasury (QT) position and is not reported under KMP expenses as they were not employed directly by the NIISQ Agency. MAIC and ND charge a corporate support fee for services provided to NIISQ Agency. Further information including remuneration for this position 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 included performance or bonus payments.

### 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 NIIAQ Agency.

#### Transactions with other Queensland Government-controlled entities

Queensland Treasury and Corporate Administration Agency provided the NIIAQ Agency with administration and corporate support services during the financial year. The NIIAQ 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.

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

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

NIIAQ 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.

The NIIAQ Agency provided grant funding to multiple Queensland Universities and Hospital and Health Services. Children's Health Queensland Hospital and Health Service received funding to develop a Community of Practice for clinicians to support mental health among children with spinal cord injury or brain injury. Metro South Hospital and Health Service received grant funding to develop resources supporting clinicians in providing specialist care to people with spinal cord injury across the State. In addition, the NIIAQ Agency provided funding to Griffith University, the University of Queensland, James Cook University, and the University of the Sunshine Coast for a range of research and education projects that are relevant to the treatment, care and support of participants in the Scheme.

NIIAQ Agency charged WorkCover Queensland an administrative fee for providing eligible workers the treatment, care and support as prescribed in the NIIAQ Act 2016. Total charges relating to 2024-25 are \$4,413,289 (2024: \$3,333,167).

### 22. Agency Transactions

NIISQ Agency arranges for the provision of services on behalf of WorkCover and 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 WorkCover and the self-insurers retain the liability. Similarly, payments made on behalf of WorkCover and the self-insurers have not been included as expenses.

Amounts relating to 2024-25 are \$17,973,220 (2024: \$11,326,590).

### 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 2024-25.

#### *Accounting Standards Early Adopted*

No Australian Accounting Standards have been early adopted for 2024-25.

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

No Australian Accounting Standards have been applied for the first time in 2024-25.

### 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 directives from the Government or Queensland Treasury.



**MANAGEMENT CERTIFICATE**  
for the year ended 30 June 2025

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 2025 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

27 August 2025



.....  
Signature

R McLean

BCom/LLB (Hons), CA

General Manager, Business & Advisory  
Services

27 August 2025

## 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 (the entity).

The financial report comprises the statement of financial position as at 30 June 2025, 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.

In my opinion, the financial report:

- a) gives a true and fair view of the entity's financial position as at 30 June 2025, and its financial performance and cash flows for the year then ended; and
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

#### 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 (including independence standards)* (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.

#### Other information

Those charged with governance are responsible for the other information.

The other information comprises the information included in the entity's annual report for the year ended 30 June 2025 but does not include the financial report and our auditor's report thereon.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

### **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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

[https://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf)

This description forms part of my auditor's report.

### **Statement**

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2025:

- 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*

Martin Luwinga  
as delegate of the Auditor-General

28 August 2025

Queensland Audit Office  
Brisbane

# APPENDICES

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# National Injury Insurance Agency Queensland Strategic Plan 2022-2026

# NIISQ

Revised 2024



## PURPOSE

We boldly lead our scheme to ensure participants have access to services and supports that really matter to them



## VISION

The right support at the right time making a difference to people's lives



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

### Opportunities

- Developing a robust and dynamic workforce that consistently delivers high-quality services to participants.
- Improved collaboration and co-design with research bodies and service providers to deliver better participant outcomes.
- Leveraging emerging innovations and technologies to educate stakeholders, influence decision-making and improve outcomes for injured people.
- Influence and invest in specific health systems to improve outcomes for seriously injured people.

### Risks

- Failure of the Agency to respond appropriately to economic pressures and unethical practices.
- Failure to protect the Agency's core information assets against cyber attacks or data breaches.
- Failure to provide a safe and supportive work environment to protect the wellbeing of our workforce and ensure excellence in service delivery and participant experience.

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

### Health services when you need them

We provide funding for essential treatment, care, and support for those seriously injured in a motor vehicle accident on a Queensland road. As a no-fault scheme, NIISQ covers costs regardless of who caused the accident, provided the injured person meets all eligibility criteria as per the NIISQ Act and Regulation.





National Injury Insurance Scheme Queensland  
Actuarial Certificate  
Outstanding Liabilities as at 30 June 2025

Finity Consulting (“Finity”) has been engaged by the National Injury Insurance Agency Queensland (“NIIAQ”) to make an actuarial assessment of its outstanding claim liabilities of the National Injury Insurance Scheme Queensland (“NIISQ”, “the Scheme”) as at 30 June 2025 under the *National Injury Insurance Scheme (Queensland) Act 2016* (“the Act”).

Data

We have relied on the accuracy and completeness of the data and other information (qualitative, quantitative, written and verbal) provided to us by NIIAQ for the purpose of making our estimates. We have not independently verified or audited the data but we have reviewed it for general reasonableness and consistency. We have evaluated the information provided through inquiry, analysis and review, and nothing has come to our attention to indicate the information provided was materially misstated or would not afford reasonable ground upon which to base our estimates.

Basis of Our Estimates

We have calculated a central estimate of the outstanding liabilities, meaning that our assumptions have been selected to yield estimates which are not knowingly above or below the ultimate liabilities. Our estimates are discounted to allow for the time value of money, they include allowance for future expenses incurred in the management of the outstanding liabilities. There is no allowance for a risk margin as instructed by the NIIAQ.

Our estimates have been prepared in accordance with the Actuaries Institute’s Professional Standard 302 (“PS 302”), taking into account the purpose of the valuation, nature of business and considerations of materiality.

We understand that Australian Accounting Standard 137 (AASB 137) applies to the Scheme in preparing its annual financial statements. We have prepared our estimate of outstanding claims to be consistent with this Accounting Standard’s requirements.

Valuation Results and Provisions

The Scheme’s outstanding liabilities are the value of payments to be made after 30 June 2025 in respect of injured persons eligible or expected to become eligible for Scheme participation whose injuries, under the provisions of the Act, arose on or before that date.

Our Net Central Estimate of the Scheme’s outstanding liability as at 30 June 2025 is \$4,694.5m.

While it remains a decision for NIISQ as to the amount to adopt in the accounts, the Scheme has adopted our Net Central Estimate in its financial statements as at 30 June 2025.

In our opinion, the estimate of outstanding liability is established appropriately in accordance with relevant accounting and actuarial standards and includes a reasonable central estimate of the net liability including allowance for IBNR (Incurred But Not Reported), expenses relating to participant liability management and discounting for the time value of money.

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#### Uncertainty

It is not possible to put a value on outstanding liabilities with certainty. We have prepared our estimates on the basis that they represent our current assessment of the likely future experience of the Scheme. However, deviations of the actual experience from our estimates are normal and to be expected.

There is a limitation upon the accuracy of the estimates in this certificate in that there is an inherent uncertainty in any estimate of outstanding liability. This is due to the fact that the ultimate liability for participants is subject to the outcome of events yet to occur. These include, but are not limited to, the mortality rate and participants' injury severity improvements within the Scheme, the number of participants accepted into the Scheme, future levels of care and support provided to participants and the behaviour of stakeholders such as NIIAQ's management or service providers (including price adjustments).

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

#### Reports

Full details of the data, methodology, assumptions and results of our valuation are set out in our report to NIIAQ dated 1 August 2025.

A handwritten signature in black ink, appearing to read "A. Cutter".

Aaron Cutter FIAA  
4 August 2025

A handwritten signature in black ink, appearing to read "Claire White".

Claire White FIAA

A handwritten signature in black ink, appearing to read "P. Zhang".

Patrick Zhang FIAA

## 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 (the 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 NIIAQ – <a href="#">Page 6</a> The NIIAQ 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 NIIAQ Agency – <a href="#">Page 10</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 34</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 11</a>
	Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	Governance: Our strong commitment to human rights – <a href="#">Page 30</a>
	Queensland public service values	ARRs – section 13.6	The NIIAQ 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 31</a>
	Audit committee	ARRs – section 14.2	Governance: Risk and audit committee – <a href="#">Page 29</a>
	Internal audit	ARRs – section 14.3	Governance: Internal and external accountability – <a href="#">Page 31</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 32</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: NIIISQ statistics – <a href="#">Page 33</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>
	Charter of Victims' Rights	<i>VCSVRB Act 2024</i> ARRs – section 31.4	n/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 69</a>
	Independent Auditor's Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	Independent Auditor's Report – <a href="#">Pages 70</a>

**FAA** *Financial Accountability Act 2009*

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

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

# NIISQ

ANNUAL REPORT 2024-25

**The National Injury Insurance Agency, Queensland**

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