



**Australian Government**

**Comcare**

# Comcare 2015–16 Corporate Plan

## DISCLAIMER

This information is for guidance only and is not to be taken as an expression of the law. It should be read in conjunction with the relevant legislation. For more information contact your local workplace health and safety authority.

## Publication details

Published by Comcare

© Commonwealth of Australia 2015

All material presented in this publication is provided under a Creative Commons Attribution 3.0 Australia (<http://creativecommons.org/licenses/by/3.0/au/deed.en>) licence.

For the avoidance of doubt, this means this licence only applies to material as set out in this document.



The details of the relevant licence conditions are available on the Creative Commons website (accessible using the links provided) as is the full legal code for the CC BY 3.0 AU licence (<http://creativecommons.org/licenses/by/3.0/legalcode>).

## Use of the Coat of Arms

The terms under which the Coat of Arms can be used are detailed on the It's an Honour website (<http://www.itsanhonour.gov.au/coat-arms/index.cfm>).

## Contact us

Inquiries regarding the licence and any use of this document are welcome at:

Communications  
Comcare  
GPO Box 9905  
Canberra ACT 2601

Ph: 1300 366 979  
Email: [helpdesk.communications@comcare.gov.au](mailto:helpdesk.communications@comcare.gov.au)

# Contents

CEO’s introduction	4
Purposes	5
Environment	6
Performance	7
1. Impact on work health and safety	9
2. Insurance	10
3. Regulation	12
4. Scheme management	13
5. Recovery at work	14
6. SRCC and Seacare Authority	15
7. Corporate management	16
8. Leadership	17
9. Risk oversight and management	18
10. Capability	20
11. Comcare’s work health and safety performance	23
Appendix 1: Performance indicators	24



## CEO's introduction

I am pleased to present the *Comcare 2015–16 Corporate Plan*.

This corporate plan describes a new direction for Comcare. It sets a clear path to transform our business and deliver our four business priorities:

- > **Leading insurer**—working with employers and employees to minimise harm in workplaces, support return to work and recovery at work, and deliver robust and transparent management of claims.
- > **National regulator**—delivering risk-based, cost-effective and consistent national regulation of workplaces, encouraging compliance to improve health, safety and rehabilitation outcomes through education and appropriate, balanced enforcement.
- > **Excellence in scheme management and design**—working with scheme participants to achieve a sustainable, fair and best practice national scheme. We provide expert advice to the Minister for Employment, the Safety, Rehabilitation and Compensation Commission (SRCC) and the Seacare Authority, and provide leadership in policy and scheme design.
- > **Efficient and cost-effective corporate management**—providing high quality, timely management of corporate services, supporting business innovation and improvement by leading corporate planning and building the capability of our people.

Comcare has made the conscious decision to change how we work. This plan sets a new direction to deliver healthy and safe workplaces that minimise the impact of harm.

This plan also reflects the feedback I and the Executive received from our key stakeholders about the need for change. We have developed our key deliverables and performance measures in conjunction with our employees.

Our corporate plan sets the direction for our internal operational and group business plans and through them, our team and individual performance plans. This alignment will assist us in driving transformation and ensure change is realised by providing a line of sight for key stakeholders and employees to the priorities and overall objectives of the organisation.

In combination with the annual report, it will enable our Minister, the Parliament and the public to draw clear links between the use of public resources and the results we achieve.

The *Comcare 2015–16 Corporate Plan* has been prepared in accordance with the requirements of paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and section 16E of the *Public Governance, Performance and Accountability Rule 2014*. It expands on the information in the 2015–16 Portfolio Budget Statements (PBS) and covers the financial years 2015–16 to 2018–19. We will report against the corporate plan in the annual performance statements that form part of the Comcare Annual Report, tabled in the Parliament in October each year by the Minister for Employment.

Jennifer Taylor  
Chief Executive Officer  
Comcare

# Purposes

Comcare is established under the *Safety, Rehabilitation and Compensation Act 1988* (SRC Act).

Comcare has functions and responsibilities under the SRC Act, the *Work Health and Safety Act 2011* (WHS Act) and the *Asbestos-related Claims (Management of Commonwealth Liabilities) Act 2005* (ARC Act). Under this legislation we have roles as insurer, regulator and scheme manager.

We provide expert advice and services to the SRCC and the Seacare Authority, and we manage the Commonwealth's asbestos-related claims liabilities.

Comcare's outcome statement describes our success and provides strategic focus for all our efforts:

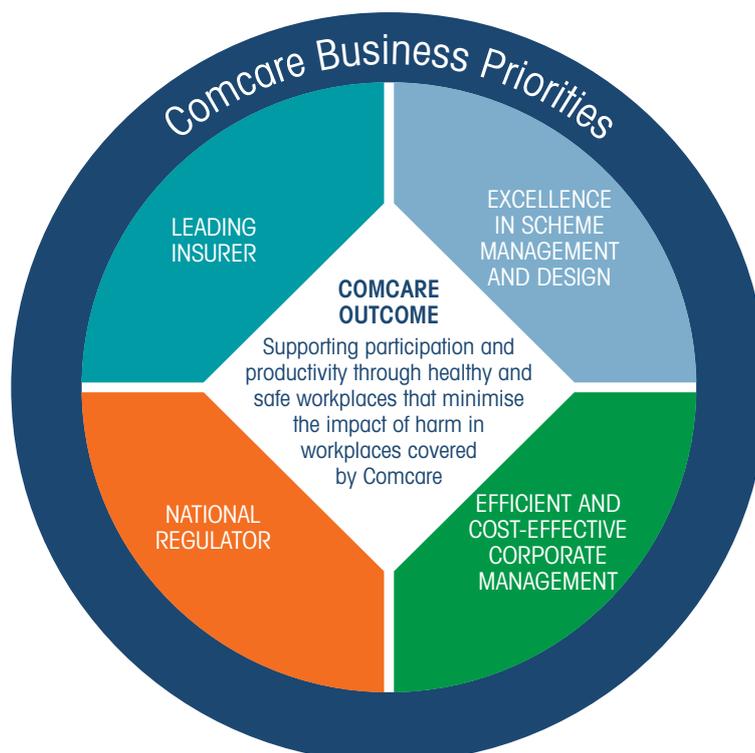
- > Supporting participation and productivity through healthy and safe workplaces that minimise the impact of harm in workplaces covered by Comcare.

Our role is to have a positive impact on reducing injury and harm in the workplace.

Comcare's work underpins quality workplaces and plays a vital role supporting workforce participation and productivity, as well as making an important contribution to the Australian Government's deregulation agenda.

The corporate plan clearly shows how each key result area, objective and strategic priority contribute to the achievement of our outcome. At the same time, it shows how we will drive transformation throughout the organisation.

Through this corporate plan, employers and employees in workplaces covered by Comcare will be able to see the benefit from improved performance across the range of key result areas in each of our four business priorities. Comcare will be outcome focussed, transparent, innovative and collaborative in delivering our work. We have identified ambitious performance targets that reflect our shared commitment to minimising harm in the workplace.



# Environment

The need to ensure the work environment is healthy and safe is ongoing and is an essential contribution to productive workplaces.

Technology and automation are transforming traditional models of work. We will maintain our focus as the nature of work changes and the profile of occupational risks shifts with increased concern around psychological as much as physical injury. These factors provide important context and our approach to these challenges will be critical to our success and that of the employers and employees in our scheme.

## Challenges

The cost and duration of workers' compensation claims continue to increase. Psychological injury costs continue to rise and the length of time ill and injured employees are away from their work has increased, particularly at public sector workplaces. Comcare has experienced significant increases in the value of outstanding claim liabilities which have left the underwritten scheme in an under-funded position. The appropriate funding of public sector workers' compensation liabilities remains a priority, and we have a commitment to match our liabilities and assets by July 2020.

The Australian Government has committed to reducing the cost of unnecessary or inefficient regulation imposed on individuals, business and community organisations.

We will reduce the regulatory burden on employers and provide improved transparency for calculation of regulatory contributions and licence fees. We will continue to review our operational and administrative priorities and strategies to meet this objective.

## External factors

We anticipate potential increases in the number of applications from companies to become self-insured licensees under the SRC Act, following the government's decision to lift the moratorium on access to coverage under the SRC Act.

The proposed changes to the SRC Act, subject to passage of legislation, will affect many aspects of our business.

The corporate plan clearly shows the measures Comcare will implement over the next four years to address these challenges and external factors.

Comcare must be an active leader in this time of change.

Through delivery of this corporate plan Comcare will become a leading insurer and national regulator, providing excellence in scheme management and design, cost-effective and efficient corporate management, and showing leadership in identifying and delivering strategies to minimise harm in the workplace.

Comcare's regulatory and insurance functions alike must be underpinned by strong data, analytics and research—this will deliver better outcomes and ensure that our resources are deployed to best effect, helping to reduce liabilities and increase the effectiveness of our regulation.

A strong governance framework will guide our work, allowing resources to follow strategic priorities, ensuring business risks are identified and well managed, and organisational commitment to effective internal and external collaboration is supported. This plan ensures that our priority actions are clearly aligned with our strategic focus and ensure the coherence, capability and adaptability of the organisation going forward.

# Performance

Comcare is committed to improving our performance and has set ambitious targets to minimise the impact of harm in the workplace.

In driving this change, we will be focussing on:

- > reducing illness and injury in workplaces
- > reducing premiums and claim costs
- > reducing workers' compensation liability
- > recovery at and return to work
- > leadership in all aspects of our business.

Our strategic direction and resourcing are stated each year in the PBS and reported in the Comcare Annual Report.

We have a practical results-oriented plan that is supported by the commitment of our employees. Performance will be driven by the objectives and strategies that are contained in all our plans that link to ensure a clear line of sight between the performance of Comcare and the performance of each individual.

Comcare has a governance framework that ensures we meet our obligations of performance and accountability—an established committee structure oversees the strategies and plans to improve service delivery, make effective decisions and build capability. Our planning processes enable us to monitor, review, evaluate and report on our work.

Each business area maintains effective service and complaint handling mechanisms to monitor and improve performance.

Results will be reported in annual performance statements to 2018–19.

Key result areas	Objectives
1. <b>Impact on work health and safety</b>	Comcare has a positive impact on reducing injury and harm in the workplace.
2. <b>Insurance</b>	<p>An effective and sustainable workers' compensation scheme for the public sector:</p> <ul style="list-style-type: none"> <li>&gt; a fully funded insured scheme by 1 July 2020</li> <li>&gt; average premiums of 1.1% (excluding GST) by 1 July 2018</li> <li>&gt; liability reduced by \$1 billion by 1 July 2018</li> <li>&gt; administration costs are 20% of overall scheme costs by 1 July 2018</li> <li>&gt; a 50% increase in premium payers' return to work rates by 2018.</li> </ul> <p>Responsive, relevant and cost-effective services.</p> <p>Timely and appropriate management of workers' compensation claims that facilitates and accelerates recovery at and return to work.</p> <p>Proactive management of asbestos claims and recoveries from third parties.</p>
3. <b>Regulation</b>	<p>Lead continuous improvements in work health and safety and rehabilitation outcomes.</p> <p>Achieve compliance with the SRC Act and WHS Act and Regulations.</p>
4. <b>Scheme management</b>	National leader in the design, implementation and management of a scheme that improves work health and safety, and rehabilitation outcomes.
5. <b>Recovery at work</b>	<p>Increase the adoption by employers of outcome focussed practices to improve work participation and health.</p> <p>Increase the adoption of clinically justified treatment and evidence-based practices to improve return to work and health outcomes.</p>
6. <b>SRCC and Seacare Authority</b>	Useful, high quality advice and assistance to the SRCC and Seacare Authority to support them meeting their responsibilities.
7. <b>Corporate management</b>	<p>High client satisfaction with timely, efficient and cost-effective corporate management.</p> <p>Cost of corporate service delivery is reduced by 20% by 30 June 2017, from the 2014–15 budget baseline.</p>
8. <b>Leadership</b>	Leaders in Comcare demonstrate strategic vision, effective decision making, a focus on results and promote an environment of trust, accountability and innovation.
9. <b>Risk oversight and management</b>	Embedded risk management culture and practices that enable Comcare to effectively manage risk.
10. <b>Capability</b>	<p>Increased knowledge, skills and capacity of Comcare employees to meet current and future business needs.</p> <p>User-friendly, value for money systems that meet current and future business needs.</p>
11. <b>Comcare's work health and safety performance</b>	Comcare's workers' compensation premium rate is below the premium payer average by 2018.

## 1. Impact on work health and safety

### Objective:

Comcare has a positive impact on reducing injury and harm in the workplace.

This is the highest level key result area for Comcare. All the strategies and activities across this corporate plan contribute to achieving this high level result.

### Performance measurement

Success	Performance indicator
Improved return to work outcomes	% change in the current return to work rate
Low level of injury and harm to employees	Injury rate, reported by type of injury

## 2. Insurance

### **Objectives:**

An effective and sustainable workers' compensation scheme for the public sector:

- > a fully funded insured scheme by 1 July 2020
- > average premiums of 1.1% (excluding GST) by 1 July 2018
- > liability reduced by \$1 billion by 1 July 2018
- > administration costs are 20% of overall scheme costs by 1 July 2018
- > a 50% increase in premium payers' return to work rates by 2018.

Responsive, relevant and cost effective services.

Timely and appropriate management of workers' compensation claims that facilitates and accelerates recovery at and return to work.

Proactive management of asbestos claims and recoveries from third parties.

### **Strategic priorities:**

1. Implement improved return to work initiatives.
2. Review and improve liability management.
3. Improve the dispute management process.
4. Develop our data analysis capability.
5. Implement legislative change, subject to the passage of legislation.
6. Consolidate and improve quality assurance processes.
7. Drive efficiencies to prioritise return to work.
8. Provide responsive, relevant and cost effective services.
9. Review and improve Comcare's investment strategy.

## Performance measurement

Success	Performance indicator
Scheme is fully funded	% and dollar value of insured scheme that is funded
Premiums are at an optimal level	Premiums as percentage of payroll
Scheme liability is reduced	% change and dollar value of total scheme liability
Reduced administration costs	Administration cost as percentage of overall scheme costs as reported by Safe Work Australia
Early return to work of employees	% and number of employees on reduced income continuance—reported by time period: 4, 13, 26, and 52 weeks
High satisfaction with services	% and number of employers and employees satisfied with the quality of claims management, and the quality of services provided to case managers in agencies
Timely processing of claims	% and number of claims processed within agreed timeframes
Accurate processing of payments	% and number of sampled payments processed in accordance with agreed standards
Reasonable cost to process claims	Average cost per claim processed
Maximise recoveries from third parties and debtors	% and dollar value of asbestos claims settlements recovered from third parties

### 3. Regulation

#### Objectives:

Lead continuous improvements in work health and safety and rehabilitation outcomes.

Achieve compliance with the SRC Act and WHS Act and Regulations.

#### Strategic priorities:

1. Undertake high quality compliance activities.
2. Create a regulatory blueprint to guide compliance activities.
3. Improve regulatory intelligence and risk based regulation.

#### Performance measurement

Success	Performance indicator
Increased awareness of health and safety in workplaces targeted by prevention strategies	Qualitative evaluation using feedback from participants
Improved compliance	% and number of assessed workplaces and providers that show compliance with the SRC Act and WHS Act and Regulations. Reported by time period: <ol style="list-style-type: none"> <li>a) at time of first assessment</li> <li>b) on subsequent assessments</li> </ol>
Consistent compliance activities	Qualitative evaluation of the consistency of compliance activities
Timely compliance activities	% and number of activities that comply with Comcare internal and statutory requirements—reported by activity type: <ol style="list-style-type: none"> <li>a) investigations</li> <li>b) inspections</li> <li>c) authorisations</li> <li>d) assessments of notifications</li> </ol>

## 4. Scheme management

### Objectives:

National leader in the design, implementation and management of a scheme that improves work health and safety, and rehabilitation outcomes.

#### Strategic priorities:

1. Develop innovative policies and programmes.
2. Improve recovery and return to work outcomes.
3. Provide high quality advice and assistance to licensees.
4. Build the self insurance knowledge base.
5. Engage with premium payers to inform scheme design and monitor scheme performance.
6. Increase scheme participant knowledge and understanding of the scheme requirements, risk and better practices.
7. Provide quality analysis and insights that highlight emerging risks and trends that drive timely actions.
8. Transparent pricing of scheme management and regulation functions.

### Performance measurement

Success	Performance indicator
Employers are satisfied with management of the scheme	% and number of employers who are satisfied with management of the scheme
Adoption of policy initiatives	% and number of policy initiatives adopted or used within the Department of Employment, and across government
Effective partnerships with stakeholders	Qualitative evaluation assessing the quality of partnerships with external stakeholders
Leadership of a scheme that strives for the prevention of injuries, facilitates recovery at work and promotes the health benefits of work	Qualitative evaluation assessing Comcare's leadership of the scheme

## 5. Recovery at work

### Objectives:

Increase the adoption by employers of outcome focussed practices to improve work participation and health.

Increase the adoption of clinically justified treatment and evidence-based practices to improve return to work and health outcomes.

### Strategic priorities:

1. Define and communicate Comcare's role in rehabilitation across the scheme.
2. Improve the performance of workplace rehabilitation providers.
3. Improve the performance of medical and treatment providers.

### Performance measurement

Success	Performance indicator
Improved return to work outcomes	Current return to work rate for the scheme
Rehabilitation authorities displaying good rehabilitation practices	% and number of rehabilitation authorities that are assessed as: <ol style="list-style-type: none"> <li>a) poor</li> <li>b) adequate</li> <li>c) excellent</li> </ol> for their rehabilitation practices

## 6. SRCC and Seacare Authority

### Objectives:

Useful, high quality advice and assistance to the SRCC and Seacare Authority to support them meeting their responsibilities.

#### Strategic priorities:

1. Support the SRCC and Seacare Authority to achieve strategic initiatives in accordance with the government's policy agenda.
2. Improve processes and content for the SRCC and Seacare Authority.
3. Review the regulatory model and framework for the SRCC and Seacare Authority.
4. Provide high quality advice and support to the SRCC and Seacare Authority.

### Performance measurement

Success	Performance indicator
High satisfaction by SRCC and Seacare Authority with the support provided	% and number of Commissioners and Members satisfied with the quality of support provided Qualitative evaluation using structured interviews with Commissioners and Members

## 7. Corporate management

### Objectives:

High client satisfaction with timely, efficient and cost-effective corporate management.

Cost of corporate service delivery is reduced by 20% by 30 June 2017, from the 2014–15 budget baseline.

### Strategic priorities:

1. Reduce costs and improve the efficiency of corporate management.
2. Improve the quality of corporate management.
3. Collect data and report on corporate performance.

### Performance measurement

Success	Performance indicator
High client satisfaction with corporate management	% and number of clients satisfied with: <ol style="list-style-type: none"> <li>a) response times</li> <li>b) professionalism and customer service</li> <li>c) consistency of response</li> <li>d) resolution of their enquiry</li> <li>e) quality of communication</li> </ol>
Cost savings achieved	% change and dollar savings achieved

## 8. Leadership

### Objectives:

Leaders in Comcare demonstrate strategic vision, effective decision making, a focus on results and promote an environment of trust, accountability and innovation.

#### Strategic priorities:

1. Improve leadership performance and delegation across the business.
2. Strengthen leadership capability across the organisation.

### Performance measurement

Success	Performance indicator
Corporate plan and strategic plans are developed, used, reviewed, and implemented based on learnings and emerging business needs	Qualitative evaluation using focus groups with Comcare managers and employees, and desktop reviews
High levels of Comcare employee engagement	Rating on the leadership category for Comcare within the Australian Public Service <i>State of the Service</i> survey report
Strategic vision understood internally and externally	Qualitative evaluation using focus groups with Comcare managers and employees

## 9. Risk oversight and management

### Objectives:

Embedded risk management culture and practices that enable Comcare to effectively manage risk.

#### Strategic priorities:

1. Establish a high quality enterprise-wide risk management system.
2. Provide comprehensive training and development on risk.
3. Evaluate and improve our risk performance.
4. Strengthen engagement with stakeholders on risk issues.

### Performance measurement

Success	Performance indicator
Risks are known and managed	Qualitative evaluation of the use of risk management using structured interviews with key leaders, and case studies
All business areas have applied risk management to their business context	% and number of business areas that have applied risk management to their business context

Comcare is undergoing a review of its risk management policy and framework. This revised framework will improve Comcare's ability to monitor the risks to its objectives, and track the implementation of the controls put in place to manage these risks. Quarterly reporting to the Executive Committee will ensure the currency of the risk framework in action.

Comcare has established the objective to have an embedded risk management culture and practices that enable Comcare as part of this corporate plan. We will review and enhance our risk management framework to ensure that:

- > it is aligned with organisational activities, objectives and key performance indicators
- > risk management is an integrated aspect of our business processes
- > we effectively engage with our stakeholders in relation to shared risks
- > we have appropriate and effective mechanisms to communicate and escalate risk information
- > there is a sound, articulated framework of accountability, responsibility and delegation for managing risk
- > management of risk is central to our priority setting.

To achieve this we will:

- > benchmark our updated risk management framework against the *Commonwealth Risk Management Policy*
- > develop and roll out training to Comcare employees responsible for identification and management of risks
- > establish a Risk Management Network to support Comcare employees in identifying and managing risks
- > develop a risk management strategy to guide our management of risk
- > update guidance material provided to Comcare employees to help them in identifying and managing risk in accordance with our risk management strategy
- > identify and evaluate options to enhance system support for risk management.

## 10. Capability

### Objectives:

Increased knowledge, skills and capacity of Comcare employees to meet current and future business needs.

User-friendly, value for money systems that meet current and future business needs.

### Strategic priorities:

1. Develop and implement a new People Plan to build a highly engaged and skilled workforce and an exemplary workplace.
2. Improve productivity and efficiency through a comprehensive Digital Strategy.
3. Implement an organisation-wide project management framework.
4. Create easy to use subject guides to improve workplace knowledge and efficiency.
5. Identify and champion business innovation and improvement.

### Performance measurement

Success	Performance indicator
People Plan is implemented	% and number of People Plan strategies that are implemented by the specified date
High Comcare employee satisfaction with the People Plan	Qualitative evaluation using the results of the Australian Public Service <i>State of the Service</i> report, and comments by managers and Comcare employees in their Performance Excellence Plans assessments
Digital Strategy is implemented	% and number of Digital Strategy actions that are implemented by the specified date

Comcare's capability ensures that it can deliver on the priorities of the government, the Minister and our outcome.

## People

Our employees uphold and promote the Australian Public Service Values and Code of Conduct. Within this context Comcare will be an organisation that is:

- > connected, with clear corporate strategic directions and priorities that we all work towards
- > collaborative, working alongside the Department of Employment, the SRCC, employers and employees to ensure healthy safe and productive workplaces
- > ethical, with commitment at all levels to integrity and good governance and responsible stewardship of sensitive personal and business information
- > smart and innovative, where our diverse professional skills, knowledge and business analytics are applied to deliver cutting edge solutions
- > open and transparent in our business dealings, with a commitment to measuring and benchmarking our performance
- > adaptable, with a commitment to being a learning organisation and developing our capability to support corporate directions and priorities
- > influential, with deep engagement in thinking and communicating about workplace safety and health at national and international levels
- > purposeful, with individuals proactive and empowered to contribute to the corporate purpose
- > professional, where we respond and deliver to a high standard.

Comcare is structured into four main business groups. All business groups are supported by governance arrangements and business planning processes. Our People Plan and Digital Strategy are key to ensuring that our capability matches our requirements.

## People Plan

The People Plan establishes our workforce priorities and links them to our organisational objectives. This plan is overseen by the People Committee and has four principles:

1. People are attracted to work at Comcare.
2. People are healthy and safe at Comcare.
3. People are engaged and proud to work for Comcare.
4. People are capable and excel at their jobs.

The current People Plan is due for revision and will be updated to ensure that workforce capability meets our needs in delivering the corporate plan.

Comcare is committed to the principles of equity and diversity, ensuring that all Australians have access to Comcare's services and programmes, and that the workforce is representative of the broader Australian community. Our Diversity Champion leads the delivery of our diversity initiatives, including the *Reconciliation Action Plan* and *Accessibility Action Plan*.

Comcare recognises the importance of a capable workforce and creating an environment for our people to develop capability and excel in their jobs. To do this we have a Performance Development Framework to support learning and development and high performance. The Performance Development Framework is the key tool we use to encourage high-performance from our people. The framework assists us to deliver on Comcare's outcome, and address early any instances of underperformance. It includes a Reward and Recognition Policy to actively recognise and reward the achievements of our people.

Comcare participates in an annual graduate programme in partnership with the Australian Public Service Commission.

The People Team provides a monthly dashboard of performance in key areas of people management. This report provides high level information about the workforce, including absence and performance indicators. This report is discussed with HR business partners to ensure that managers are able to identify and work on their key workforce issues.

## Digital Strategy

The Digital Strategy is a programme of digital transformation for Comcare. Implementation over five years will:

- > encourage and support clients to interact with Comcare via secure user-friendly digital services
- > transition the organisation from paper-based to digital ways of working, with use of paper by exception only before 2020
- > support the Digital Transformation Office commitment that all major transactions with clients can be completed digitally online end-to-end by 2017
- > decrease Comcare's operating costs by reducing productivity impacts resulting from current constraints in data management, processing and core systems
- > enable Comcare to meet the Australian Government's *Digital Service Standard*
- > ensure Comcare's digital information services comply with the Web Content Accessibility Guidelines 2.0 endorsed by the Australian Government.

## 11. Comcare's work health and safety performance

### Objectives:

Comcare's workers' compensation premium rate is below the premium payer average by 2018.

#### Strategic priorities:

1. Strengthen leadership skills in work health and safety.
2. Implement a high quality internal work health and safety system.
3. Implement early intervention strategies to reduce potential harm.
4. Implement work health and safety training for all Comcare employees.

### Performance measurement

Success	Performance indicator
Low level of injury and harm to Comcare employees	Injury rate, reported by type of injury
Recovery at and early return to work	% and number of Comcare employees on reduced income continuance—reported by time period: 4, 13, 26 and 52 weeks
Low premium rate	% change and dollar value of premiums Premium rate

## Appendix 1: Performance indicators

In developing the *Comcare 2015–16 Corporate Plan*, additional performance indicators were developed to supplement those included in the 2015–16 Portfolio Budget Statements (PBS).

While the PBS provides performance indicators for six main programme areas linked to Comcare's statutory roles, the corporate plan has been designed with a long-term outlook that will improve business performance.

Comcare's four business priorities require raised standards for our internal performance, as articulated in the additional performance indicators. By meeting these internal performance standards, we will exceed the external performance standards provided by the 2015–16 PBS and achieve our four business priorities: to be a leading insurer, to be a national regulator, to achieve excellence in scheme management and design, and to demonstrate efficient and cost-effective corporate management.

The following success measures from the corporate plan, match the 2015–16 PBS performance indicators as shown in the table below:

Corporate plan success measure	Matching key PBS performance indicator
<b>Insurance</b>	
Scheme is fully funded	Component 1.4: Funding ratio
Premiums are at an optimal level	Component 1.4: Commonwealth average premium rate
High satisfaction with services	Component 1.4: Injured worker satisfaction with services as part of the Comcare index
Timely processing of claims	Component 1.4 and 1.5: Timeliness of claims determination and determined claims payment Component 1.6: Timeliness of claims resolution
Maximise recoveries from third parties and debtors	Component 1.6: Third party recovery rate
<b>Scheme management</b>	
Employers are satisfied with management of the scheme	Component 1.2: Employer satisfaction with scheme management
<b>Recovery at work</b>	
Rehabilitation authorities have good rehabilitation practices	Component 1.1: Compliance with the Nationally Consistent Approval Framework for Workplace Rehabilitation Providers by workplace rehabilitation programme providers approved by Comcare
<b>SRCC and Seacare Authority</b>	
High satisfaction by SRCC and Seacare Authority with the support provided	Component 1.3: SRCC satisfaction with support provided by Comcare Component 1.3: Seacare Authority satisfaction with support provided by Comcare

The following success measures match the objective of the 2015–16 PBS key performance indicators but differ in the way they measure success:

Corporate plan success measure	Matching key PBS performance indicator
<b>Impact on work health and safety</b>	
Improved return to work initiatives	Component 1.2: Returned to work across scheme participants Component 1.2: Current return to work rate Component 1.4: Current return to work rate
Low level of injury and harm to employees	Component 1.1: Achievement of the <i>Australian Work Health and Safety Strategy 2012–2022</i> targets and initiatives
<b>Insurance</b>	
Scheme liability is reduced	Component 1.4: Funding ratio
Early return to work of employees	Component 1.4: Claims continuance rate Component 1.4: Current return to work rate
<b>Scheme management</b>	
Leadership of a scheme that strives for the prevention of injuries, facilitates recovery at work and promotes the health benefits of work	Component 1.2: Employer satisfaction with scheme management
<b>Recovery at work</b>	
Improved return to work initiatives	Component 1.2: Returned to work across scheme participants Component 1.2: Current return to work rate

The following are additional performance indicators not currently identified by the 2015–16 PBS that have been added to support the achievement of the corporate plan objectives:

Corporate plan success measure	Matching key PBS performance indicator
<b>Insurance</b>	
Reduced administration costs	Component 1.4, 1.5 and 1.6
Accurate processing of payments	Component 1.4, 1.5 and 1.6
Reasonable cost to process claims	Component 1.4, 1.5 and 1.6
<b>Regulation</b>	
Improved compliance	Component 1.1
Increased awareness of health and safety in workplaces targeted by prevention strategies	Component 1.1
Consistent compliance activities	Component 1.1
Timely compliance activities	Component 1.1

<b>Corporate plan success measure</b>	<b>Matching key PBS performance indicator</b>
<b>Scheme management</b>	
Adoption of policy initiatives	All components
Effective partnerships with stakeholders	Component 1.2
<b>Corporate management</b>	
High client satisfaction with corporate services	Component 1.2
Cost savings achieved	Component 1.2
<b>Leadership</b>	
Corporate plan and strategic plans are developed, used, reviewed, and implemented based on learnings and emerging business needs	All components
High levels of Comcare employee engagement	All components
Strategic vision understood internally and externally	All components
<b>Risk oversight and management</b>	
Risks are known and mitigated	All components
All business areas have applied risk management to their business context	All components
<b>Capability</b>	
High Comcare employee satisfaction with the People Plan	All components
People Plan is implemented	All components
Digital Strategy is implemented	All components
<b>Comcare's work health and safety performance</b>	
Low level of injury and harm to Comcare workers	Component 1.1
Low premium rate	Component 1.4
Recovery at and early return to work	Component 1.2



