



Australian Government

Comcare

# COMCARE 2017–18 CORPORATE PLAN

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Published by Comcare

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## CEO'S INTRODUCTION

I am pleased to present the Comcare 2017–18 Corporate Plan.

Comcare has made great improvements in the scheme's business operating model and financial health. We have had significant success in realising a fully funded scheme well ahead of our original target, and we continue to reduce our operating costs while maintaining excellence in service delivery.

We remain committed to our purposes of being a leading insurer and national regulator with excellence in scheme management and design, and efficient and effective operations. Each of our business areas have identified strategies that

will help Comcare achieve our outcome of greater participation and productivity nationally through healthy and safe workplaces that minimise the impact of harm.

Given our performance across all areas, this plan represents the next stage in our transformation—ensuring we build on our achievements and find new ways to drive improvement and innovation across every level of our operations. We remain focused on our purposes and outcome and will maintain the momentum of our successes, ensuring we do not become complacent.

Comcare is working closely with scheme participants in a collaborative effort to prevent injury, improve early intervention, recovery at and return to work outcomes for employees, lower premium rates and reduce claim frequency. We are focused on continuously improving our claims management practices and reducing the administrative costs associated with claims. Part of this work will be taking further steps towards a 'digital first' organisation where our services will be more efficient and accessible online.

We remain committed to being an adaptable organisation demonstrating leadership in minimising harm in the workplace. Our Corporate Plan has been refined with a strong focus on preparing for the emerging issues within the scheme and ensuring that we are well placed to respond to the needs of our stakeholders in the future. New initiatives for our workforce and business systems have been designed to give Comcare the organisational flexibility it needs to meet the shifting changes in our operating environment.

The corporate plan has been prepared in accordance with the requirement 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 contained in the 2017–18 Portfolio Budget Statements (PBS) and covers the financial years 2017–18 to 2020–21. 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. Comcare is the national work health and safety regulator under the national WHS Act. We manage the Commonwealth's asbestos-related claims liabilities.

We provide expert advice and services to the Safety, Rehabilitation and Compensation Commission (SRCC) and the Seafarers Safety, Rehabilitation and Compensation Authority (Seacare Authority).

Comcare's work underpins healthy and safe workplaces and plays a vital role supporting workforce participation and productivity, as well as making an important contribution to the Australian Government's Regulatory Reform Agenda.

Our role is to have a positive impact on reducing injury and harm in the workplace, as depicted in the table below:

| <b>Comcare's outcome statement (our Outcome) provides strategic focus for our purposes:</b>                  |   |  |   |   |
|--|---|--|---|---|
| Support participation and productivity through healthy and safe workplaces that minimise the impact of harm. |   |  |   |   |
| So we are:   |   |  |   |   |
| <b>Purposes</b>  | <b>The leading insurer</b>  | <b>The national regulator</b>  | <b>Excellence in scheme management and design</b>   | <b>Efficient and effective operations</b>   |
|  | Working with employers and employees to minimise the impact of harm in workplaces, facilitate recovery at and return to work, and deliver sustainable management of the fund. | Working with employers, employees and other stakeholders to improve work health, safety and rehabilitation outcomes through consistent, risk based regulation. | Working with scheme participants to achieve sustainable and better practice national schemes. | Working together to achieve our Outcome.  |
| <b>Activities</b>  | Sustainable management of the fund's liabilities.   | Embed the compliance and enforcement framework.  | Engage with scheme participants and experts to inform and improve scheme design.              | Provide strategic advice to effectively enable and support the organisation to deliver business outcomes. |
|  | Responsive, relevant and cost effective services.   | Implement the risk based regulatory model.   | Successfully implement improvements across the schemes.                                       | Streamline/improve business systems, processes and practices.   |
|  |   | Ensure national consistency in service delivery.   | Monitor and review the performance of the Comcare and Seacare Schemes.                        | Deliver core business systems and processes.  |
|  |   |  |   | Improve Comcare's WHS performance.  |

The corporate plan shows how:

- > each purpose contributes to the achievement of our Outcome
- > we will continue to drive transformation throughout the organisation.

Through this corporate plan, employers and employees will be able to see the benefit from the improved performance across each of our four purposes. Comcare is committed to being outcome focused, 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, both now and in the future.

# OPERATING ENVIRONMENT

Comcare operates in a diverse and continually changing environment.

Comcare's operations span Australia's public and private sector workforce. Our success is contingent upon anticipating and adapting to changing workplace environments across our jurisdiction.

Comcare monitors external environmental factors that impact our public and private sector stakeholders. Influential factors can include the economy, legislative changes and the changing nature of work. We continually work with employers and employees to minimise the impact of harm in the workplace, improve recovery at and return to work, and promote the health benefits of work through good work design.

Comcare's functions are underpinned by its data analytics and research capabilities to:

- > inform evidence-based policy and legislative frameworks
- > drive our risk-based regulatory activities
- > enable performance monitoring and identify priority areas.

## CHALLENGES AND INNOVATION

Comcare's quarterly review cycle continually scans the external and internal environments to identify emerging risks. Changes in our operating environment provide a catalyst for innovation aimed at improving the way we work and our ability to achieve our purposes over the coming years.

Comcare is leading a nationwide conversation about the health benefits of work through a Collaborative Partnership to Improve Work Participation. This aims to improve work participation of people with temporary or permanent physical or mental health conditions which impact their ability to work.

This multidisciplinary approach brings together government, non-government and not-for-profit organisations. This partnership will develop and implement initiatives addressing five areas to improve work participation:

- > cross sectors
- > employer mobilisation
- > employee awareness
- > rehabilitation services
- > general practitioner (GP) support.

Comcare facilitates recovery at and return to work through our claims management model focusing on greater responsiveness, targeted claims management approaches and outcome focused practices.

Technology is transforming the traditional models of work. Comcare monitors occupational risks and any changes brought about by the changing nature of work across our jurisdiction.

Mental health is one of the key priorities in the Government's *Australian Work Health and Safety Strategy 2012–2022*. Comcare contributes to the national conversation in addressing this issue through our membership of the Mentally Healthy Workplace Alliance.

The Australian Government Regulatory Reform Agenda promotes significant change in regulatory practice across the Australian Public Service. Comcare works with employers, employees and other stakeholders to deliver consistent, risk-based regulation to improve work health safety and rehabilitation outcomes.

Through our risk-based regulatory model, we are extending our proactive regulatory engagement with all entities within our scheme to increase understanding of work health safety and rehabilitation obligations, and targeted regulatory interventions.

Comcare is continually improving the way it operates through:

- > leadership of initiatives to improve injury prevention and claims management approaches
- > people management and building consistency in our leadership cohort
- > improving our information management systems and practices
- > enhancing our change management and communications across our business
- > focusing on stakeholder management.

# PERFORMANCE

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

In driving further change, we will focus on:

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

Our strategic direction and resourcing are stated each year in our Portfolio Budget Statements and reported in the annual performance statement published in the Comcare annual report.

The funding of public sector workers' compensation liabilities remains a priority, with our aim for the scheme to be fully funded by 1 July 2020. Our success in achieving this measure by 30 June 2017 changes our objective to ensuring the insured scheme continues to be fully funded.

Our performance measures cascade through corporate, operational, business group, team and individual performance plans. This ensures a clear line of sight between the performance of Comcare and the performance of each individual working within our organisation.

Comcare's governance framework 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. This is supported through our quarterly reporting to the Executive Committee who monitors the organisation's progress against our performance measures.

The performance measures in this section convey the intended results we expect to achieve against our four purposes.

## LEADING INSURER

Working with employers and employees to minimise the impact of harm in workplaces, facilitate recovery at and return to work, and deliver sustainable management of the fund.

### Activities

- > Sustainable management of the fund’s liabilities.
- > Responsive, relevant and cost effective services.

### Intended results

- > An effective, fully funded and sustainable workers’ compensation scheme for the public sector.
- > Sustainable claims management outcomes.

### Delivery strategies

- > Refine claims management to drive health outcomes and facilitate recovery, return to work and finalisation of claims.
- > Build a high performance business and service culture through clarity, commitment and accountability.
- > Provide detailed analysis and insights to support a high performance scheme.

### Performance measurements

The insured scheme continues to be fully funded.

| 2017–18 | 2018–19  | 2019–20  | 2020–21  |
|---------|----------|----------|----------|
| 100%    | 100–110% | 100–110% | 100–110% |

The average Commonwealth premium rate reduces to 1.1 per cent of payroll (excluding GST) by 2018–19, to ensure the scheme remains financially sustainable.

| 2017–18  | 2018–19   | 2019–20   | 2020–21   |
|--|---|---|---|
| <b>Average Commonwealth premium rate = 1.3% of payroll</b> | Average Commonwealth premium rate = 1.1% of payroll | Average Commonwealth premium rate = 1.1% of payroll | Average Commonwealth premium rate = 1.1% of payroll |

Reduce the insured scheme liability to \$1.9 billion, a reduction of \$1 billion from the baseline at 30 June 2014, to ensure the scheme remains financially sustainable.

| 2017–18   | 2018–19                                   | 2019–20                                   | 2020–21                                   |
|---|---|---|---|
| <b>Scheme liability is reduced to \$1.9 billion by 30 June 2018</b> | Scheme liability is \$1.9 billion or less | Scheme liability is \$1.9 billion or less | Scheme liability is \$1.9 billion or less |

**Reduce the administration cost ratio to 20 per cent by 2018-19, measured by Safe Work Australia's comparative performance monitoring methodology, to ensure cost effective management of the fund.**

| 2017-18  | 2018-19                                   | 2019-20                                   | 2020-21                                   |
|--|---|---|---|
| <b>Administrative cost ratio is 20% or lower</b> | Administrative cost ratio is 20% or lower | Administrative cost ratio is 20% or lower | Administrative cost ratio is 20% or lower |

**Increase the proportion of employees who have returned to work, measured by duration on incapacity benefits, to facilitate recovery and reduce liability.**

| Accrued incapacity duration | 2017-18    | 2018-19 | 2019-20 | 2020-21 |
|-----------------------------|------------|---------|---------|---------|
| <b>13 Weeks</b>             | <b>73%</b> | 76%     | 79%     | 79%     |
| <b>26 weeks</b>             | <b>82%</b> | 84%     | 86%     | 86%     |
| <b>78 weeks</b>             | <b>91%</b> | 92%     | 93%     | 93%     |

Note: Measured as the proportion of employees whose accrued incapacity duration is less than 13, 26 and 78 weeks. This complements the survey-based measure of return to work for the Comcare Scheme as a whole.

**A sustained high level of satisfaction and engagement with the services provided, measured by survey, to ensure services are appropriate, responsive and relevant.**

| 2017-18                                   | 2018-19                            | 2019-20                            | 2020-21                            |
|---|------------------------------------|------------------------------------|------------------------------------|
| <b>Satisfaction rating of 82% or more</b> | Satisfaction rating of 85% or more | Satisfaction rating of 85% or more | Satisfaction rating of 85% or more |

## NATIONAL REGULATOR

Working with employers, employees and other stakeholders to improve work health, safety and rehabilitation outcomes through consistent, risk based regulation.

### Activities

- > Embed the compliance and enforcement framework.
- > Implement the risk based regulatory model.
- > Ensure national consistency in service delivery.

### Intended results

- > Increased proportion of risk based, targeted work health and safety (WHS) and rehabilitation regulatory interventions.
- > Increased regulated entities’ understanding of WHS and rehabilitation obligations.
- > Increased regulated entities’ knowledge and adoption of better practice.

### Delivery strategies

- > Embed the compliance and enforcement framework.
- > Implement the risk based regulatory model.
- > Ensure national consistency in regulatory service delivery.

### Performance measurements

**Our proactive regulatory reach is extended to all entities in our scheme, to further our breadth of activities both in cities and remote workplaces, and ensure we have increased the number of active relationships with entities.**

| 2017–18   | 2018–19   | 2019–20   | 2020–21   |
|---|---|---|---|
| <b>Comcare interaction with 80% of entities in our scheme</b> | Comcare interaction with 100% of entities in our scheme | Comcare interaction with 100% of entities in our scheme | Comcare interaction with 100% of entities in our scheme |

**Our approach improves WHS outcomes in workplaces, measured by increased knowledge, awareness and compliance to ensure regulatory intervention makes a positive difference.**

| 2017–18  | 2018–19   | 2019–20   | 2020–21   |
|--|---|---|---|
| <b>70% of surveyed workplaces have improved WHS outcomes following regulatory intervention</b> | 80% of surveyed workplaces have improved WHS outcomes following regulatory intervention | 85% of surveyed workplaces have improved WHS outcomes following regulatory intervention | 85% of surveyed workplaces have improved WHS outcomes following regulatory intervention |

**A sustained high level of satisfaction and engagement with services provided, measured by survey, to ensure regulatory actions are appropriate, responsive and relevant.**

| 2017–18                                   | 2018–19                            | 2019–20                            | 2020–21                            |
|---|------------------------------------|------------------------------------|------------------------------------|
| <b>Satisfaction rating of 82% or more</b> | Satisfaction rating of 85% or more | Satisfaction rating of 85% or more | Satisfaction rating of 85% or more |

## EXCELLENCE IN SCHEME MANAGEMENT AND DESIGN

Working with scheme participants to achieve sustainable and better practice national schemes.

### Activities

- > Engage with scheme participants and experts to inform and improve scheme design.
- > Successfully implement improvements across the schemes.
- > Monitor and review the performance of the Comcare and Seacare Schemes.

### Intended results

- > Sustainable schemes, evidenced through outcomes achieved (including financial and return to work outcomes).
- > Schemes which identify and adopt better practice as far as possible.

### Delivery strategies

- > Collaborate with our stakeholders to improve scheme design and promote the health benefits of work.
- > Identify and promote better practice.
- > Improve scheme-wide analytics.

### Performance measurements

Return to work rates developed through the existing biennial Return to Work Survey indicating the rehabilitation outcomes achieved.

| 2017–18   | 2018–19 | 2019–20                                  | 2020–21 |
|---|---------|--|---------|
| <b>Comcare Scheme return to work rate = 95%</b> | -       | Comcare Scheme return to work rate = 95% | -       |

Note 1: The National Return to Work Survey will be conducted in 2017–18 and 2019–20.

Note 2: The Return to Work rate and other information for the Seacare Scheme is published by the Seacare Authority.

Improve the financial sustainability of the scheme measured by notional premium rate.

| 2017–18   | 2018–19                                      | 2019–20                                      | 2020–21                                      |
|---|--|--|--|
| <b>Comcare scheme notional premium rate = 1.13%</b> | Comcare scheme notional premium rate = 1.12% | Comcare scheme notional premium rate = 1.11% | Comcare scheme notional premium rate = 1.10% |

Note 1: Financial outcomes achieved by the Seacare Scheme are published by the Seacare Authority.

Better practice scheme management assessed through qualitative review.

| 2017–18   | 2018–19  | 2019–20  | 2020–21  |
|---|--|--|--|
| <b>Qualitative evaluation of scheme management identifies the adoption/promotion of better practice</b> | Qualitative evaluation of scheme management identifies the adoption/promotion of better practice | Qualitative evaluation of scheme management identifies the adoption/promotion of better practice | Qualitative evaluation of scheme management identifies the adoption/promotion of better practice |

## EFFICIENT AND EFFECTIVE OPERATIONS

Working together to enable the business to achieve Comcare’s Outcome.

### Activities

- > Provide strategic advice to effectively enable and support the organisation to deliver business outcomes.
- > Streamline/improve business systems, processes and practices.
- > Deliver core business systems and processes.
- > Improve Comcare’s work health and safety performance.

### Intended results

- > Increased satisfaction with corporate operations.
- > Comcare employees’ high levels of engagement are maintained.
- > Comcare employees have the knowledge and skills to meet operational needs.
- > Ensure Comcare’s workers compensation premium is comparable with the premium payer average (1.1%) by 2019.

### Delivery strategies

- > Enable Comcare business outcomes through excellence in human capital.
- > Identify and deliver business improvement opportunities for Comcare.
- > Ensure information is accessible, accurate, secure and current.
- > Develop and implement business-wide strategies to enable achievement of Comcare’s goals.

### Performance measurements

Increased satisfaction with corporate operations measured through responses to a survey conducted annually.

| 2017–18                | 2018–19                | 2019–20                | 2020–21                |
|------------------------|------------------------|------------------------|------------------------|
| 85% satisfaction rates | 90% satisfaction rates | 95% satisfaction rates | 95% satisfaction rates |

Maintain employee levels of engagement which are higher than those in similar sized agencies, measured through ratings on the leadership category questions in the *APSC State of the Service Survey*.

| 2017–18   | 2018–19   | 2019–20   | 2020–21   |
|---|---|---|---|
| Comcare employees rate their job engagement at higher than 7.5        | Comcare employees rate their job engagement at higher than 7.5        | Comcare employees rate their job engagement at higher than 7.5        | Comcare employees rate their job engagement at higher than 7.5        |
| Comcare employees rate their team engagement at higher than 7.2       | Comcare employees rate their team engagement at higher than 7.2       | Comcare employees rate their team engagement at higher than 7.2       | Comcare employees rate their team engagement at higher than 7.2       |
| Comcare employees rate their supervisor engagement at higher than 7.9 | Comcare employees rate their supervisor engagement at higher than 7.9 | Comcare employees rate their supervisor engagement at higher than 7.9 | Comcare employees rate their supervisor engagement at higher than 7.9 |

Maintain employee levels of engagement which are higher than those in similar sized agencies, measured through ratings on the leadership category questions in the *APSC State of the Service Survey*.

| 2017-18   | 2018-19   | 2019-20   | 2020-21   |
|---|---|---|---|
| Comcare employees rate their agency engagement at higher than 6.4 | Comcare employees rate their agency engagement at higher than 6.4 | Comcare employees rate their agency engagement at higher than 6.4 | Comcare employees rate their agency engagement at higher than 6.4 |

Comcare employees have the knowledge and skills to meet operational needs, measured through results of the *APSC State of the Service Survey results*.

| 2017-18  | 2018-19  | 2019-20  | 2020-21  |
|--|--|--|--|
| 80% of staff indicate that they have the skills and knowledge to undertake their job | 85% of staff indicate that they have the skills and knowledge to undertake their job | 90% of staff indicate that they have the skills and knowledge to undertake their job | 90% of staff indicate that they have the skills and knowledge to undertake their job |

Comcare's workers' compensation premium is comparable with the premium payer average (1.1 per cent) by 2018, achieved through improving:

- > injury and harm levels
- > recovery and early return to work rates of Comcare employees.

| 2017-18   | 2018-19   | 2019-20   | 2020-21   |
|---|---|---|---|
| Comcare's workers' compensation premium is 2.2% | Comcare's workers' compensation premium is 1.1% | Comcare's workers' compensation premium is 1.1% or less | Comcare's workers' compensation premium is 1.1% or less |

# RISK OVERSIGHT AND MANAGEMENT

Risk oversight and management is an integral part of Comcare’s business, which drives and supports Comcare’s ability to effectively deliver on its four purposes.

The following section outlines Comcare’s approach to risk management over the life of this Corporate Plan (2017 to 2021).

The Executive Committee is responsible for monitoring the organisational risks and maintaining our Strategic Risk Register. Comcare has identified seven strategic risks and nine fraud risks. The Audit and Risk Committee provide external oversight, ensuring compliance with the processes applicable to Comcare’s risk management framework.

In our approach to risk oversight and management, our four business groups identify risks that are relevant to their dynamic operating environment. The appropriate management of these risks relate directly to achieving our four purposes. These business groups’ risks are identified within their respective Business Risk Registers, which link into Comcare’s Strategic Risk Register.

## PURPOSES

### Purpose 1: Leading insurer

Comcare is focused on delivering sustainable management of the fund. As the leading insurer, we are exposed to significant strategic and financial risks through the underwriting (pricing) and investment functions. Comcare manages these current and future risks through separate policies that:

- > inform and frame risk-based decision making (which would include quantifying the risk and risk tolerance)
- > ensure oversight through the Finance and Investment, and Executive Committees
- > seek continuous improvement to current underwriting and investment practices.

### Purpose 2: National regulator

Comcare’s work as a national regulator is dependent on strong stakeholder relationships to deliver improved work health, safety and rehabilitation outcomes. As a result, it has high operational and reputational risks associated with its purpose. A national regulator must foster trust and confidence by ensuring its decisions are transparent, consistent, based upon legally sound principles, and clearly communicated. To ensure this, Comcare manages these associated risks through:

- > consistent application of defined process and procedures
- > staff capability, knowledge and tools
- > appropriate technology support of regulatory functions
- > monitoring of changes in notification and injury trends, and responding to changing workplace environments.

### Purpose 3: Excellence in scheme management and design

As scheme manager, we are committed to achieving sustainable and better practice national schemes. The delivery of affordable and sustainable schemes is dependent on managing both reputational and financial risks as Comcare refines the scheme's design and implements new improvements. Comcare manages risks in this area by:

- > assessing data for trends in injury and illness
- > monitoring the performance of the scheme
- > implementing impact assessments of acts (or omissions) on different scheme participants and performance outcomes.

### Purpose 4: Efficient and effective operations

Key to delivering on our outcome is continuous improvement in efficient and effective operations. This is driven through strategic advice that effectively enables the delivery of business outcomes, and the streamlining of business systems, process and practices.

Not achieving this purpose presents financial and compliance risks to Comcare and its effective delivery of our purposes. These risks are managed through:

- > ongoing review of current and future business needs to assess resourcing requirements
- > continuous improvement through review and audit of Comcare's policies and processes
- > clarifying roles and responsibilities in the context of our strategic capability as per our People Plan.

Comcare manages risk to ensure all its activities are consistent with Comcare's objectives, proper use of public resources, and appropriate performance and conformance measures.

Comcare's Risk Management Framework drives and supports Comcare's ability to monitor these risks to its purposes, clearly articulating risk-related roles and responsibilities. Additionally, it tracks the implementation of the controls implemented to manage identified risks.

Comcare's positive risk culture is evident through individual activities and projects where Comcare's risk tolerance is defined early in their development and communicated to all relevant stakeholders. However, Comcare will not tolerate risks which could expose it to unacceptable harm to our financial position, regulatory authority, programs, reputation, stakeholder relationships, legislative obligations and the health and safety of our staff.

Comcare has established a quarterly review cycle that continually scans the external and internal environments to identify emerging risks. The Audit and Risk Committee provides oversight of the framework reporting directly to the Chief Executive Officer. Comcare is monitoring emerging risks arising from stakeholder influence, policy direction and continuous improvement in our service delivery.

Improving staff capabilities in risk identification and management with comprehensive training, a Risk Management Network and ensuring a continuous improvement approach through our review cycles contribute to our positive risk culture.

# CAPABILITY

The delivery of our purposes and strategic focus requires us to be innovative and lead the effort in minimising the impact of harm in workplaces.

We achieve this through alignment of business, financial and workforce planning that informs the organisation's strategic and operational needs for the period of this corporate plan (2017 to 2021) and beyond.

To operate in a diverse and continuously changing environment, we invest in enhancing two key organisational capabilities—our human capital and technology strategy. Our success is contingent on the recognition and development of the skills, knowledge and experience of Comcare employees, and expanding the use of technology for improved service delivery.

## PEOPLE

The Comcare People Plan is the enabling document that outlines the internal strategies and initiatives to be undertaken to support Comcare's business operating model. The People Plan focuses on creating a high performing organisation that is an employer of choice. Plan implementation is a collaborative effort with a focus on five key elements:

- > **Leadership**—ensuring everyone in Comcare models leadership behaviours that drive and facilitate high performance.
- > **Capability**—enabling all our employees to have the capability and capacity to deliver organisational objectives, now and in the future.
- > **Cohesiveness**—engaging all of our employees to participate in creating a collaborative workplace culture.
- > **Health and safety**—promoting Comcare as a leader and role model in WHS behaviours, systems and practices.
- > **Innovation**—encouraging our employees to be adaptable and engage in building an innovative workplace.

Comcare is committed to the principles of equity and diversity, ensuring that all Australians have access to Comcare's services and programs, and that the workforce is representative of the broader Australian community. The People Plan includes the *Reconciliation Action Plan* and *Accessibility Action Plan*, which supports the improved diversity of Comcare's workforce. Comcare values the experiences and contributions made by all of our employees. We believe that embracing diversity enables us to provide a better service to all of our stakeholders.

Over the coming years, Comcare will be further strengthening our:

- > **Leadership capability**—this will empower our current and future leaders to set expectations and model behaviours that enhance Comcare's culture.
- > **Data management, analysis and interpretation**—this critical area underpins our evidence-based approach to our work. A whole-of-organisation plan is in place to improve governance, systems and capability in data management.
- > **Communication**—focusing on the delivery of key messages, engaging with stakeholders, and developing written communication capability across the organisation.

The People Plan and each of its elements are designed to reflect the needs of the business and ensure that services, such as recruitment, learning and development, and people policy enable Comcare to meet its overall objectives. Workforce Planning meetings are held quarterly to review capability requirements and monitor how they are changing over time.

## TECHNOLOGY AND INFORMATION MANAGEMENT

In 2015, Comcare developed and began implementation of its Digital Strategy. The strategy is focused on improving our client services and optimising our digital work environment. It aligns our commitment to ensuring we meet the Australian Government's digital transformation agenda and the Digital Continuity 2020 policy.

Over the course of 2016–17, the strategy has completed a number of projects, including the introduction of online forms that replace paper-based forms, and the roll out of new software for our legal and regulatory teams.

For Comcare to be a 'digital first' business, we are focused on ensuring we have a clear and comprehensive enterprise architecture covering all four architecture domains:

- > business
- > data
- > application
- > infrastructure.

Processes and systems in each of these areas will be enhanced, added or removed as deemed necessary after thorough analysis has been completed with the process and system owners and users.

Over the next five years this will:

- > encourage and support client interaction 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 Australian Government's Digital Transformation Office commitment that all major transactions with our stakeholders can be completed digitally online
- > decrease Comcare's operating costs by enhancing our 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.

The Digital Strategy has a number of initiatives that support Comcare's four purposes over the life of this Corporate Plan (2017 to 2021).

### Purpose 1: Leading insurer

Several projects are underway to continue to build and improve our online customer service and claims management processes. The strategy continually supports new ways of working towards our claims management outcome targets.

### Purpose 2: National regulator

Service Delivery Reform has been introduced to our regulatory operations to better align and optimise information and communications technology software to business functions. This is a phase within the greater Regulatory Reform Project, working towards increasing regulated entities engagement and satisfaction through national consistency in service delivery.

### **Purpose 3: Excellence in scheme management and design**

To achieve excellence in scheme management and design, we constantly use our data to assess and inform the scheme's performance. Current projects include the Data Improvement Plan which aims to improve the governance, processes and systems for managing data in Comcare to increase the efficiency and effectiveness of data storage, use and analysis.

### **Purpose 4: Efficient and effective operations**

We are digitising our corporate service delivery, moving paper-based processes to digital and streamlining access to corporate services through automation and digital work flow processes.

To continually optimise the efficiency and effective operations of Comcare, Technology and Information Management is working with all business areas to:

- > update the foundation technology platforms through the technology's Asset Lifecycle Replacement Plan and Comcare's standard operating environment upgrade. This will deliver more modern, effective and secure platforms to employees
- > enhance Comcare's web presence with ongoing content review, improved accessibility and a project for a new content management system. This work will provide a modern and agile platform that will enhance interactions between Comcare and its customers.
- > implement the Digital Continuity 2020 Policy supporting the expansion of our digital information practices, optimising the delivery of Comcare's programs and services.

# APPENDIX: PERFORMANCE FRAMEWORK

The following table demonstrates the linkages between the *Comcare 2017–2018 Portfolio Budget Statements* and the *Comcare 2017–2018 Corporate Plan*. This performance information provides the basis for Comcare's performance framework.

| Corporate Plan performance measure   | PBS component   |
|--|---|
| <b>Leading insurer</b>   |   |
| The insured scheme continues to be fully funded.   | 1.4—Premium claims<br>1.5—Pre-premium claims<br>1.6—Asbestos claims                           |
| The average Commonwealth premium rate reduced to 1.1% of payroll (excluding GST) by 2018–19, to ensure the scheme remains financially sustainable.   |   |
| Reduce the insured scheme liability to \$1.9 billion, a reduction of \$1 billion from the baseline at 30 June 2014, to ensure the scheme remains financially sustainable.  |   |
| Reduce the administration cost ratio to 20% by 2018–19, measured by Safe Work Australia's comparative performance monitoring methodology, to ensure cost effective management of the fund.   |   |
| Increase the proportion of employees who have returned to work, measured by duration on incapacity benefits, to facilitate recovery and reduce liability.  |   |
| A sustained high level of satisfaction and engagement with the services provided, measured by survey, to ensure services are appropriate, responsive and relevant.   |   |
| <b>National regulator</b>  |   |
| Our proactive regulatory reach is extended to all entities in our scheme, to further our breadth of activities both in cities and remote workplaces and ensure we have increased the number of active relationships with entities. | 1.1—Work health, safety and rehabilitation regulation   |
| Our approach improves work health and safety outcomes in workplaces, measured by increased knowledge, awareness and compliance to ensure regulatory intervention makes a positive difference.                                      |   |
| A sustained high level of satisfaction and engagement with services provided, measured by survey, to ensure regulatory actions are appropriate, responsive and relevant.   |   |
| <b>Excellence in scheme management and design</b>  |   |
| Return to work rates developed through the existing biannual return to work survey indicating the rehabilitation outcomes achieved.  | 1.2—Comcare Workers' Compensation Scheme Management<br>1.3—SRCC and Seacare Authority support |
| Improve the financial sustainability of the scheme measured by notional premium rate.  |   |
| Better practice scheme management assessed through qualitative review.   |   |





