



Australian Government

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Comcare

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# CORPORATE PLAN

2018–2022

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# CEO'S INTRODUCTION



As the accountable authority for Comcare, I am pleased to present the *Comcare Corporate Plan 2018–2022* as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

We have had significant success in transforming our business by redefining our priorities and returning to financial health with a fully funded scheme. That journey is now entering a new phase. Comcare is driving further service improvements with changes including a new business model offering choice in claims management as an opportunity to test different approaches. We are also looking beyond our own jurisdiction to influence positive change in our scheme and others.

Comcare remains committed to the strategic priorities that will ensure we achieve our outcome of greater participation and productivity through healthy and safe workplaces that minimise the impact of harm. We will continue to be a leading workers' compensation insurer and an effective national work health and safety regulator, with excellence in scheme design and management and efficient and effective operations.

This year we have expanded our priorities to include driving innovation and better practice. While we are still focused on core issues for Comcare, such as managing liability and premiums and delivering effective work health and safety regulation, there are opportunities to deliver better work and health outcomes nationally. Every jurisdiction is grappling with a constantly evolving work landscape defined by issues including health-related work incapacity, and trends in work practices that are changing so quickly they are outpacing regulation. It has never been more important to share and collaborate across the schemes and sectors to meet these challenges.

Comcare is already anticipating and adapting to this change through efforts including the unique public-private initiative we established, the Collaborative Partnership to improve work participation, which is identifying ways to better tackle work incapacity nationally. We are also strengthening our research and innovation capability—a strategy to enhance knowledge of current and emerging trends and address the challenges that could influence the future of workers' compensation and health and safety regulation.

This Corporate Plan represents an increasing maturity in Comcare's ability to be an adaptable and agile insurer and regulator that meets the needs of all our stakeholders now and into the future.

A handwritten signature in black ink that reads "Jennifer Taylor". The signature is fluid and cursive, with a large loop at the end.

Jennifer Taylor  
Chief Executive Officer  
Comcare

# OVERVIEW

Comcare's efforts are driven by our outcome—*support participation and productivity through healthy and safe workplaces that minimise the impact of harm*.

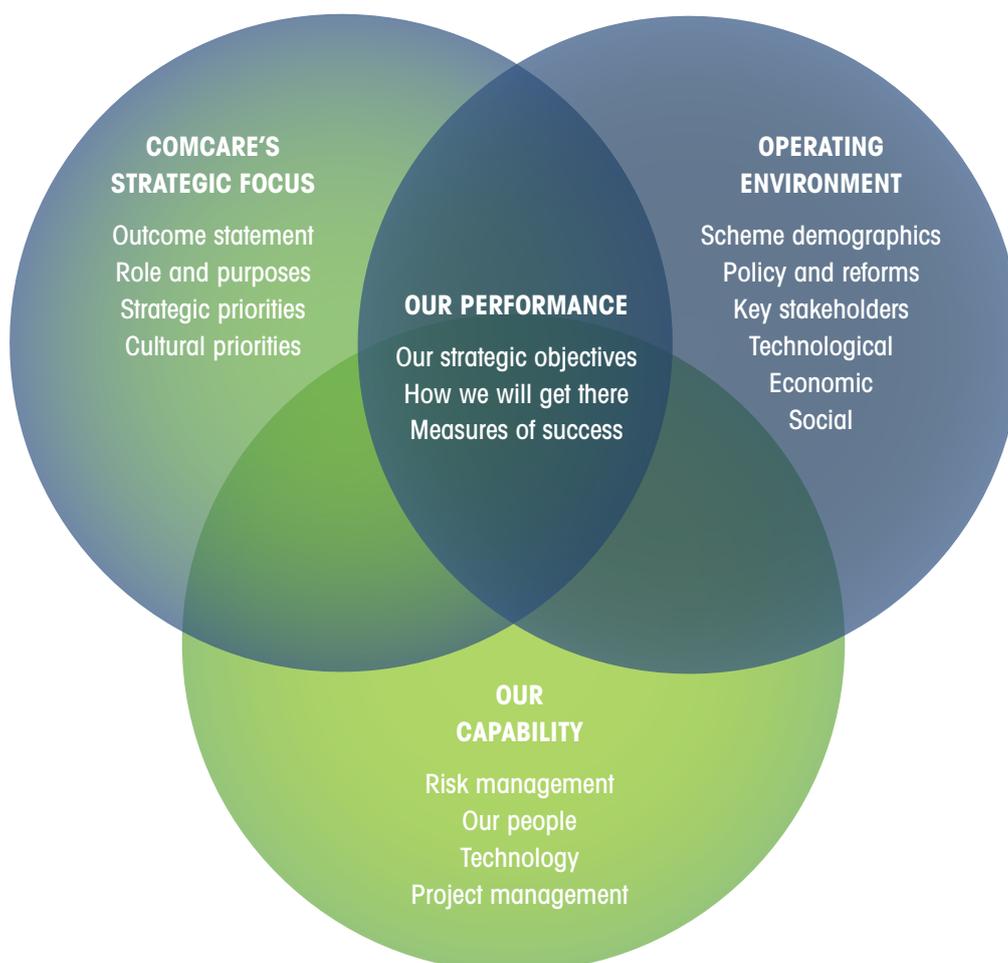
To deliver on our outcome over the next four years Comcare will focus its efforts around our five strategic priorities and purposes. Our Corporate Plan (the Plan) is the starting point of our annual performance cycle, ending with our annual report and annual performance statements. This ensures we meet our obligations of performance and accountability.

An established committee structure oversees the strategies and plans to improve our service delivery and capability. The Plan shows employees, employers and stakeholders:

- > improved performance across each of our purposes and their contributions to our outcome
- > how we continue to drive transformation throughout our organisation
- > our outcome focused, transparent, innovative and collaborative approach in delivering our shared commitment to minimising harm in the workplace, both now and in the future.

The Plan is the primary document of Comcare's integrated annual performance cycle. Our performance measures cascade through our corporate, operational, business group, team and individual performance plans.

**Figure 1: Corporate Plan elements**



# ROLE AND PURPOSES

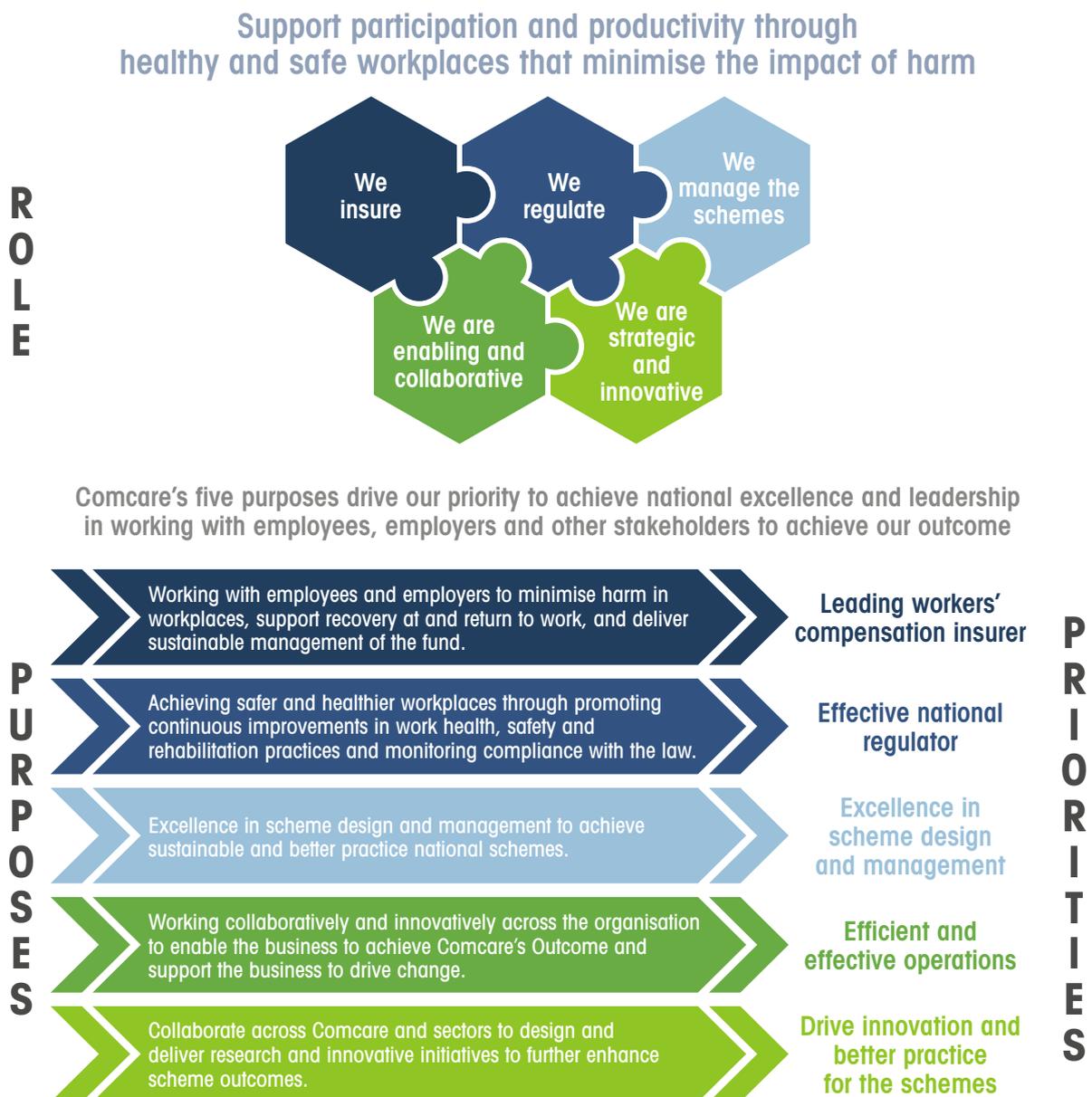
We work with employees and employers to minimise the impact of harm in the workplace, improve recovery at and return to work, and promote the health benefits of work through good work design.

The *Safety, Rehabilitation and Compensation Act 1988* (SRC Act) establishes Comcare and the Safety, Rehabilitation and Compensation Commission (SRCC), and sets out the functions and powers of these bodies. Comcare also has functions and responsibilities under the *Work Health and Safety Act 2011* (WHS Act) and the *Asbestos-related Claims (Management of Commonwealth Liabilities) Act 2005* (ARC Act).

We provide expert advice and services to the SRCC and the Seafarers Safety, Rehabilitation and Compensation Authority (Seacare Authority). Comcare is the national work health and safety regulator under the national WHS Act.

## Who we are

Figure 2: Comcare’s outcome statement and strategic focus



## How we work

Figure 3: Comcare's cultural priorities and how we work



## What we do

- > Assist optimal work participation
- > Promote safe and healthy workplaces
- > Develop and deliver policies and strategies that work
- > Share what works across all sectors, nationally and internationally

## We are focused on

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

## We are working together on

- > Improving our services
- > Recovery at and return to work
- > Data governance, analysis and reporting
- > Stakeholder engagement
- > Project management

# OUR OPERATING ENVIRONMENT

Comcare's operations span a diverse and changing Australian workforce, in a complex and competitive environment. Our success is contingent upon anticipating and adapting to change while maintaining our strategic focus and commitment to employees, employers and our stakeholders.

The Australian workforce continues to evolve in relation to a variety of factors, such as an ageing workforce, the gig economy and rising workplace stress and mental health issues. These factors have a profound effect on the changing nature of work<sup>1</sup> through workforce transformation, organisational structure change, flexible work practices and changing expectations on employees and employers.

Our scheme is diverse covering a broad range of occupations and industries including government services, defence, law enforcement, transport, logistics, financial, banking services, manufacturing, construction, telecommunications and postal services. At 30 June 2017, Comcare's scheme comprised of 388 377 full-time equivalent (FTE) employees covered under the SRC Act, and 410 634 FTE under the WHS Act.

Our programmes and services are used by:

- > Australian Government agencies, authorities and their employees
- > national companies licensed by the SRCC and their employees
- > members of the Australian Defence Force—when not at war—including reservists and cadets
- > the ACT Government and their employees
- > individuals making claims against the Commonwealth for asbestos-related conditions.

To achieve our outcome, we need to operate in a way that reflects the changing nature of work, the workplace and its employees. We do this by investing in our research and innovation, encouraging innovation through our cultural priorities, and continually scanning the external and internal environments to identify emerging risks.

Innovation is embedded across Comcare through our collaboration with our stakeholders, our *2016–2019 ICT<sup>2</sup> Strategic Plan*, our graduate programme, and supported by our reward and recognition programme. We empower all our employees to consider key challenges and formulate creative, effective and actionable solutions.

Challenges and changes in our operating environment provide a catalyst for innovation aimed at improving the way we work and our ability to achieve our strategic focus over the coming years. Our investment in strategic research and innovation across our organisation is key to our continued improvement and the transformation of challenges into opportunities.

We work collaboratively with a variety of stakeholders to enhance our capability and effectively respond to changes across the Australian workforce. The benefits from the diversity of thought, skills and experience provide value to Comcare, its insured parties, licensees, its regulated entities and the Australian Government.

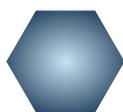
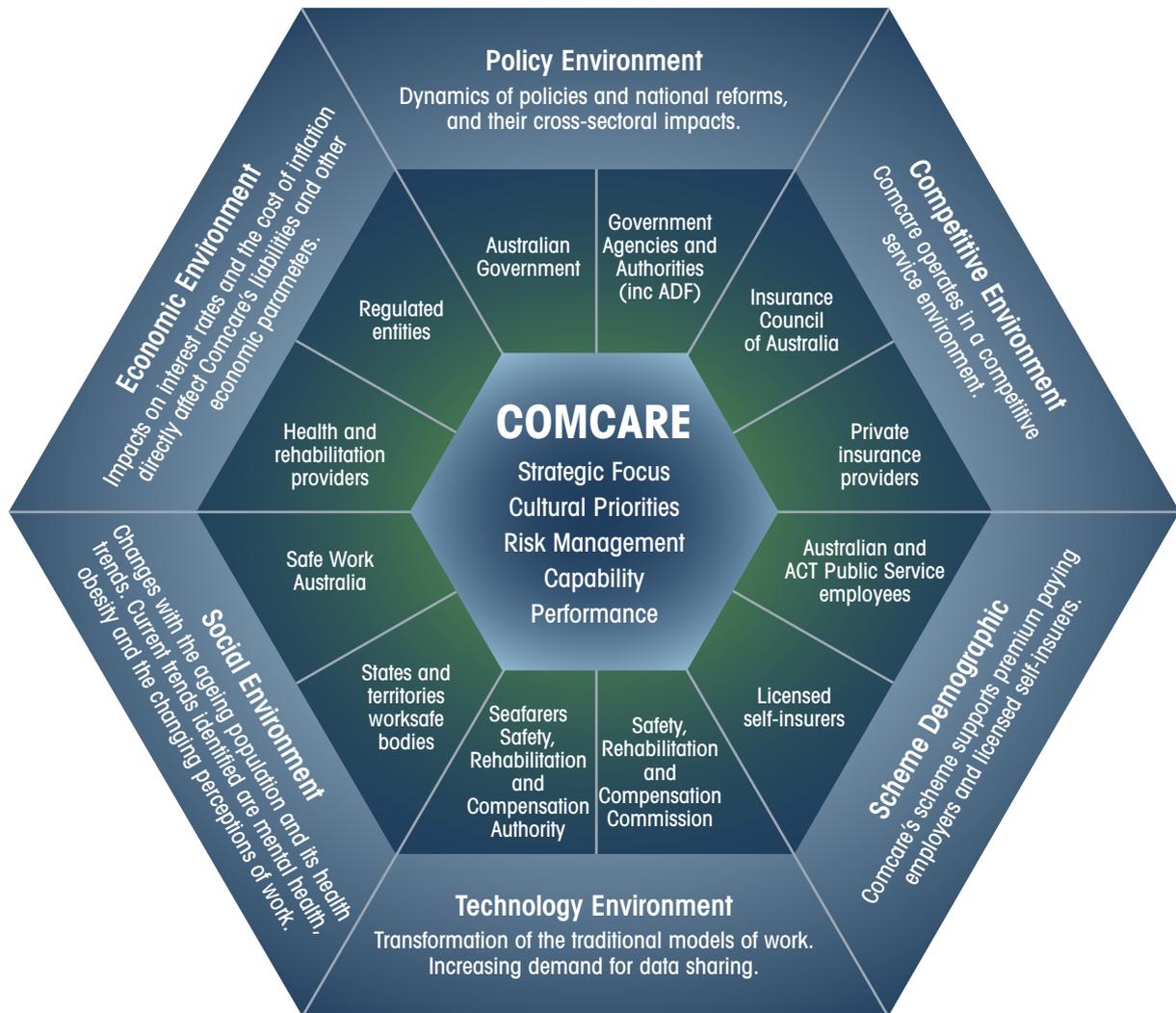
We maintain an efficient and effective business through the identification of trends within our operating environment and their potential implications and opportunities ([Figure 4 and Table 2](#)). Our activities, delivery strategies and intended results are tailored according to opportunities to ensure we achieve our strategic priorities through our purposes ([page 14–23](#)).

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1 Heath, A. Reserve Bank of Australia, The Committee for Economic Development of Australia (2016, 2017) – *The Changing Nature of the Australian Workforce*.

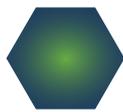
2 Information and Communications Technology.

Figure 4: Operating environment and key external stakeholders



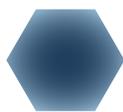
**Comcare's operating environment**

Key environmental factors impacting Comcare and its key stakeholders.



**Comcare's key stakeholders**

Comcare's key stakeholder engagement across the sectors.



**Comcare's internal environment**

Comcare's internal process and our stakeholder engagement ensures we remain agile in our operating environment.

Table 1: Environmental implications and our 2018–2022 approach

Trends	Implications	Opportunities and Challenges
<b>The industry landscape continues to evolve</b>	<p>Growth in employment figures is showing shifts in:</p> <ul style="list-style-type: none"> <li>&gt; changing employee perceptions of work</li> <li>&gt; the ageing population and its health</li> <li>&gt; the gig economy, characterised by temporary jobs and part-time contracts.</li> </ul> <p>Economic conditions impact on:</p> <ul style="list-style-type: none"> <li>&gt; premiums and licensees</li> <li>&gt; costs and duration of claims and rehabilitation services</li> <li>&gt; extending age of retirement.</li> </ul>	<p>Committed as a learning organisation we are agile to meet the nature of change.</p> <p>Utilising our strategic partnerships to drive outcomes and contribute to national conversations in response to occupational risks and challenges.</p> <p>Investment in research, innovation and our people.</p> <p>Data analytics and research capabilities informing evidence-based responses drive our activities.</p>
<b>Rapid technological advancement</b>	<p>Emerging technology is developing and changing the workforce along with increased data expectations and medical developments.</p> <p>New opportunities for data sharing, and an increasing cyber security risk impacting the efficiency and effectiveness of our operations.</p>	<p>Monitoring occupational risks and any changes brought about by the changing nature of work.</p> <p>Technology investment to maintain a flexible and agile workforce, information and communications technology capability. Continued enhancement of our cyber security, vigilance and resilience.</p>
<b>Stakeholder expectations</b>	<p>Our reputation and value proposition to the government, our customers and stakeholders, and the demand for our service offerings.</p> <p>The expectations of our premium payers and self-insured licensees, leading to a change in our scheme demographics.</p>	<p>Being a leader within the insurance industry and regulatory environment through informed best practice, research and innovation.</p> <p>We aim to understand our stakeholder's needs and share our knowledge and experience with them and potential new stakeholders.</p> <p>Recognising the increasing demand for customer centric service models, we review our capability, service offerings and outcome focused practices.</p>
<b>Reforms</b>	<p>Government decisions and changing priorities (and the timing of these), including:</p> <ul style="list-style-type: none"> <li>&gt; machinery of government</li> <li>&gt; legislative and policy changes.</li> </ul> <p>Industry reform and judicial rulings which impact the government, our stakeholders and Comcare.</p>	<p>Being a leader in workers' compensation reform, contributing to the national conversation in addressing emerging health issues within the workplace.</p> <p>We aim to remain agile to meet reforms, our stakeholder needs and effectively implement Government decisions.</p>

# 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 five strategic priorities and purposes ([Table 2](#)).

## Roles and responsibilities

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

Our six business groups identify risks that are relevant to their dynamic operating environments. The appropriate management of these risks relate directly to achieving our strategic priorities and purposes.

Our review cycle scans the external and internal environments to identify emerging, new and changing risks.

## Risk appetite and tolerance

Comcare has a low appetite for risks which may cause harm to our financial position, regulatory authority, programmes, reputation, stakeholder relationships, legislative obligations and the health and safety of our employees. We recognise that some risk is necessary to foster innovation and drive business transformation.

Some Comcare activities carry residual risk. As such, Comcare will accept risk providing that the activity is:

- > consistent with Comcare’s objectives
- > a proper use of public resources for which Comcare is responsible
- > subject to appropriate performance, monitoring and conformance measures.

## Risk management framework

Comcare’s *Risk Oversight and Management Policy* and framework aligns with the *Commonwealth Risk Management Policy*, and complies with international risk management standard (ISO 31000:2009) and section 16 of the *Public Governance, Performance and Accountability Act 2013*.

Comcare’s *Risk Oversight and Management Policy* is applied to all our activities including our projects, officials and support services to the SRCC and Seacare Authority. A range of strategies are used to address risk to our business, including managing stakeholder relationships, sound project management, contract management practices and developing our workforce capability. The increased focus on risk management has seen a reduction in our Comcover insurable risk exposure.

Comcare takes a risk and evidence-based approach to innovation in its commitment to continuous improvement. Through our review cycles, environment scans, lessons learnt from our projects, audit and assurance activities, we are resilient yet agile in responding to emerging risks.

Table 2: Comcare’s strategic priorities aligned with our strategic risks

Strategic priorities	Activities	Strategic risk	
Leading workers’ compensation insurer	<ul style="list-style-type: none"> <li>&gt; Sustainable management of liabilities and premiums</li> <li>&gt; Responsive, effective and efficient services</li> </ul>	SR1	SR4
		SR2	SR5
		SR3	
Effective national regulator	<ul style="list-style-type: none"> <li>&gt; Foster continuous improvement and compliance across the jurisdiction</li> <li>&gt; Monitor work health and safety (WHS) continuous improvement and compliance</li> <li>&gt; Deliver effective and consistent compliance enforcement activities</li> </ul>	SR1	SR4
		SR2	SR5
		SR3	
Excellence in scheme design and management	<ul style="list-style-type: none"> <li>&gt; Work with scheme stakeholders and experts to:               <ul style="list-style-type: none"> <li>– lead and influence improved scheme design</li> <li>– successfully implement improvements across the schemes</li> <li>– publish information and guidance about the schemes</li> </ul> </li> <li>&gt; Monitor and review the performance of the Comcare and Seacare schemes including providing assurance over the different claims management arrangements operating in the scheme</li> <li>&gt; Publish information and support awareness of self-insurance in the Comcare scheme</li> <li>&gt; Promote the unique service offerings that Comcare offers in workers’ compensation</li> </ul>	SR1	SR4
		SR2	SR5
		SR3	
Effective and efficient operations	<ul style="list-style-type: none"> <li>&gt; Provide expert advice and robust frameworks to effectively enable and support the organisation to deliver business outcomes</li> <li>&gt; In partnership with the business, ensure Comcare has the workforce capability and skills it needs now and into the future to deliver its business outcomes</li> <li>&gt; Deliver and where possible, streamline and improve business systems and processes</li> <li>&gt; Improve Comcare’s WHS performance by embedding WHS management into Comcare’s business culture</li> <li>&gt; Model a ‘one Comcare’ approach through effective collaboration and innovation</li> </ul>	SR2	SR4
		SR3	SR5
Drive innovation and better practice for the Schemes	<ul style="list-style-type: none"> <li>&gt; Implement a strategic research plan to drive better practice and inform innovation</li> <li>&gt; Drive national collaboration across public, private and not-for-profit sectors with the aim of improving work participation</li> <li>&gt; Explore and foster better practice to support mentally healthy workplaces</li> </ul>	SR1	SR3
		SR2	SR5
Strategic risks			
SR1	Comcare does not work with stakeholders to minimise harm, improve work health and safety and facilitate return to work and recovery at work.	SR4	Comcare does not effectively implement current and future government legislation, policies and priorities.
SR2	Comcare fails to have the right Information and Communications Technology (ICT) services, people and processes in place.	SR5	Comcare fails to achieve better practice and sustainable outcomes.
SR3	Comcare’s services do not deliver benefits and value to stakeholders.		

# CAPABILITY

The delivery of this Plan requires us to be innovative and to lead the effort in minimising the impact of harm in workplaces. We achieve this through our annual performance cycle which integrates our business, financial and workforce planning that underpins our strategic focus and outcome.

To operate in a diverse and continuously changing environment, we invest in enhancing two key organisational capabilities—our people and technology. 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. To ensure our strategic initiatives are aligned with our strategic direction, we are continuing to mature our project management capability.

Comcare is continually improving the way it operates through:

- > leadership and facilitation 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 project management and communications across our business
- > focusing on stakeholder management.

## People

The *Comcare 2016–2019 People Plan* (People Plan) outlines the internal strategies and initiatives to support Comcare’s business operating model. The People Plan focuses on creating a high performing organisation that delivers on our purposes and ensures we are an employer of choice.

**Figure 5: People Plan implementation—a collaborative effort with focus on five key elements**



We are focused on our workforce strategic objective to be recognised as the leading employer in our field. This is achieved through attracting and investing in high calibre employees who are high performing, engaged, motivated, and committed to our objectives.

Our continued focus on attraction and retention is evident through our Employee Value Proposition.

At Comcare we trust and empower our employees to take responsibility for their work. We offer our employees diverse, meaningful and challenging work Australia wide. To support this, we provide our employees with access to flexible working arrangements, learning and development opportunities, and a range of health and wellbeing initiatives. We work in a collaborative environment where we share information and learnings to achieve the best outcomes.

Comcare is committed to the principles of equity and diversity, ensuring that all Australians have access to Comcare's services and programs, and that our workforce is representative of the broader Australian community. Our *Diversity and Inclusion Strategy* includes our *Diversity Action Plan*, *Reconciliation Action Plan* and *Accessibility Action Plan*, and together with the Diversity Working Group support Comcare's diverse and inclusive workforce.

Comcare values the experiences and contributions made by all our employees. We believe that embracing diversity enables us to provide a better service to all our stakeholders.

The People Plan is designed to reflect the needs of the business and ensure its services are placed to meet our objectives. Workforce planning meetings are held quarterly to review our capability requirements and monitor how they are changing over time. Over the next four years, Comcare will further develop and strengthen 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.
- > **Project management**—building our project management capability will strengthen our ability to embrace emergent change, effectively manage our risk and capture expected benefits.
- > **Customer-centric culture**—working with our stakeholders is the very essence in achieving our outcome. We are focused on developing our communication and innovative ways to deliver our service offerings to anticipate and support our stakeholder needs.

## Information and Communications Technology

Comcare is focused on improving our client services and optimising our digital work environment. It aligns with our commitment to meet the Australian Government's digital transformation agenda and the *Digital Continuity 2020* policy.

To achieve this, Comcare is implementing its *2015–2020 Digital Strategy*, *2016–2019 ICT Strategic Plan* and *Digital Continuity 2020 Compliance Plan* to modernise Comcare's information and communications technology (ICT) and information management. 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.

Development of capabilities for the detection, prevention and remediation of threats to our information assets remain a priority. Compliance with the *Commonwealth Protective Security Policy Framework* and the *Information Security Manual* will ensure all appropriate security measures are taken in system development and improvement. In 2018–19 these include:

- > Completing governance assessments of all business systems and compliant governance structures for all information assets. These activities will ensure Comcare can maintain digital records effectively for their required life cycle.
- > Implementation of advanced digital facilities such as automated workflows, enterprise search and improved collaboration tools to ensure Comcare employees can locate and use information needed to complete their tasks efficiently and effectively.

Comcare's other major initiatives in 2018–19 to enhance ICT capability includes:

- > Development of the next iteration of *Comcare's ICT Strategic Plan*, which will build on the *2016–2019 ICT Strategic Plan* and supersede the *2015–2020 Digital Strategy*.
- > Continuing to modernise foundation technology platforms through the *ICT Asset Lifecycle Replacement Plan* and Comcare's standard operating environment upgrade. Delivering a more modern, effective and secure platform to our employees.
- > Implementation of the *2017 Application Architecture Blueprint* (the Blueprint), which over the next five years will see the agency transition from a provider of traditional ICT services to a consumer of cloud ICT services. The Blueprint defines the principles, tools and approach to enable this significant transformation to occur.
- > Enhancing 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 to support digital interactions with users, and enable online services.

## Strategic alignment of our projects

Comcare has established a central approach to its project management through its Project Management Office (PMO). This ensures our projects support the strategic direction of the Plan.

We are continuing to mature our project management capabilities which include aligning our projects to our strategic priorities. By investing in this process, it will enable better decision making and allow us to use our resources more efficiently.

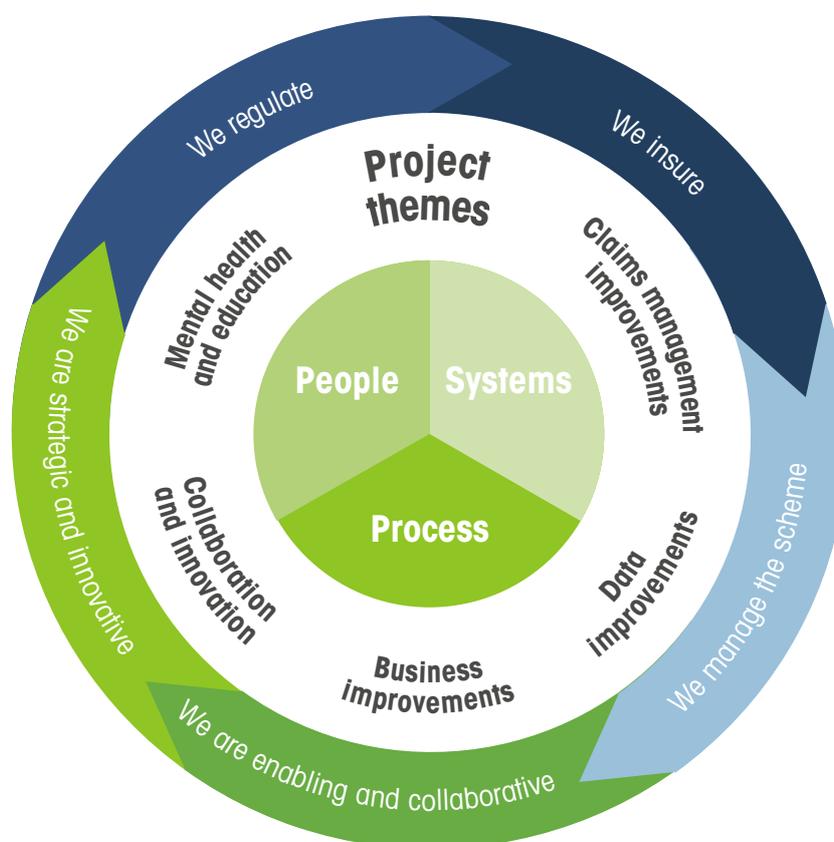
The PMO's governance controls incorporate the better practices for project management as documented by the Australian Public Service Commission (2016).<sup>3</sup>

During the 2018–19 period our focus will be to:

- > build the knowledge and project management capability of our employees
- > align our projects with strategic priorities
- > articulate and measure the expected benefits.

Our process that aligns project work with our strategic priorities is flexible, enabling us to be a responsive and adaptable organisation that demonstrates leadership across the sectors. For the period of this Plan, five main themes exist across our projects, which supports our response to our operating environment and risk oversight for the period of this Plan.

**Figure 6: Project themes supporting our role**



<sup>3</sup> Australian Public Service Commission (5 Feb 2016), *Enhancing project management*.

# OUR PERFORMANCE

Comcare's efforts are driven to achieve its strategic outcome—*support participation and productivity through healthy and safe workplaces that minimise the impact of harm*.

The performance measures in this section convey how we will measure our success against our intended results over the next four years. We are committed to improving our performance and set ambitious targets to prevent and minimise the impact of harm in the workplace.

Our strategic direction and resourcing is set out within the *Comcare 2018–19 Portfolio Budget Statements* (PBS). The PBS performance criteria is aligned with the performance measures in this section, enabling a clear performance story to be articulated in our annual performance statements ([page 25](#)).

We maintain a unique place in the regulatory landscape as Australia's only national integrated safety, rehabilitation and compensation system. We strive to meet the government's expectations of regulator performance, aligned with the Government's *Regulator Performance Framework* (RPF). The RPF provides outcomes-based key performance indicators and measures of good regulatory performance, this is in addition to our PGPA reporting requirements ([page 18](#)).

Comcare uses the enhanced Commonwealth performance framework as the basis for its internal quarterly performance reports. This has been adopted into our planning and continuous improvement cycle as the annual performance cycle. It enables us to monitor, review, evaluate and report on our work. This ensures our performance remains effective, efficient, relevant and financially viable.

The performance of each individual working within Comcare enables us to deliver on our five strategic priorities and purposes, achieving our outcome.



# LEADING WORKERS' COMPENSATION INSURER

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

## Activities

- > Sustainable management of liabilities and premiums.
- > Responsive, effective and efficient services.

## Delivery strategies

- > Improve health outcomes, drive recovery, return to work and finalisation of claims.
- > Build a high-performance business and service culture that is committed to quality and outcomes.
- > Performance and activity is driven by information.

## Intended results

- > An effective, fully funded and sustainable workers' compensation scheme for the public sector.
- > Sustainable claims management and return to work outcomes.
- > Recognised as an industry leader.

## Performance measurements

The insured scheme continues to be fully funded.

2018–19	2019–20	2020–21	2021–22
100–110%	→	100–110%	→

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

2018–19	2019–20	2020–21	2021–22
Average Cth premium rate = 1.1% of payroll	Average Cth premium rate = 1.0% of payroll	Average Cth premium rate = 0.9% of payroll	Average Cth premium rate = 0.85% of payroll

Reduce the insured scheme liability to ensure the scheme remains financially sustainable.

2018–19	2019–20	2020–21	2021–22
Scheme liability is \$1.9 billion or less 30 June 2019	Scheme liability is \$1.71 billion or less	Scheme liability is \$1.54 billion or less	Scheme liability is \$1.39 billion or less

That claims administration cost as a ratio of all claims expenses is 20 per cent or lower for each injury year, measured by Safe Work Australia’s comparative performance monitoring methodology, to ensure cost effective management of the fund.

2018–19	2019–20	2020–21	2021–22
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	2018–19	2019–20	2020–21	2021–22
13 weeks	76%	80%	85%	87%
26 weeks	84%	88%	89%	93%
78 weeks	92%	95%	96%	97%

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.

2018–19	2019–20	2020–21	2021–22
A stakeholder satisfaction rating of 82% or more for services provided to the Fund	Satisfaction rating of 85% or more	Satisfaction rating of 87% or more	Satisfaction rating of 90% or more



# EFFECTIVE NATIONAL REGULATOR

Achieving safer and healthier workplaces through promoting continuous improvements in work health, safety and rehabilitation practices and monitoring compliance with the law.

## Activities

- > Foster continuous improvement and compliance across the jurisdiction.
- > Monitor work health and safety (WHS) continuous improvement and compliance.
- > Deliver effective and consistent compliance enforcement activities.

## Delivery strategies

- > Apply the compliance and enforcement framework.
- > Embed the risk based regulatory model.
- > Ensure national consistency in regulation.

## Intended results

- > Increased proportion of risk-based, targeted WHS and rehabilitation regulatory interventions.
- > Increased regulated entities' understanding of WHS and rehabilitation obligations.
- > Improve rates of compliance for regulated entities through the adoption of better practice and other risk reduction activities.
- > Regulatory services are delivered in an effective and consistent manner.

## 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.

2018–19	2019–20	2020–21	2021–22
Regulator interaction with 100% of entities in our scheme	Regulator 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.

2018–19	2019–20	2020–21	2021–22
80% 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.

2018–19	2019–20	2020–21	2021–22
Satisfaction rating of 85% or more	→	Satisfaction rating of 85% or more	→

## Additional performance reporting

Comcare is the regulator of work health and safety under the *Work Health and Safety Act 2011* and regulator of rehabilitation under the *Safety, Rehabilitation and Compensation Act 1988*. The Government's *Regulator Performance Framework* (RPF) encourages regulators to minimise their impact on those they regulate while still delivering the regulatory functions they are required to perform.

Comcare's RPF includes 20 measures of good regulatory performance and 46 outcome-based key performance indicators. Comcare's annual performance results are published annually on Comcare's website.



## EXCELLENCE IN SCHEME DESIGN AND MANAGEMENT

Excellence in scheme design and management to achieve sustainable and better practice national schemes.

### Activities

- > Work with scheme stakeholders and experts to:
  - lead and influence improved scheme design
  - successfully implement improvements across the schemes
  - publish information and guidance about the schemes.
- > Monitor and review the performance of the Comcare and Seacare schemes including providing assurance over the different claims management arrangements operating in the scheme.
- > Publish information and support awareness of self-insurance in the Comcare scheme.
- > Promote the unique service offerings that Comcare offers in workers' compensation.

### Delivery strategies

- > Stakeholder engagement to improve scheme design and promote the health benefits of good work.
- > Improve scheme-wide analytics and reporting products.
- > Implement projects to improve the scheme, improve information available about the scheme and adopt better practice.

### 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, measured by benchmarking against better practice.
- > Appropriate claims management operations under licenced or delegated arrangements.

### Performance measurements

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

2018–19	2019–20	2020–21	2021–22
Refer to Note 1	Comcare scheme return to work rate = 95%	Refer to Note 1	Comcare scheme return to work rate = 95%

Note 1: The *National Return to Work Survey* will be conducted in 2019–20 and 2021–22.

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.

2018–19	2019–20	2020–21	2021–22
<b>Comcare scheme notional premium rate = 1.12%</b>	Comcare scheme notional premium rate = 1.11%	Comcare scheme notional premium rate = 1.10%	Comcare scheme notional premium rate = 1.09%

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

### Better practice scheme management assessed through qualitative review.

2018–19	2019–20	2020–21	2021–22
<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		



## EFFICIENT AND EFFECTIVE OPERATIONS

Working collaboratively and innovatively across the organisation to:

- > enable the business to achieve Comcare's outcome
- > support the business to drive change.

### Activities

- > Provide expert advice and robust frameworks to effectively enable and support the organisation to deliver business outcomes.
- > In partnership with the business, ensure Comcare has the workforce capability and skills it needs now and into the future to deliver its business outcomes.
- > Deliver and where possible, streamline and improve business systems and processes.
- > Improve Comcare's WHS performance by embedding WHS management into Comcare's business culture.
- > Model a 'one Comcare' approach through effective collaboration and innovation.

### Delivery strategies

- > To enable Comcare's business operations to achieve outcomes through people, process and system capability.
- > Identify, implement and deliver business improvement and partnership opportunities.
- > Ensure our information is accessible, accurate, secure and current.
- > Develop and implement better governance and project management.

### Intended results

- > Increased satisfaction with corporate services.
- > Comcare employees' level of engagement is maintained.
- > Comcare employees consider they have the knowledge and skills to undertake their job.
- > Maintain our 2018 workers' compensation premium performance and continue to reduce Comcare's workers' compensation premium in 2019.
- > Comcare demonstrates collaboration and innovation.

### Performance measurements

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



Maintain employee levels of engagement which are higher than those in similar sized agencies, measured through ratings on the leadership category questions in the *Australian Public Service Commission (APSC) employee census*.

2018–19	2019–20	2020–21	2021–22
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 supervisor engagement at higher than 7.9	Comcare employees rate their supervisor engagement at higher than 7.9		
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 collaboration between groups at higher than 55%	Comcare employees rate their agency collaboration at higher than 60%		
Comcare employees rate their agency innovation at higher than 70%	Comcare employees rate their agency innovation at higher than 75%		

Comcare employees have the knowledge and skills to meet operational needs, measured through the *APSC employee census* results.

2018–19	2019–20	2020–21	2021–22
90% of employees indicate that they have the skills and knowledge to undertake their job	90% of employees indicate that they have the skills and knowledge to undertake their job		

Comcare's workers' compensation premium is maintained, achieved through improving:

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

2018–19	2019–20	2020–21	2021–22
Comcare's workers' compensation premium is 2.1% or less	Comcare's workers' compensation premium is 2.0% or less	Comcare's workers' compensation premium is 1.9% or less	Comcare's workers' compensation premium is 1.8% or less



# DRIVE INNOVATION AND BETTER PRACTICE FOR THE SCHEMES

Collaborate across Comcare and sectors to design and deliver research and innovative initiatives to further enhance scheme outcomes.

## Activities

- > Implement a strategic research plan to drive better practice and inform innovation.
- > Drive national collaboration across public, private and not-for-profit sectors with the aim of improving work participation.
- > Explore and foster better practice to support mentally healthy workplaces.

## Delivery strategies

- > Develop and utilise strategic partnerships with industry, including business and government, to support research and innovation across Comcare's business.
- > Identify and partner with key stakeholders across various sectors to design and test innovative solutions.
- > Design targeted initiatives that prevent harm, promote health, and support participation in work.

## Intended results

- > Evidence-based new or improved programmes, services and/or products introduced for Comcare and scheme participants.
- > Demonstrated cross-sector national collaboration.
- > Comcare has a strategic research plan that informs better practice across the scheme.

## Performance measurements

Evidence-based new or improved programmes, services and/or products introduced for Comcare and scheme participants.

2018–19	2019–20	2020–21	2021–22
Six active initiatives that address scheme challenges and emerging issues	Six active initiatives	Eight active initiatives	Eight active initiatives

Demonstrated cross-sector national collaboration.

2018–19	2019–20	2020–21	2021–22
Four active cross-sector initiatives co-designed and established	→	Five active cross-sector initiatives.	→

Comcare has a strategic research plan that informs better practice across the scheme.



# APPENDIX: PERFORMANCE FRAMEWORK

The following table demonstrates the links between the *Comcare Portfolio Budget Statements 2018–19* and the *Comcare Corporate Plan 2018–2022*. This performance information provides the basis for Comcare's performance framework.

Corporate Plan performance measure	PBS component
<b>The leading workers' compensation insurer</b>	
The insured scheme continues to be fully funded.	<b>1.4—Premium claims</b> <b>1.5—Pre-premium claims</b> <b>1.6—Asbestos claims</b>
The average Commonwealth premium rate reduces to 1.1 per cent of payroll (excluding GST) for the 2018–19 premium year, to ensure the scheme remains financially sustainable.	
Reduce the insured scheme liability to ensure the scheme remains financially sustainable.	
That claims administration cost as a ratio of all claims expenses is 20 per cent or lower for each injury year, 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>Effective 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.	<b>1.1—Work health, safety and rehabilitation regulation</b>
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 design and management</b>	
Return to work rates developed through the existing biennial <i>Return to Work Survey</i> indicating the rehabilitation outcomes achieved.	<b>1.2—Comcare workers' compensation scheme management</b>
Improve the financial sustainability of the scheme measured by notional premium rate.	<b>1.3—SRCC and Seacare Authority support</b>
Better practice scheme management assessed through qualitative review.	

Corporate Plan performance measure	PBS component
<b>Efficient and effective operations</b>	<b>Supports and contributes to the outcomes of all components</b>
Increased satisfaction with corporate services measured through responses to a survey conducted annually.	
Maintain employee levels of engagement which are higher than those in similar sized agencies, measured through ratings on the leadership category questions in the <i>APSC employee census</i> .	
Comcare employees have the knowledge and skills to meet operational needs, measured through the <i>APSC employee census</i> results.	
Comcare’s workers’ compensation premium is maintained, achieved through improving: <ul style="list-style-type: none"> <li>&gt; injury and harm levels</li> <li>&gt; recovery and early return to work rates of Comcare employees.</li> </ul>	
<b>Drive innovation and better practice for the schemes</b>	
Evidence-based new or improved programs, services and/or products introduced for Comcare and scheme participants.	
Demonstrated cross-sector national collaboration.	
Comcare has a strategic research plan that informs better practice across the scheme.	

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