



**Australian Government**

**Comcare**

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# **CORPORATE PLAN**

**2019–2023**

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# CEO'S INTRODUCTION



As the accountable authority for Comcare, I present the Comcare Corporate Plan for 2019-20 and covering the reporting period 2019–2023, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Comcare continues to deliver a high-performing scheme. We are promoting innovation and better practice across our operations to achieve our outcome of greater participation and productivity through healthy and safe workplaces that minimise the impact of harm. Our current focus includes strengthening our advice, education and engagement activities and developing a strategic research program, while continuing to improve core functions such as prevention, compliance, early intervention, and recovery at and return to work. We are also developing a data strategy to better understand our business and to enable us to collaborate with others.

Our five strategic priorities will ensure ongoing excellence and leadership as a national workers' compensation and work health and safety authority.

A handwritten signature in blue ink that reads "Susan Weston". The signature is fluid and cursive.

Susan Weston  
Chief Executive Officer  
Comcare

# OUR PURPOSES AND STRATEGIC PRIORITIES

Comcare works to five purposes and strategic priorities, and our outcome is to support participation and productivity through healthy and safe workplaces that minimise the impact of harm. We deliver a national work health and safety, and workers' compensation scheme as per our functions specified in the *Work Health and Safety Act 2011* (WHS Act) and the *Safety, Rehabilitation and Compensation Act 1988* (SRC Act). We also manage claims in relation to the *Asbestos-related Claims (Management of Commonwealth Liabilities) Act 2005* (ARC Act).

Figure 1: Comcare's purposes and strategic priorities



Our focus over the life of this plan is on driving innovation to deliver better practice in:

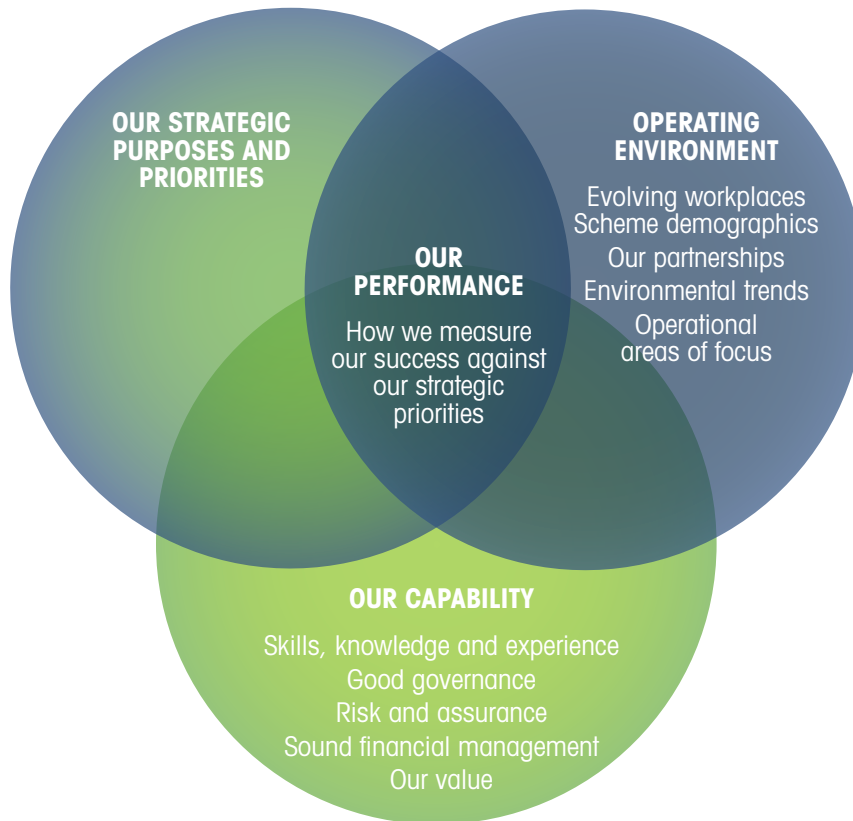
- > promoting healthy and safe workplaces
- > reducing illness and injury in workplaces
- > supporting work participation through improving recovery at and return to work
- > reducing premiums and workers' compensation liabilities
- > sharing what works nationally.

Using our partnerships, research and initiatives we provide expert advice and services to a wide variety of stakeholders including the Safety, Rehabilitation and Compensation Commission and the Seafarers Safety, Rehabilitation and Compensation Authority.

## Corporate Plan overview

The elements in this plan show the integration of our strategic purposes and priorities, operating environment, capability and outcomes. Details of our operating environment, our outcomes and our capability follow.

Figure 2: Corporate Plan elements



# OUR OPERATING ENVIRONMENT

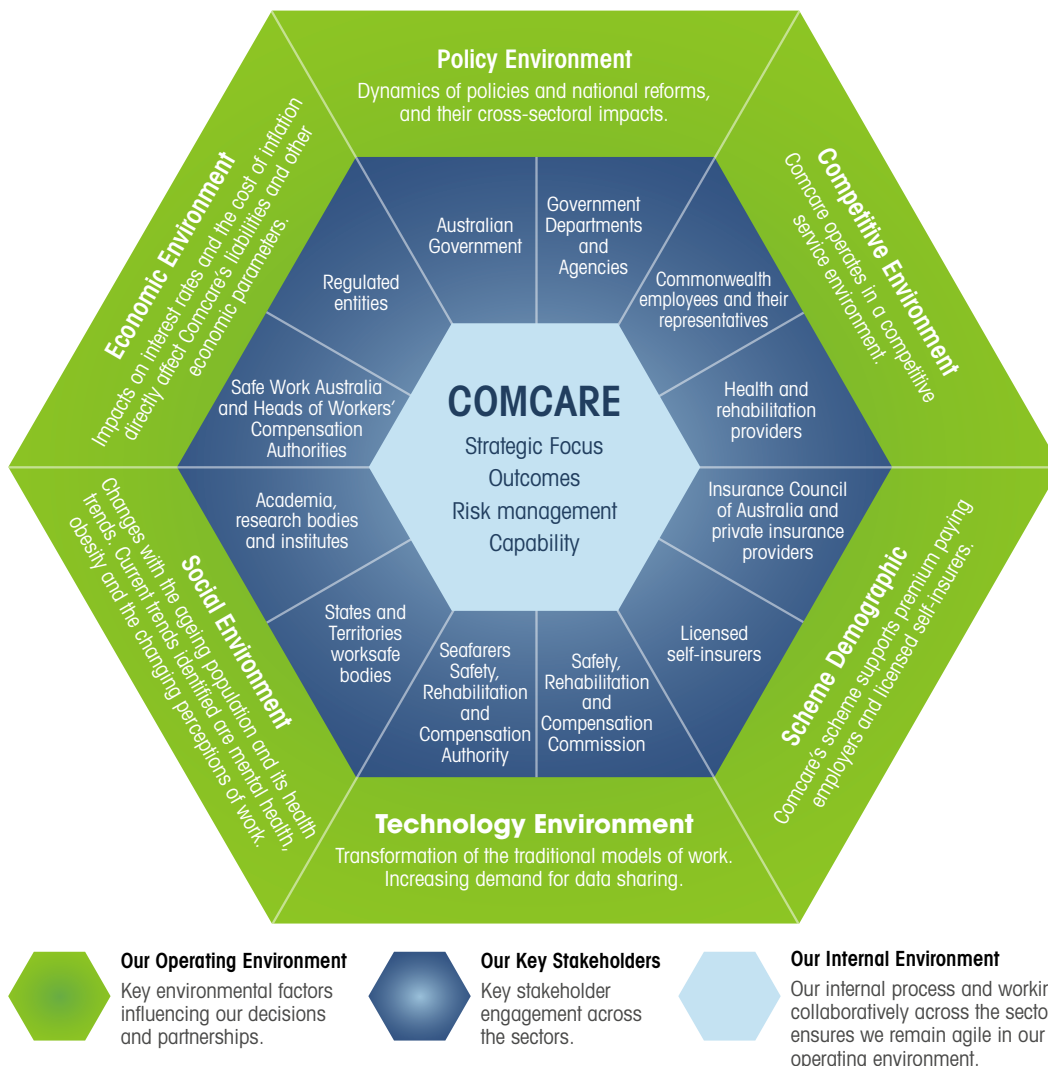
The Australian workforce continues to evolve. This is due to a variety of factors, such as an ageing workforce, technological advancements and the impact of psychosocial health issues. These factors influence the changing nature of work through workforce transformation, organisational change, flexible work practices and changing expectations on employees and employers.

Our scheme is diverse and covers 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 2018, Comcare’s scheme comprised of 391 877 full-time equivalent (FTE) employees covered under the SRC Act, and 421 000 FTE under the WHS Act.

As a national authority, our partnerships are key to delivering better work health and safety outcomes. We work collaboratively with a variety of stakeholders to share our knowledge and enhance our capability. The benefits from the diversity of thought, skills, knowledge and experience provide value to Comcare, the Comcare scheme and the Australian Government.

The diagram below shows our operating environment, who are our key stakeholders, and our internal interactions that helps to ensure we remain agile.

**Figure 3: Operating environmental factors and external stakeholders**





## Environmental trends and our approach

Identifying trends within our operating environment over the next four years means we can respond to emerging opportunities and challenges. Opportunities and challenges improve the way we work by driving knowledge creation and innovation.

**Table 1: Environmental trends influencing our approach**

Trends	Implications	Opportunities and Challenges
<b>The evolving industry landscape</b>	<p>Employment data indicates changes in the working environment including:</p> <ul style="list-style-type: none"> <li>&gt; employee expectations and perceptions of work</li> <li>&gt; mental health issues</li> <li>&gt; the ageing workforce</li> <li>&gt; the gig economy characterised by short-term roles and contractors.</li> </ul>	<p>We are agile to meet the nature of change by committing to be a learning organisation.</p> <p>Using our strategic partnerships to drive outcomes and contribute to national conversations in response to workplace risks and challenges.</p> <p>Using data analytics including through our new data strategy, and research capabilities to inform evidence-based responses that drive our activities.</p>
<b>Technology</b>	<p>Emerging technology is changing the workforce along with increased data expectations and medical developments.</p> <p>New opportunities for data sharing and an increasing cyber security risk that impact 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>Investing in technology to maintain a flexible and agile workforce, information and communications technology capability.</p> <p>Continuing to enhance 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 and service delivery models.</p>	<p>Being a leader within the insurance industry and regulatory environment through informed best practice, research and innovation.</p> <p>Understanding our stakeholder's needs and sharing our knowledge and experience with them and potential new stakeholders.</p> <p>Recognising the increase in demand for customer centric service models and reviewing our capability, efficient and effective service offerings and outcome focused practices.</p>
<b>Economics and reforms</b>	<p>Impacts on interest rates and the cost of inflation directly affect Comcare's liabilities and other economic parameters.</p> <p>Dynamics of policy and national reforms, and their cross-sectoral impacts.</p> <p>Judicial rulings which impact the government, our stakeholders and Comcare.</p> <p>The Australian Public Service Review and modernisation</p>	<p>Investing in research, innovation, collaboration and our people.</p> <p>Being a leader in workers' compensation reform, contributing to the national conversation in addressing emerging health issues within the workplace.</p> <p>Remaining organisationally agile to deliver reforms, to meet stakeholder needs and to effectively implement Government decisions, using better practice principles.</p>

## Our operational areas of focus

To deliver on our purposes and strategic priorities we regularly evaluate our operating environment and performance to identify operational areas of focus. This allows us to be flexible and adaptable while demonstrating leadership across the jurisdictions.

To support our response to our operating environment and strategic risks, we will focus on the following operational areas:

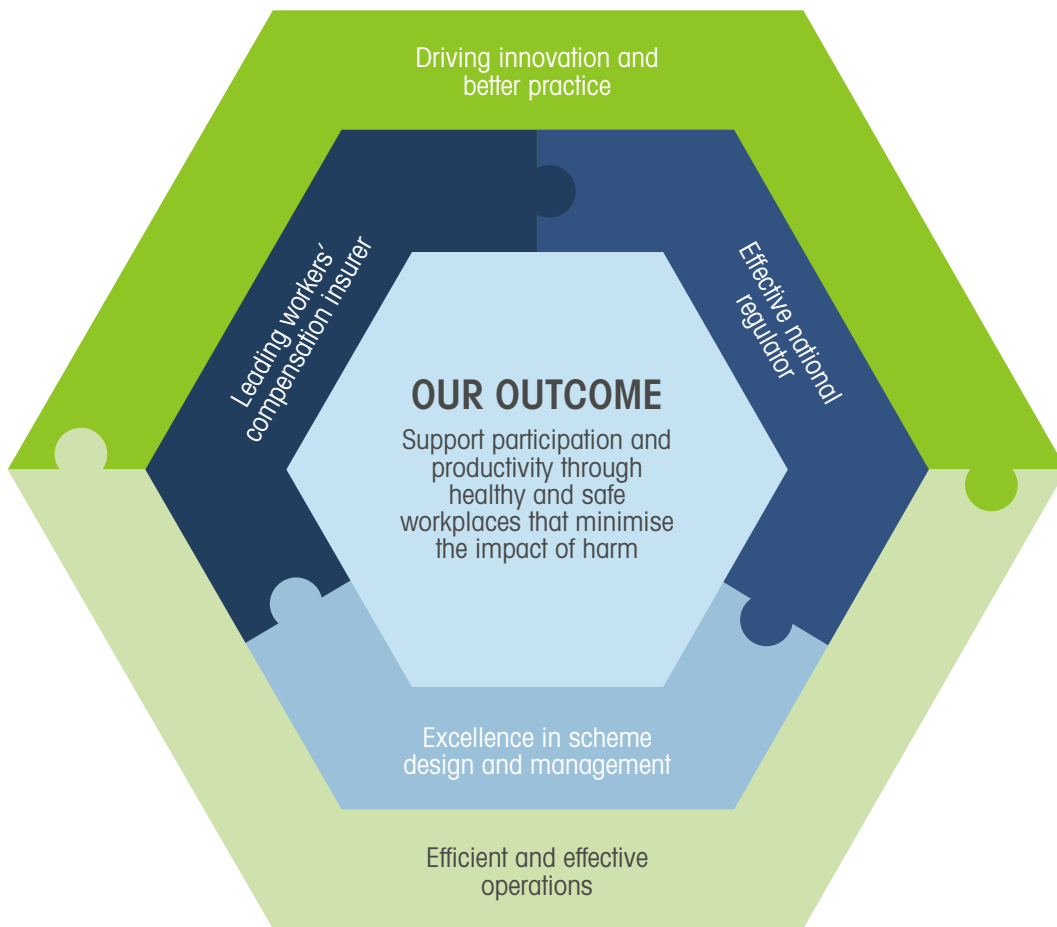
- > prevention, early intervention and rehabilitation
- > performance, monitoring and evaluation
- > advice, education and engagement
- > research and innovation
- > better practice and consistency.

# OUR OUTCOME

The Corporate Plan is the primary document of our integrated annual performance cycle. It is supported by detailed internal organisational, business group and individual performance plans. The annual performance cycle is the framework we use to ensure our performance remains effective, efficient, relevant and financially sustainable.

Our performance measures outline how we will measure and assess success against our outcome and our five purposes and associated strategic priorities.

**Figure 4: Our strategic priorities delivering our outcome**



# Driving innovation and better practice

## Purpose

Collaborating in the design and delivery of research, education and innovative initiatives to enhance scheme outcomes.

## Delivery strategies

- > Develop and use strategic partnerships with industry, including businesses and government, to support research and innovation across Comcare's business.
- > Implement and evaluate a national education and engagement strategy to guide and support better practice across the scheme.
- > Drive national collaboration initiatives across public, private and not for profit sectors to improve work participation.
- > Design and deliver initiatives that prevent harm, promote health, and support participation in work.

## Intended results

- > Design and deliver innovative and prevention focused programmes and services for the scheme.
- > Build, deliver and evaluate contemporary education and engagement services for the scheme.
- > Demonstrated national cross-sector collaboration.
- > Undertake strategic research to inform better practice across the scheme.

## Performance measurements

Design and deliver innovative and prevention-focused programmes and services for the scheme.

2019–20	2020–21	2021–22	2022–23
Six active innovative and/or prevention-focused initiatives delivered	Eight active innovative and/or prevention-focused initiatives delivered	Eight active innovative and/or prevention-focused initiatives delivered	Eight active innovative and/or prevention-focused initiatives delivered

Note: Each initiative is evaluated individually for its effectiveness and reported through the annual performance statements.

Build, deliver and evaluate contemporary education and engagement services for the scheme.

2019–20	2020–21	2021–22	2022–23
→	80% or more of end-users who participate in Comcare's education and engagement services are satisfied	→	90% or more of end-users who participate in Comcare's education and engagement services are satisfied

Demonstrated national cross-sector collaboration.

2019–20	2020–21	2021–22	2022–23
Five active cross-sector initiatives co-designed and established	Five active cross-sector initiatives co-designed and established		

Comcare undertakes strategic research to inform better practice across the scheme.

2019–20	2020–21	2021–22	2022–23
→	100% of the research undertaken by Comcare aligns with stakeholder needs		

# Leading workers' compensation insurer

## Purpose

Working with employees and employers to minimise the impact of harm in workplaces, supporting optimal recovery and return to work, and delivering a sustainable scheme.

## Delivery strategies

- > Use evidence-based best practice in claims case management to support optimal recovery and return to work outcomes.
- > Actively engage employers in prevention, early intervention and timely return to work and claims management to minimise the impact of harm in workplaces.
- > Measure, monitor and forecast performance to inform decision making, strengthen operations and improve outcomes.

## Intended results

- > Increased proportion of employees who have returned to work, measured by duration on incapacity benefits.
- > Sustained high levels of satisfaction and engagement with services offered.
- > Claims administration cost as a ratio of all claims expenses is 17 per cent or lower for each injury year.
- > The annual average Commonwealth premium rate is set to ensure the workers' compensation scheme remains financially sustainable.
- > The scheme financial sustainability is ensured by reducing workers' compensation liabilities.
- > The insured workers' compensation scheme continues to be fully funded.

## Performance measurements

Increased proportion of employees who have returned to work, measured by duration on incapacity benefits.

Accrued incapacity duration	2019–20	2020–21	2021–22	2022–23
4 weeks	70%	75%	78%	80%
13 weeks	76%	80%	85%	87%
26 weeks	84%	88%	89%	93%
52 weeks	86%	92%	93%	95%
78 weeks	92%	95%	96%	97%

Note: Measured as the proportion of employees whose accrued incapacity duration is less than 4, 13, 26, 52 and 78 weeks. This complements the survey-based measure of return to work for the Comcare scheme.

Sustained high levels of satisfaction and engagement with services offered.

2019–20	2020–21	2021–22	2022–23
Stakeholder satisfaction rating of 85% or more	Satisfaction rating of 87% or more	Satisfaction rating of 90% or more	Satisfaction rating of 92% or more

Claims administration cost as a ratio of all claims expenses is 17 per cent or lower for each injury year.

2019–20	2020–21	2021–22	2022–23
Administrative cost ratio is 17% or lower	Administrative cost ratio is 17% or lower		

The annual average Commonwealth premium rate is set to ensure the workers' compensation scheme remains financially sustainable.

2019–20	2020–21	2021–22	2022–23
Average Commonwealth premium rate = 1% of payroll	Average Commonwealth premium rate = 1% of payroll		

The scheme financial sustainability is ensured by reducing workers' compensation liabilities.

2019–20	2020–21	2021–22	2022–23
Scheme liability is \$1.71 billion or less	Scheme liability is \$1.54 billion or less	Scheme liability is \$1.39 billion or less	Scheme liability is \$1.39 billion or less

The insured workers' compensation scheme continues to be fully funded.

2019–20	2020–21	2021–22	2022–23
100–125%	100–125%	100–125%	100–125%

# Effective national regulator

## Purpose

Increasing duty holders' levels of compliance and commitment to best practice through regulatory oversight of work health and safety and workplace rehabilitation.

## Delivery strategies

- > Increase the proportion of proactive regulatory activities to increase duty holders' levels of compliance and commitment to best practice.
- > Drive national work health and safety compliance using a targeted, risk-based approach.
- > Deliver timely and effective regulatory activities by applying Comcare's Compliance and Enforcement Framework and the Commonwealth Director of Public Prosecutions/Comcare Engagement Framework.

## Intended results

- > A refined proactive regulatory approach and increased targeted proactive activities over time.
- > Regulatory priorities identified to deliver targeted regulatory activities.
- > Regulated entities report that our regulatory approach improves WHS outcomes.
- > Regulatory activities delivered within statutory timeframes (where applicable).



## Performance measurements

A refined proactive regulatory approach and increase targeted proactive activities over time.

2019–20	2020–21	2021–22	2022–23
Refine targeted proactive regulatory approach and establish a baseline of activity levels	Increase targeted proactive activities by 5%	Increase targeted proactive activities by 5%	Increase targeted proactive activities by 5%

Regulatory priorities identified to deliver targeted regulatory activities.

2019–20	2020–21	2021–22	2022–23
Deliver and evaluate at least one programme against identified regulatory priorities	Deliver and evaluate at least one programme against identified regulatory priorities	Deliver and evaluate at least one programme against identified regulatory priorities	Deliver and evaluate at least one programme against identified regulatory priorities

Regulated entities report that our regulatory approach improves WHS outcomes.

2019–20	2020–21	2021–22	2022–23
85% or more evaluated entities report improved WHS outcomes as a result of Comcare's regulatory activities			

Regulatory activities delivered within statutory timeframes (where applicable).

2019–20	2020–21	2021–22	2022–23
100% of WHS activities are delivered within statutory timeframes			

## Regulatory performance reporting

Comcare is unique in the regulatory landscape as Australia's only national integrated safety, rehabilitation and compensation authority. Being the national regulator of work health and safety under the *Work Health and Safety Act 2011* and regulator of workplace rehabilitation under the *Safety, Rehabilitation and Compensation Act 1988*.

We strive to meet the government's expectations of regulator performance, aligned with the Government's *Regulator Performance Framework (RPF)*, in addition to our *Public Governance, Performance and Accountability Act 2013* requirements. Our *Regulatory Performance Framework* includes 12 measures of good regulatory performance, supported by outcome-based evidence. Our regulatory annual performance results against these 12 measures are published annually on [www.comcare.gov.au](http://www.comcare.gov.au).

# Excellence in scheme design and management

## Purpose

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

## Delivery strategies

- > Stakeholder engagement:
  - supporting key stakeholders including the Safety, Rehabilitation and Compensation Commission (SRCC) and the Seacare Authority
  - advocating and implementing change to deliver better practice and consistency across the schemes.
- > Implement holistic employer engagement across Comcare using tailored and targeted service offerings including improved accessibility and digitisation.
- > Implement a provider framework that assures high quality services from scheme providers.
- > Improve scheme-wide analytics and reporting products.

## Intended results

- > Sustainable schemes evidenced through outcomes achieved by scheme participants and providers (including financial and return to work outcomes).
- > Schemes identify and adopt better practice as far as possible, measured by benchmarking against better practice.
- > Satisfaction with support provided to SRCC and Seacare.
- > Assurance over scheme operations under licence, approval or delegation achieved (evidence of compliance and required behaviours and practices).

## Performance measurements

Sustainable schemes evidenced through outcomes achieved by scheme participants and providers (including financial and return to work outcomes)

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

2019–20	2020–21	2021–22	2022–23
Comcare scheme return to work rate = 95%	Refer to Note 1	Comcare scheme return to work rate = 95%	Refer to Note 1

Note 1: The *National Return to Work Survey* will be conducted in 2019–20 and 2021–22. Comcare also uses a status code deployed across all scheme claims over set periods to determine the return to work rate.

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.

2019–20	2020–21	2021–22	2022–23
Comcare scheme notional premium rate = 0.94%	Comcare scheme notional premium rate = 0.90%	Comcare scheme notional premium rate = 0.87%	Comcare scheme notional premium rate = 0.81%

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

Schemes identify and adopt better practice as far as possible, measured by benchmarking against better practice.

- > Better practice scheme management assessed through qualitative review.

2019–20	2020–21	2021–22	2022–23
Improvement in better practice scheme management measured against relevant benchmarks	Improvement in better practice scheme management measured against relevant benchmarks		

Satisfaction with support provided to SRCC and Seacare Authority.

- > SRCC satisfaction of support provided by Comcare.

2019–20	2020–21	2021–22	2022–23
Qualitative evaluation using structured services and feedback from the Chair	Qualitative evaluation using structured services and feedback from the Chair		

- > Seacare Authority satisfaction of support provided by Comcare.

2019–20	2020–21	2021–22	2022–23
Qualitative evaluation using structured services and feedback from the Chair	Qualitative evaluation using structured services and feedback from the Chair		

Assurance over scheme operations under licence, approval or delegation achieved (evidence of compliance and required behaviours and practices).

> CEO and SRCC satisfaction with assurance levels.

2019–20	2020–21	2021–22	2022–23
Qualitative evaluation using structured services and feedback from the CEO and Chair	Qualitative evaluation using structured services and feedback from the CEO and Chair		

# Efficient and effective operations

## Purpose

Working collaboratively and innovatively across the organisation providing trusted advice, assurance and robust frameworks, to effectively enable and support the delivery of our outcome.

## Delivery strategies

- > Enable Comcare's business operations to achieve outcomes through capability, culture and capacity.
- > Enhance our data and information to ensure accessibility, accuracy, security and currency.
- > Embed organisational change management principles to enable business transition.
- > Improve Comcare's work health and safety, rehabilitation and recovery at work performance, by embedding good practice into Comcare's business culture.
- > Develop a strategy and governance framework for Comcare's litigation and delivery of legal services.

## Intended results

- > Increased satisfaction with corporate services, measured through responses to a quarterly survey.
- > Maintain or exceed employee levels of engagement, measured through ratings in the *APSC employee census*.
- > Comcare employees have the knowledge and skills to meet operational needs, measured through the *APSC employee census* results.
- > Maintain Comcare's workers compensation premium by improving work health and safety, rehabilitation and recovery at work performance.
- > Improved management of Comcare's litigation activities and legal risk.

## Performance measurements

Increased satisfaction with corporate services, measured through responses to a quarterly survey.

2019–20	2020–21	2021–22	2022–23
85% satisfaction rates	85% satisfaction rates	85% satisfaction rates	85% satisfaction rates

Maintain or exceed employee levels of engagement, measured through ratings in the APSC employee census.

2019–20	2020–21	2021–22	2022–23
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 8.0	
Comcare employees rate their agency engagement at higher than 6.4		Comcare employees rate their agency engagement at higher than 6.5	
Comcare employees rate collaboration between groups at higher than 45%		Comcare employees rate their collaboration between groups at higher than 50%	
Comcare employees rate their agency innovation at higher than 70%		Comcare employees rate their agency innovation at higher than 70%	

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

2019–20	2020–21	2021–22	2022–23
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	

Maintain Comcare's workers compensation premium by improving work health and safety, rehabilitation and recovery at work performance.

2019–20	2020–21	2021–22	2022–23
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	Comcare's workers' compensation premium is 1.7% or less

## Improved management of Comcare’s litigation activities and legal risk.

2019–20	2020–21	2021–22	2022–23
<b>Develop litigation strategy and monitoring framework</b>	Implement litigation strategy and monitoring framework	Evaluate litigation strategy and monitoring framework	
<b>50% of AAT applications received will be finalised within 12 months of lodgement</b>	55% of AAT applications received will be finalised within 12 months of lodgement	60% of AAT applications received will be finalised within 12 months of lodgement	65% of AAT applications received will be finalised within 12 months of lodgement
<b>AAT applications open longer than 24 months are no more than 15% of the overall total number of AAT applications</b>	AAT applications open longer than 24 months are no more than 10% of the overall total number of AAT applications	AAT applications open longer than 24 months are no more than 5% of the overall total number of AAT applications	AAT applications open longer than 24 months are no more than 5% of the overall total number of AAT applications

# RISK OVERSIGHT AND MANAGEMENT

Effective risk oversight and management is an integral part of all aspects of Comcare’s business. It drives and supports our ability to effectively deliver on our strategic priorities over the period of this plan.

Comcare’s *Risk Oversight and Management Policy* and framework is applied to all our activities and aligns with the *Commonwealth Risk Management Policy* and complies with international risk management standard (ISO 31000:2018). The Audit and Risk Committee provide independent oversight, ensuring compliance with the processes applicable to Comcare’s risk management framework.

We have a low appetite for risks which may cause harm to our reputation, regulatory authority, workers’ compensation scheme, financial position, stakeholder relationships, legislative obligations and the health and safety of our people. The strategies we use to address risk across our business has seen a reduction in our Comcover insurable risk exposure.

We are enhancing our capability to manage legal risk, with improvements to our litigation framework and ability to comply with our legislative obligations.

We recognise that some risk is necessary to foster innovation, drive business change, to deliver effective regulation and the workers’ compensation scheme, and to enhance our overall value proposition. Our cultural priorities (figure 4) enable our people to take a risk and evidence-based approach to our work.

The Executive Committee of Comcare is responsible for monitoring and maintaining our Strategic Risk Register. Our five strategic risks (Table 2) are aligned with our strategic priorities and relate to our operating environment. Through our review cycles, environmental scans, lessons learnt from our projects, audit and assurance activities, we ensure we remain resilient yet agile in responding to emerging risks.

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

Strategic priorities		Strategic risks (SR)			
Driving innovation and better practice	Comcare does not work with stakeholders to minimise harm, improve work health and safety and facilitate return to work and recovery at work	Comcare fails to have the right Information and Communications Technology (ICT) services, people and processes in place	Comcare’s services do not deliver benefits and value to stakeholders	Comcare does not effectively implement current and future government legislation, policies and priorities	Comcare fails to achieve better practice and sustainable outcomes
Effective national regulator					
Leading workers’ compensation insurer					
Excellence in scheme design and management					
Effective and efficient operations					



# OUR CAPABILITY

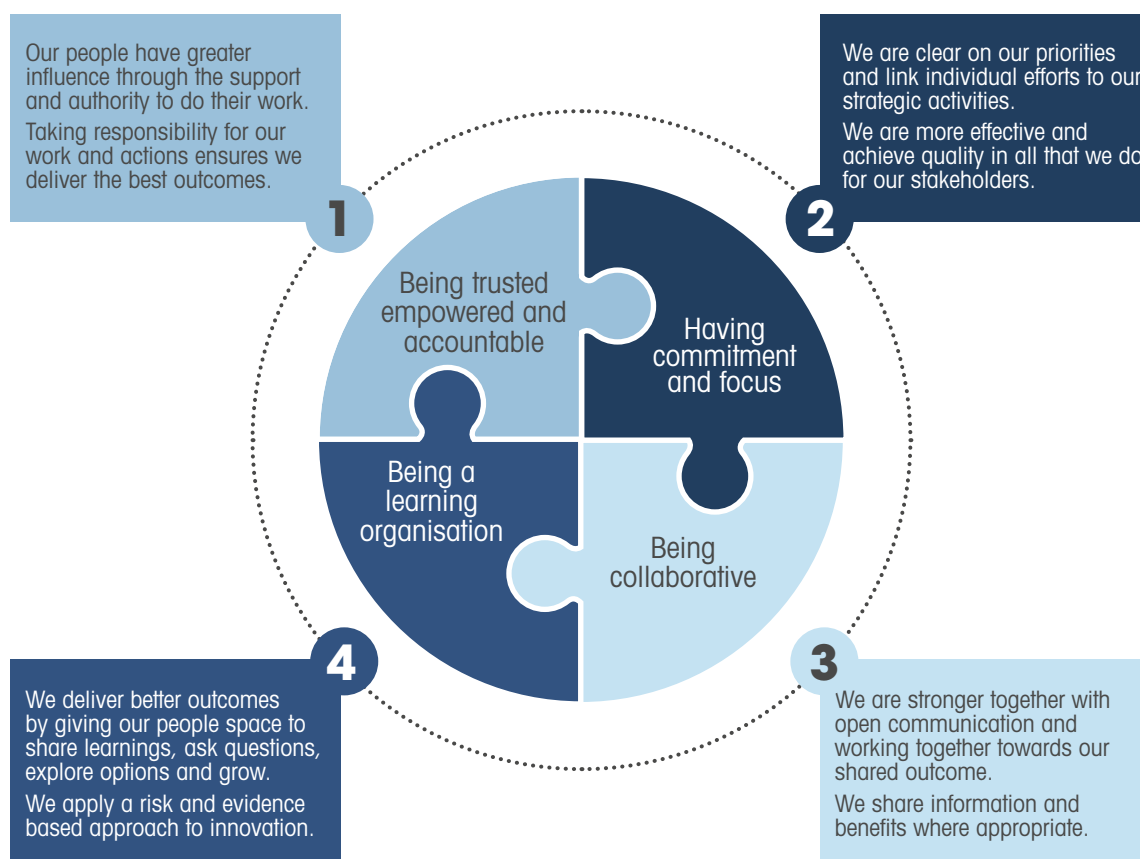
To operate in a diverse and continuously changing environment, we invest in enhancing our governance frameworks, financial management and expanding the use of technology for improved service delivery. Our success is contingent on our people and the recognition and development of their skills, knowledge and experience. 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, early intervention 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 communication across our business
- > focusing on stakeholder engagement
- > building our legal capability to deliver expert advice and actively manage legal risk
- > operating in line with our cultural priorities and the Australian Public Service (APS) values.

Our four cultural priorities underpin the APS values. Our focus is to embed these priorities in our business through the leadership behaviours of every individual.

**Figure 5: Comcare's cultural priorities**



## Our people

To deliver Comcare’s business outcome, the *Comcare People Strategy 2019–2022* (People Strategy) identifies focus areas to shape our culture and capability now and into the future through a professional, agile, flexible and capable workforce

**Figure 6: People Strategy’s focus areas, related initiatives and the crossover of initiatives for focus areas.**



The success of these initiatives requires effective communication and collaboration across Comcare. 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.

Comcare is committed to the principles of equity and diversity, ensuring that all employees have access to Comcare’s services and programmes, and that our workforce is representative of the broader Australian community. Our People Strategy Action Plan, Reconciliation Action Plan and Accessibility Action Plan, together with the Diversity Working Group support Comcare’s diverse and inclusive workforce.

The People Strategy is designed to reflect the needs of the business and ensure its services are placed to meet our objectives. Workforce planning meetings are held 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 and analysis, including through the development of a Data Strategy.
- > **Portfolio management**—our project management capability is maturing into a portfolio management approach to strengthen our ability to embrace emergent change, to enhance our decision making by aligning and balancing project investments to maximise our business value, to ensure all our efforts are aligned with our strategic focus, and to effectively manage our resources to realise benefits.
- > **Change management**—improving our approach to change and ensuring we have the capability to adapt and effectively manage change will contribute to a flexible and agile workforce that embraces continuous improvement.
- > **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, manage and support our stakeholder needs.

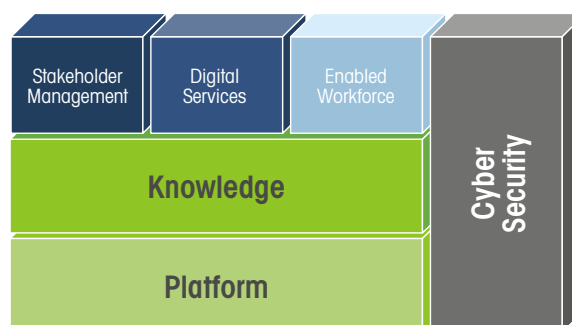
## Our technology

Comcare's Information and Communications Technology Strategy 2019–2023 (ICT Strategy), builds on the existing Comcare Digital Strategy 2015–2020. It aligns with the Australian Government's digital transformation agenda and Digital Continuity 2020 Policy. The ICT Strategy will establish key ICT platforms and capabilities that will promote innovation, deliver insight and underpin comprehensive customer-centric services.

The ICT Strategy consists of six workstreams that will modernise ICT and information management processes. Each workstream contributes to delivering key capabilities that allow Comcare to become an industry leader by providing easy to use services to our stakeholders. The ICT Strategy aligns with our current challenges and future priorities.

- > **Stakeholder management**—improve understanding and service delivery with a single customer view
- > **Digital services**—transact online in a simple and efficient manner
- > **Enabled workforce**—efficiency through contemporary tools, automation and streamlined business processes
- > **Knowledge**—business insight maximised across the data lifecycle
- > **Platform**—highly adaptive cloud-based platform to underpin business need
- > **Cyber security**—secure, safe and resilient ICT landscape.

Figure 7: ICT Strategy Workstreams



During 2019–20, several key ICT platforms and projects will allow for digital engagement and transacting in more efficient ways, including:

- > an Omni-Channel Contact Centre to manage communication between Comcare and its stakeholders
- > a customer relationship management solution to provide the single view of the customer
- > a new claims management interface
- > enhancing cyber safety of staff and information with advanced end-point protection and a stronger cyber security culture
- > redesigning and modernising the approach to data warehousing and data analytics
- > migrating cloud ready applications to Software as a Service (SaaS) providers
- > make paper records digital and expand paperless work practices.


These improvements in capability will provide the foundation to deliver the remainder of the ICT Strategy and ensure the agency can fulfil its purpose and deliver greater services.

## Appendix: Performance framework

The following table shows the links between the *Comcare 2019–20 Portfolio Budget Statements* and the *Comcare 2019–2023 Corporate Plan*. This performance information provides the basis for Comcare’s performance framework and annual performance cycle.

Corporate Plan performance measure	PBS component
<b>Driving innovation and better practice</b>	<b>Supports and contributes to the outcomes of all components</b>
Design and deliver innovative and prevention-focused programmes and services for the scheme.	
Build, deliver and evaluate contemporary education and engagement services for the scheme.	
Demonstrated national cross-sector collaboration.	
Comcare undertakes strategic research to inform better practice across the scheme.	<b>1.1—Work health, safety and rehabilitation regulation</b>
<b>Effective national regulator</b>	
A refined proactive regulatory approach and increased targeted proactive activities over time.	
Regulatory priorities identified to deliver targeted regulatory activities.	
Regulated entities report that our regulatory approach improves WHS outcomes.	<b>1.4—Premium claims 1.5—Pre-premium claims 1.6—Asbestos claims</b>
Regulatory activities delivered within statutory timeframes (where applicable).	
<b>The leading workers’ compensation insurer</b>	
Increased proportion of employees who have returned to work, measured by duration on incapacity benefits.	
Sustained high levels of satisfaction and engagement with services offered.	
Claims administration cost as a ratio of all claims expenses is 17 per cent or lower for each injury year.	
The annual average Commonwealth premium rate is set to ensure the worker’s compensation scheme remains financially sustainable.	
The scheme financial sustainability is ensured by reducing workers’ compensation liabilities.	
The insured worker’s compensation scheme continues to be fully funded.	

Corporate Plan performance measure	PBS component
<b>Excellence in scheme design and management</b>	
<p>Sustainable schemes evidenced through outcomes achieved by scheme participants and providers (including financial and return to work outcomes).</p> <ul style="list-style-type: none"> <li>Return to work rates developed through the existing biennial <i>Return to Work Survey</i> indicating the rehabilitation outcomes achieved.</li> <li>Improve the financial sustainability of the scheme measured by notional premium rate.</li> </ul>	<p><b>1.2—Comcare workers' compensation scheme management</b></p>
<p>Schemes identify and adopt better practice as far as possible, measured by benchmarking against better practice.</p> <ul style="list-style-type: none"> <li>Better practice scheme management assessed through qualitative review.</li> </ul>	
<p>Assurance over scheme operations under licence, approval or delegation achieved (evidence of compliance and required behaviours and practices).</p> <ul style="list-style-type: none"> <li>CEO and SRCC satisfaction with assurance levels.</li> </ul>	
<p>Satisfaction with support provided to SRCC and Seacare.</p>	<p><b>1.3—SRCC and Seacare Authority support</b></p>
<b>Efficient and effective operations</b>	
<p>Increased satisfaction with corporate services, measured through responses to a quarterly survey.</p>	<p><b>Supports and contributes to the outcomes of all components</b></p>
<p>Maintain or exceed employee levels of engagement, measured through rating in the <i>APSC employee census</i>.</p>	
<p>Comcare employees have the knowledge and skills to meet operational needs, measured through the <i>APSC employee census</i> results.</p>	
<p>Maintain Comcare's workers' compensation premium by improving work health and safety, rehabilitation and recovery at work performance.</p>	
<p>Improve management of Comcare's litigation activities and legal risk.</p>	



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