Australian Government

Comcare

Comcare
Digital Strategy

2015–20

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Welcome

I'm pleased to present the Comcare Digital Strategy 2015–20.

The digital strategy is a key tool in achieving the objectives of our corporate plan and will allow us to be more efficient and cost-effective in delivering our four business priorities:

> Leading insurer

> National regulator

> Excellence in scheme management and design

> Efficient and cost effective corporate management.

The digital strategy underpins a five year programme of initiatives that will improve service experiences, deliver greater efficiency in the work environment and meet the Australian Government's digital transformation agenda.

The Australian Government's commitment to the digital delivery of services means more than simply reducing reliance on paper forms. Giving our clients the opportunity to interact with us quickly, easily and securely online requires change across every aspect of our business.

Our 'digital first' approach will see a redesign of core systems and processes as we build tools and skills to enhance our client satisfaction, productivity and working environment.

Comcare has made a conscious decision to change how we work, to become a leading organisation and to drive a greater level of innovation in all our business operations. The *Comcare Digital Strategy 2015–20* shows clearly how we are putting this decision into action.

Jennifer Taylor
Chief Executive Officer

Comcare purpose

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

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

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

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

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

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

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

Objectives

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Comcare's Digital Strategy 2015–20 outlines a programme of digital transformation that will:

> encourage and support clients to interact with Comcare via secure user-friendly digital services

> transition the organisation from paper-based to digital ways of working, with use of paper by exception only before 2020

> support the Digital Transformation Office commitment that all major transactions with clients can be completed digitally online end-to-end by 2017[1]

> decrease Comcare's operating costs by reducing productivity impacts resulting from current constraints in data management, processing and core systems

> enable Comcare to meet the Australian Government's Digital Service Standard[2]

> ensure Comcare's digital information services comply with the Web Content Accessibility Guidelines endorsed by the Australian Government[3].

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1. Cth. Questions Without Notice. House of Representatives. 10 February 2015. P349 (http://parlinfo.aph.gov.au)
2. https://www.dto.gov.au/standard
3. http://webguide.gov.au/accessibility-usability/accessibility/

Guiding principles

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The digital strategy aligns with Comcare's digital guiding principles.

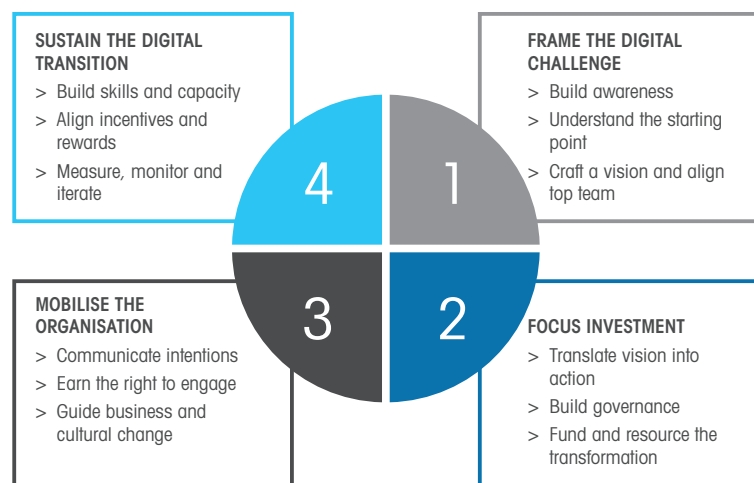| CATEGORY	PRINCIPLE
Client Facing	1. Make all services digital, except where this is impossible or impractical.
	2. Design end-to-end services from the customer point of view (claimant, employer or service provider).
	3. Design simple digital interfaces which are easy to use and personalised wherever possible.
	4. Provide self-service options wherever possible.
	5. Accommodate digital devices of choice.
	6. Manage the security and privacy of end users' data.
Business Facing	7. Develop a 'customer first' digital culture.
	8. Work towards operational simplification.
	9. Make good use of information and data.
	10. Achieve agility in planning and execution.
	11. Practice evidence-based continuous improvement.
	12. Improve staff wellbeing through better job design, processes and systems.

Approach

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Comcare's digital strategy was developed following extensive consultation with staff and other stakeholders.

Effective digital transformation will require a sustained focus across Comcare—on every aspect from leadership, culture and capability to systems, processes and future refinements.

Active engagement and support by Comcare executive will drive the programme, with ongoing collaboration and involvement from all areas of the business encouraged to ensure positive and relevant outcomes.

Comcare will use a formal transformation framework to guide implementation of the digital initiatives. The framework will assist in coordinating, managing and monitoring the changes over the life of the digital strategy.

SUSTAIN THE DIGITAL TRANSITION
> Build skills and capacity
> Align incentives and rewards
> Measure, monitor and iterate

FRAME THE DIGITAL CHALLENGE
> Build awareness
> Understand the starting point
> Craft a vision and align top team

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1

Framework derived from *Leading Digital* (Westermann, Bonnet and McAfee, Harvard Business Review Press, 2014)

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2

MOBILISE THE ORGANISATION
> Communicate intentions
> Earn the right to engage
> Guide business and cultural change

FOCUS INVESTMENT
> Translate vision into action
> Build governance
> Fund and resource the transformation

Governance

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The Digital Transformation Programme is a major business change initiative. It will be supported by strong governance and a commitment to active engagement with the business.

Business involvement will include:

> a Business Change Sponsor on the Programme Board

> business area representatives on the Programme Board as required to enable informed discussions

> a broad-based Business Reference Group

> staff forums to encourage a wide range of perspectives.

The Digital Transformation Programme Team will:

> co-ordinate delivery of the multiple projects that make up the programme

> identify and manage dependencies, risks and issues

> ensure progress on individual projects is aligned to expectations

> implement proactive change management to encourage the adoption of digital services

> monitor and review the realisation of both financial and non-financial benefits

> provide meaningful and relevant reporting to the Programme Board and Executive Sponsor.

Digital
initiatives

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Information

More accurate and easily searchable data, consistent across multiple systems, will improve decision-making and enable greater business insight.

Stronger identity management, data governance and information management strategies, appropriate to the expanded digital environment, will ensure privacy and security.

Current data holdings and metadata functionality will be reviewed to improve data quality, availability and interoperability.

A data and information strategy appropriate to the new digital environment will establish the framework for managing and sustaining high quality data and information, while a robust data governance policy will maintain Comcare's data quality and integrity.

Enhanced business to government data exchange will improve transaction speeds, reduce duplication and support data integrity.

A modern analytics platform will enable more accurate and useful reporting, allowing Comcare to move towards real-time analysis of events and build capability for improved forecasting.

Digital
initiatives

User experience

Redesigned processes, incorporating smart forms and workflow solutions, will increase efficiency, reduce operational, printing and mail costs, and support Australian Government environmental initiatives.

User-friendly digital self-service options for end-to-end transactions will improve both the client and staff experience, with faster communication times and a greater ability to focus on high value-add activities.

A common portal platform will allow secure access, promoting self-service interactions with Comcare by clients using a range of devices and methods.

Smart forms and workflow automation will replace existing paper forms and manual processing, with a focus on high-volume transactions and those forms which account for the majority of incoming paper forms.

Standardised digital payment channels will reduce the volume of manual transactions, improving the timeliness of invoice payments.

The external-facing website will reflect the focus on self-service and make it easier for employees, service providers and employers to find and understand relevant self-service options such as responses to commonly requested information.

The Comcare web presence will be migrated to a platform that supports Whole of Government imperatives.

Digital
initiatives

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Mobility

Robust mobile tools such as tablets and enhanced connectivity will allow staff working remotely secure access to key forms, information and core systems.

Improved mobility solutions will increase efficiency, improve the Comcare working environment for staff and enable more informed conversations with clients.

Digital tools and mobile connectivity will better support remote working by Comcare's inspectors and auditors.

Enhanced out-of-office access will provide all staff more flexibility, while maintaining effectiveness and productivity when working away from the office, for example, at client sites.

Digital initiatives

Core systems

Updated core systems with simpler, user-friendly interfaces and automated processes will enable both clients and staff to interact more easily.

Transactions will be faster and more accurate, with reduced red tape and improved reporting capability, particularly in complex areas such as legal practice management.

The updated digital platform will enable Comcare to maintain relevance to clients through better understanding of their needs, with the capacity for potential new service offerings in the future.

A robust technology platform will underpin digital service delivery of enterprise tools which may include portals, smart forms and e-learning systems.

Comcare's core Regulatory Management System will be reviewed and updated to better support the business needs of Comcare's inspector and auditor teams.

The Pracsys case management system will also be modernised to streamline interactions and ensure that future requirements can be more easily addressed.

An improved legal practice management system will enable Comcare's legal teams to more effectively manage workflows, costs, information and reporting.

New tools will strengthen Comcare's risk management capability to ensure alignment with the digital approach.

Digital
initiatives

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Skills and knowledge

More flexible training tools such as e-learning and webinars will improve staff access to up-to-date and relevant material, leading to increased skill levels and greater productivity.

Embedding social media and digital collaboration tools will improve knowledge sharing and networking, contributing to greater efficiency and capability uplift across Comcare, and more timely information for clients.
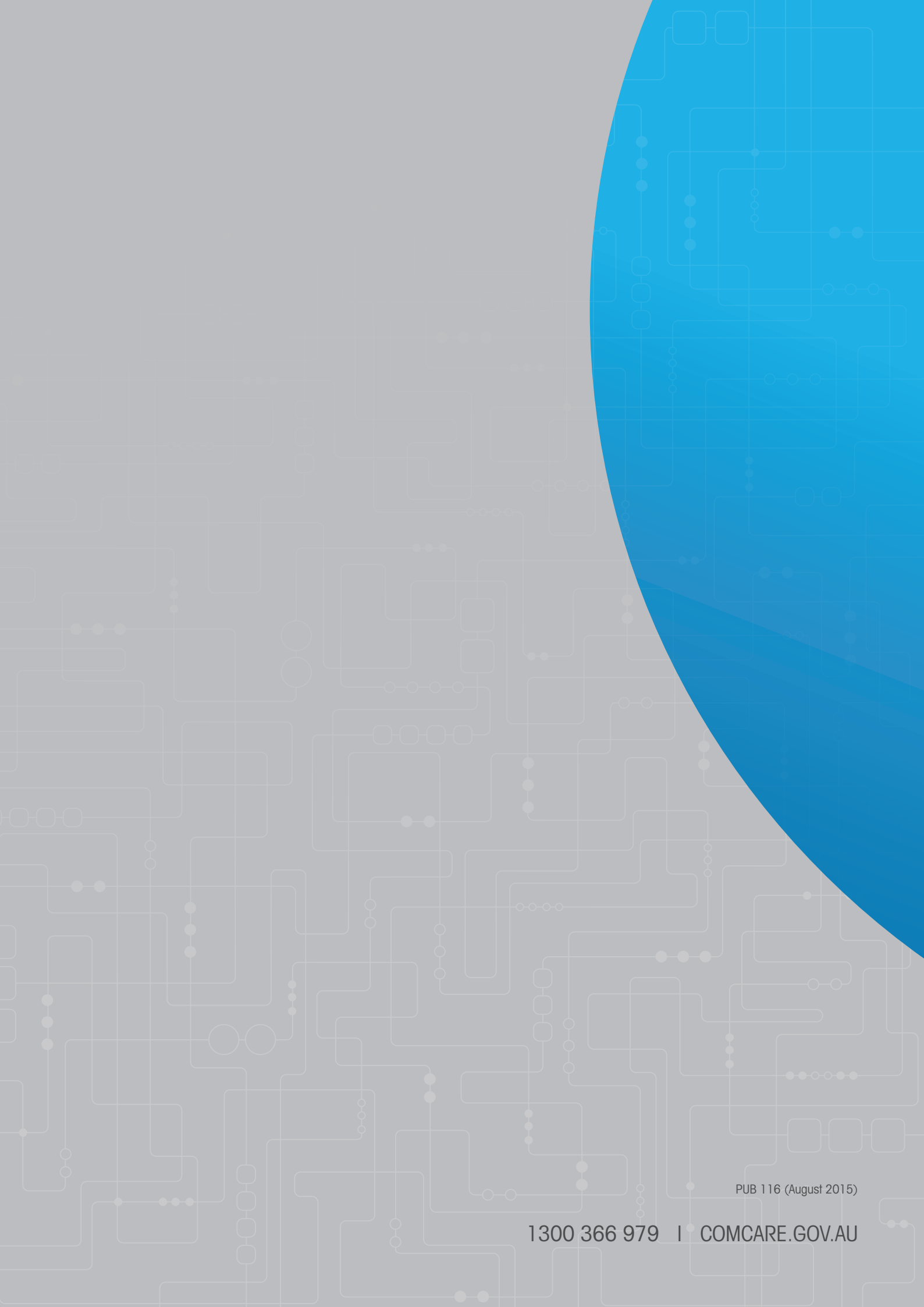
The Comcare intranet will be redesigned and redeveloped to make it easier to use, with content that is authoritative, up-to-date and readily searchable.

Enterprise-wide features to promote knowledge sharing and collaboration practices will be introduced.

E-learning tools and content will be expanded to promote self-paced learning by Comcare staff.

Options for providing information and educational content to external stakeholders, for example, via selected social media channels, will be explored.