



# ICT and Digital Strategy 2028



**Australian Government**

**Comcare**



# Acknowledgement of Country

Comcare acknowledges the Traditional Owners and Custodians of country throughout Australia and acknowledges their continuing connection to land, sea and community. We pay our respects to the people, the cultures and the elders past, present and emerging.



Healing Hands – by Dion Devow of Darkies Designs



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# Introduction

## CEO introduction

It is my pleasure to present to you the ICT and Digital Strategy 2028. This Strategy is designed to establish a robust, secure, and sustainable technical infrastructure, fostering resilience in the face of evolving challenges. Our aim is to facilitate seamless digital transitions for all clients and stakeholders, fostering adaptability and innovation to meet emerging needs and technological advancements.

This document serves the crucial purpose of delineating the strategic objectives and the pivotal role of technology, encompassing collective solutions, systems, and digital aspirations. These components are integral in realising Comcare's strategic plan and goals for the next four years.



## Key Objectives

The ICT and Digital Strategy 2028 is poised to empower Comcare's Executive, staff, and technology teams to:

- Understand the future direction and aspirations for ICT and digital and how this aligns with broader strategic objectives of Comcare.
- Identify and prioritise initiatives in line with Comcare's collective vision, aimed at mitigating risks, enhancing business value, and refining ICT and digital experiences.
- Foster data-driven decision-making, guiding choices regarding the future direction of ICT and digital endeavours, taking into account factors such as cost, benefit, and effort.
- Define a clear roadmap for the execution of this Strategy and its associated dependencies over the next four financial years (FY25–FY28).

As we progress through the implementation phase, it is essential to acknowledge the dynamic nature of the ICT and digital domain. Recognising this, 2028 has been earmarked as a significant milestone in our strategic roadmap. This year will not only serve as a juncture to reflect on the achievements and learnings accrued over the implementation period but also as a crucial phase for reengagement and refreshing our future ICT and Digital Strategy. The decision to allocate 2028 as the year for this strategic refresh is informed by our commitment to continuous improvement and adaptability. It acknowledges the importance of staying abreast of emerging technological trends and the changing needs of our stakeholders.

I look forward to working with my colleagues in Comcare and our many collaboration partners to bring the ICT and Digital Strategy 2028 to life, an important program of work.

### Greg Vines

Chief Executive Officer

# Our strategic operating context

Over the coming decade, our operating environment will present several challenges and opportunities for which Comcare needs to prepare. Below are the five change drivers.

- 1**  **Change in the nature, volume, complexity of incidents and notifications, injuries and illnesses**
- 2**  **Shifts in ways of working patterns**
- 3**  **Rapid advancements in technology including Generative AI on the rise**
- 4**  **Increasing customer expectations on Government and the Public Service**
- 5**  **Increased fiscal and economic pressures**

## Our strategic priorities

The ICT and Digital Strategy 2028 will support Comcare to respond to these challenges and opportunities, while aligning with our ICT capability needs, digital objectives and strategic priorities over the next four years.

<b>Our Strategic Priorities</b>		<b>Prevent work-related injuries</b>	<b>Be a leader in the prevention of psychological injuries in particular, and increase our influence</b> , appropriately sharing insights to more effectively drive positive change with employers and employees
		<b>Deliver better return to work outcomes</b>	<b>Improve return to work outcomes focusing on psychological injuries</b> , influencing and collaborating to deliver support and interventions that better meet the recovery needs of employees
<b>Are enabled by</b>		<b>Making data-driven decisions</b>	<b>Uplift technological capabilities to enable:</b> <ul style="list-style-type: none"> <li>&gt; <b>Easy access to meaningful insights from data</b> that support both strategic decisions and day-to-day operations</li> <li>&gt; <b>Transparent and consistent engagement</b></li> </ul>
		<b>Uplifting leadership, effectiveness and efficiency</b>	<b>Reinforce the organisation's purpose</b> , with impact through empowered leadership and decision making at all levels Optimise our governance, performance, funding and resource allocation models
		<b>Delivering client-centric services</b>	<b>Uplift our organisational capability to co-design and deliver services</b> that anticipate and meet client needs and adapt to changing circumstances
<b>Through</b>		<b>Earning and strengthening trust internally and with our stakeholders</b>	<b>Earning and strengthening trust and upholding our values</b> to act with integrity and respect, strive to have a positive impact, and collaborate and innovate, are foundational to the way we work



## Guiding principles

This Strategy anchors on the delivery of five core principles, from designing for the user, maintaining stability and sustainability, to enhancing cyber security, embracing innovation and ensuring ongoing compliance.

CLIENT-CENTRIC	STABLE	SECURE	ADAPTABLE	COMPLIANT
1	2	3	4	5
<b>Design for the End User</b>	<b>Maintain Stability and Sustainability</b>	<b>Enhance Cybersecurity</b>	<b>Embrace Innovation and Adaptability</b>	<b>Ensure Ongoing Compliance</b>
<p>Prioritise the needs of our clients, including external stakeholders and Comcare staff, as the guiding force behind our technology decisions. Support business areas in digital uplift through the Service Transformation and Enablement Program and beyond.</p>	<p>Improve organisational resilience. Ensure uninterrupted access for all users and maintain a stable and cost-effective technological foundation based on capabilities required for Comcare.</p>	<p>Elevate our Cybersecurity defences to proactively safeguard against evolving threats and vulnerabilities.</p>	<p>Embrace innovation and agility to address evolving user needs, emerging technologies, and dynamic market shifts.</p>	<p>Ensure ongoing compliance with legislative, regulatory, government and industry standards.</p>



# Comcare's ICT and Digital Strategy 2028 on a page

These priorities are focused on enhancing the user experience, establishing consistent and standardised processes, being future ready, and achieving cost efficiency.



