

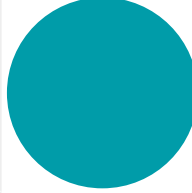
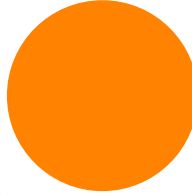
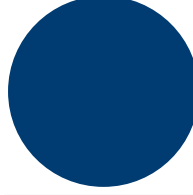
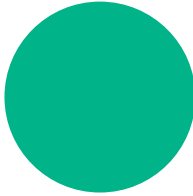


**Australian Government**

**Comcare**

Australia's national work health and safety regulator  
and workers' compensation authority

# Corporate Plan 2026–27



## Purpose of the corporate plan

The corporate plan is our primary strategic planning document that provides our people, Parliament, our stakeholders and the public with an understanding of our purpose, strategy, operating context, and how we will measure performance.

Our strategic direction is set through the Comcare Strategy 2028, focused on preventing work-related injuries and delivering better return to work outcomes to achieve our purpose, to promote and enable safe and healthy work.

## 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 and present.

Healing Hands by Dion Devow of DDesigns.



# Chief Executive Officer foreword



## Preparation statement

As the Accountable Authority of Comcare, I present our Corporate Plan 2026–27, which covers the reporting periods 2026–27 to 2029–30 as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

**Colin Radford**  
**Chief Executive Officer, Comcare**

I am pleased to present my first corporate plan as the Chief Executive Officer of Comcare.

I joined Comcare in November 2025 and am proud to lead an organisation with a clear and compelling purpose: to promote and enable safe and healthy work.

I am drawn to organisations that work to reduce harm and improve outcomes and opportunities for those who find themselves in need of support, often through no fault of their own. I am regularly reminded that no one becomes a client of a compensable injury scheme by choice – they first have to have experienced a traumatic, often life-changing event.

To lead an organisation that exists for the very purpose of preventing those traumatic incidents and supporting those who have been impacted, is a rare privilege and one that I never take for granted.

## Ongoing commitment to the Comcare Strategy 2028

I am committed to continue delivery of the Comcare Strategy 2028, which commenced in 2024, and to working towards our strategic priorities that represent what we are here to do as an agency: 'prevent work-related injuries' and 'deliver better return to work outcomes'.

From 2026–27, we have adjusted some enabling elements to better position us to deliver the strategic priorities for the remainder of the strategy and into the future.

The enabling priorities have been reframed as strategic enablers and they are: 'Financial sustainability', 'Operational efficiency and effectiveness' and 'Our people'.

The reframed strategic enablers will sharpen our focus on the operating foundations that are essential to delivering our purpose and strategic priorities.

We are also shifting to a smaller, more deliberate set of external measures to place a greater emphasis on our strategic priorities. The key change for 2026–27 is the introduction of a new performance measure adopted from the Australian Work Health and Safety Strategy 2023–2033 – 'Reduction in work-related fatalities and serious injuries.'

This strengthened measure will be used to demonstrate the effectiveness of what we are here to do as a work health and safety regulator and hold us accountable for our role in preventing work-related injuries across our scheme.

We have reset our strategic risks to focus on the key risks that could impact delivery of our strategic priorities, ensuring targeted mitigation strategies are in place to reduce their likelihood and potential impact.

More information about our strategy and the changes is provided throughout this corporate plan.

## Changes to the model work health and safety laws on the horizon

Safe Work Australia has published amendments to the model work health and safety laws that represent the most significant changes in more than a decade. The reforms will extend the incident notification provisions to include:

- dangerous incidents involving mobile plant and falls
- violent incidents, including sexual assault
- work-related suicide and attempted suicide
- extended worker absences (15+ calendar days).

The Department of Employment and Workplace Relations is consulting with stakeholders on timeframes and considerations for effective implementation in the Commonwealth.

We have established a dedicated project to prepare ourselves and the scheme for the changes and will share more information when it is available.

## Our people and environment

We could not deliver on our strategy and support those in our scheme without our people. We are a purpose-led organisation where all of our people should feel valued for the work they do and for who they are.

This year we will work towards our new Diversity, Equity and Inclusion Program 2026–2028 as part of our commitment to building a workplace where every individual feels welcomed, valued, respected and empowered to be and bring their best self and their whole self at work.

We have an important year ahead of us as we enter our third year of working towards our strategy. I look forward to sharing our progress and outcomes in our Annual Report 2026–27.

Colin Radford  
Chief Executive Officer and Accountable Authority of Comcare

4 August 2026

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# Introduction

## About Comcare

Comcare is Australia's national work health and safety regulator and workers' compensation authority.

We are committed to:

- working with employers and stakeholders to create and maintain safe and healthy workplaces so workers can return home safely
- supporting injured workers to recover and return to health and work following injury or illness
- improving work health and safety, rehabilitation and compensation outcomes across our scheme.

Our purpose is to **promote and enable safe and healthy work.**

**Comcare is Australia's  
work health and safety  
regulator and workers'  
compensation authority**

**Our purpose is to  
promote and enable  
safe and healthy work**

## Our scheme

We regulate work health and safety for more than 200 employers and provide workers' compensation coverage to approximately 500,000 workers under our scheme.

Our scheme is largely comprised of Commonwealth authorities, including Australian Government departments and agencies. It also includes corporations licensed by the Safety, Rehabilitation and Compensation Commission (SRCC) to self-insure their workers' compensation arrangements and liabilities.

Employers in our scheme operate across a broad range of occupations and industries including government services, defence, law enforcement, transport, logistics, financial and banking services, health care, manufacturing, construction, telecommunications and postal services.

The employers we regulate for work health and safety are not identical to those covered for workers' compensation due to differences in legislative coverage and licensing arrangements.

Our workers' compensation scheme is funded through premiums. Our regulatory functions and activities are funded through cost recovery arrangements.

## Comcare Strategy 2028

Our strategic direction is set through the Comcare Strategy 2028, which was developed to respond to the evolving nature of work and workplaces and changing patterns of workplace injury and illness, including an increase in psychological injuries.

Our strategy is intended to be flexible to ensure we can respond to emerging priorities and adapt as we mature our approach over time. Although the strategy is currently set to 2028, its intent remains relevant to our longer-term planning and direction.

Figure 1 provides a summary of the Comcare Strategy 2028.

# Comcare Strategy 2028

**Purpose:** Promote and enable safe and healthy work

## Strategic priorities



### Prevent work-related injuries

#### Key activity

Be a leader in the prevention of workplace injuries and illness with a focus on reducing psychological harm. Increase our influence, sharing insights to more effectively drive positive change with employers and workers.

#### Aspiration

We are a national leader in the prevention of psychological injuries and illness, actively sharing resources and lessons learned with workplaces and other regulators. We influence policy and seamlessly collaborate to unify and promote our prevention approach.

#### Performance measure

PM1: Reduction in work-related fatalities and serious injuries



### Deliver better return to work outcomes

#### Key activity

Improve return to work outcomes, with a focus on psychological injuries, influencing and collaborating to deliver support and interventions that better meet the recovery needs of injured workers.

#### Aspiration

We partner with our stakeholders to provide leading return to work guidance and services, significantly improving return to work outcomes for injured workers.

#### Performance measure

PM2: Return to work rate

## Strategic enablers



### Financial sustainability

#### Key activity

Optimise our premium setting, cost recovery and claims management practices to ensure the long-term financial sustainability of the scheme.

#### Aspiration

Our financial position is strong, ensuring we can meet the long-term needs of the scheme and those it is designed to support.

#### Performance measures

PM3: Average Commonwealth premium rate  
PM4: Minimum funding ratio



### Operational efficiency and effectiveness

#### Key activity

Deliver statutory and service outcomes that meet the needs and expectations of clients and stakeholders. Align people, funding, systems, and effort to where they create the most value.

#### Aspiration

We deliver value through our operations and use data, feedback and insights to shape our strategy and co design effective, high-value services.

#### Performance measures

PM5: Administrative cost ratio  
PM6: Improved employer work health and safety compliance  
PM7: Determinations on injury and disease claims for compensation are made within statutory timeframes  
PM8: Employer satisfaction  
PM9: Injured worker satisfaction



### Our people

#### Key activity

Create a culture and operating environment that enables our people to do their best work, aligned to our purpose. Attract, retain and develop talented people who value making a positive impact. Embrace diversity, equity and inclusion and provide a safe and healthy workplace.

#### Aspiration

We are a capable, engaged and high performing workforce where people maximise their potential and are trusted and passionate about achieving better work health and safety outcomes for Australians.

#### Performance measure

PM10: Employee engagement

## Strategic risks

### Financial sustainability

Our liabilities grow to unsustainable levels leading to a lack of confidence from the Australian Government, employers and injured workers

### Regulation and prevention

Our work health and safety regulation is ineffective or poorly targeted and does not contribute to lower instances of workplace harm

### Culture and capability

Our culture and capability do not support high performance and delivery of our strategic priorities

## Organisational values

Earn and strengthen trust

Collaborate and innovate

Strive to have a positive impact

Act with integrity and respect

Figure 1: Summary of the Comcare Strategy 2028

## Strategic priorities and enablers

Our strategy focuses our efforts, partnerships and investments towards 2 strategic priorities and 3 strategic enablers to achieve our purpose.

**Our strategic priorities represent what we are here to do as a work health and safety regulator and workers' compensation authority. They are:**



**Prevent work-related injuries**



**Deliver better return to work outcomes**

During the first 2 years of the strategy, we strengthened the capabilities required to support delivery of our strategic priorities through our former enabling priorities: making data-driven decisions, uplifting leadership effectiveness and efficiency, and delivering client-centric services.

From 1 July 2026, we reframed the enabling priorities as 'strategic enablers' to sharpen the focus on the operating foundations that are essential to delivering our purpose and strategic priorities. They are:

- financial sustainability
- operational efficiency and effectiveness
- our people.

Key activities and aspirations articulate the scope and direction of each strategic priority and strategic enabler through to 2028.

## Performance measures

We use performance measures and targets to assess our progress towards achieving the key activities and aspirations for each strategic priority and strategic enabler.

Through implementation of the strategy, we have shifted to a smaller, more deliberate set of performance measures to place a greater emphasis on our strategic priorities.

More information about how we measure performance towards our strategy can be found in the [performance section](#) of this corporate plan.

## Strategic risk

Our strategic risks focus on the key risks that could impact delivery of our strategic priorities, ensuring targeted mitigation strategies are in place to reduce their likelihood and potential impact.

More information about the strategic risks we are monitoring can be found in the [risk oversight and management section](#) of this corporate plan.

## Organisational values

Our organisational values, together with the Australian Public Service (APS) Values and Code of Conduct, are foundational to how we work and deliver our strategy. They are:

- earn and strengthen trust
- strive to have a positive impact
- collaborate and innovate
- act with integrity and respect.



## Strategy delivery

Our regulatory operations, claims management and education and engagement functions are central to delivering our strategy. Through these functions we deliver regulatory activities and provide essential services, training and guidance to employers, injured workers and other stakeholders in support of workplace safety, harm prevention, early intervention, compliance, rehabilitation and return to health and work.

Our enabling functions provide the organisational foundations and capabilities required to achieve our purpose and deliver our strategy.

Our internal strategic roadmap sets out a forward plan of projects and initiatives designed to strengthen our capabilities and drive progress towards the strategy. The strategic roadmap informs our enterprise planning process, helping us focus on the right activities at the right time. It remains flexible and will continue to evolve in response to emerging priorities, risks and opportunities.

## Governing legislation

Comcare was established in 1988 under the *Safety, Rehabilitation and Compensation Act 1988* (SRC Act), which sets out our functions and responsibilities for administering the Commonwealth's workers' compensation scheme.

We also manage Australian Government liabilities for common-law asbestos related conditions for the Australian Government under the *Asbestos-related Claims (Management of Liabilities) Act 2005* and administer the Parliamentary Injury Compensation Scheme under the *Parliamentary Injury Compensation Scheme Instrument 2016*.

Our work health and safety regulatory functions and powers are prescribed in the *Work Health and Safety Act 2011* (Cth) (WHS Act). Our regulatory approach is set out in our Compliance and Enforcement Policy.

Comcare is a corporate Commonwealth entity subject to the governance, performance and accountability requirements under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule).

# Operating context

## Organisation

Comcare is an agency within the Employment and Workplace Relations portfolio.

Colin Radford is the Chief Executive Officer (CEO) and Accountable Authority.

Our organisation is structured into 6 groups, led by Comcare's Executive Leadership Team.

The Executive Leadership Team supports the CEO, as the Accountable Authority, in meeting their responsibilities under the PGPA Act, driving delivery of the Comcare Strategy 2028 and overseeing performance and risk.

Figure 2 details Comcare's Executive Leadership Team and organisational structure – current as of 1 July 2026.



**Figure 2: Comcare's organisational structure and Executive Leadership Team**

## Audit and Risk Committee

The CEO has established an Audit and Risk Committee to provide independent assurance and assistance to the CEO on risk, the control and compliance framework, and external accountability responsibilities, in line with the functions set out in the charter on our website.

## Support for other entities

The SRCC and Seafarers Safety, Rehabilitation and Compensation Authority do not have their own staff. We provide secretariat and support services to enable these entities to perform their functions and exercise their powers, as required by the SRC Act. As a result of this arrangement, some information in our reports and publications may represent these entities.

## Subsidiaries

Comcare does not have subsidiaries.

# Environment

Table 1 summarises the top 5 change drivers influenced by external factors that are most likely to impact our operating environment in the coming years.

The Comcare Strategy 2028 has been developed to respond to these change drivers and the challenges and opportunities they present to our scheme and organisation. We will continue to scan the environment and use our enterprise planning process to prepare early for changes on the horizon and adapt as other risks and challenges emerge over time.

**Table 1: Top 5 change drivers most likely to impact Comcare's operating environment**

| Change driver                                                                                                                           | What we are seeing                                                                                                                                                                                                                                                                                                                                                                     | What we are doing                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1</b> <br><b>Increase in psychological injuries</b> | <ul style="list-style-type: none"> <li>Psychological injuries are rising in our scheme, and across Australia.</li> <li>Lower return to work rate for psychological injuries.</li> <li>An impact on financial results which flows through to premiums for employers.</li> </ul>                                                                                                         | <ul style="list-style-type: none"> <li>Focusing our efforts on preventing work-related injuries and delivering better return to work outcomes to identify effective strategies that target psychological harm.</li> <li>Embedding psychosocial regulation into our regulatory operating model.</li> <li>Supporting employers understand and manage psychosocial hazards and risks and recognise the importance of early intervention.</li> </ul>                                |
| <b>2</b> <br><b>Government reforms</b>                 | <ul style="list-style-type: none"> <li>A review of our establishing legislation, the SRC Act, was completed in 2025.</li> <li>Changes to the model work health and safety laws.</li> <li>The APS Reform Program and other government policy reforms driving change.</li> </ul>                                                                                                         | <ul style="list-style-type: none"> <li>Actively supporting the government in progressing the next stages of reforms to the SRC Act.</li> <li>Implementation of a project to prepare ourselves and the scheme for changes to the WHS Act.</li> <li>Aligning our enterprise frameworks and policies to the APS models, where possible.</li> <li>Forward planning for change through our enterprise planning process.</li> </ul>                                                   |
| <b>3</b> <br><b>Fiscal and economic pressures</b>    | <ul style="list-style-type: none"> <li>Fiscal and economic pressures such as higher inflation and interest rate changes affect our liabilities.</li> </ul>                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Demonstrating the economic and productivity benefits of investing in work health and safety to our clients and stakeholders.</li> <li>Using our performance measures and other indicators to assess the financial sustainability of our scheme and efficiency of our operations.</li> </ul>                                                                                                                                              |
| <b>4</b> <br><b>Rapid advancement in technology</b>  | <ul style="list-style-type: none"> <li>Evolving data protection and privacy requirements and an increase in cyber-crime are impacting the efficiency and effectiveness of operations.</li> <li>Increased digitisation and use of big data and generative artificial intelligence.</li> <li>Technological innovation raising expectations for transparency and productivity.</li> </ul> | <ul style="list-style-type: none"> <li>Delivering our Information and Communication Technology (ICT) and Digital Strategy 2028.</li> <li>Aligning our cybersecurity posture with whole-of-government and industry best practices, embedding proactive risk controls, improving real-time monitoring, and ensuring rapid response to incidents.</li> <li>Laying the groundwork for greater innovation by investing in secure, modern and scalable ICT infrastructure.</li> </ul> |
| <b>5</b> <br><b>Ways of working</b>                  | <ul style="list-style-type: none"> <li>Shift from a large office culture to remote and flexible work.</li> <li>Competition for talent and higher employee expectations.</li> <li>Ageing workforce.</li> <li>Changes to the uptake in casualised work, short term roles and contractors.</li> </ul>                                                                                     | <ul style="list-style-type: none"> <li>Delivering our People and Future Workplace strategies.</li> <li>Offering flexible working arrangements and employment options for our people through our Enterprise Agreement.</li> </ul>                                                                                                                                                                                                                                                |

# Capability

## People

'Our people' is a strategic enabler in the Comcare Strategy 2028 in recognition of the important role our workforce plays in being able to deliver our strategic priorities. We aspire to have a capable, engaged and high performing workforce where people maximise their potential and are trusted and passionate about achieving better work health and safety outcomes for Australians.

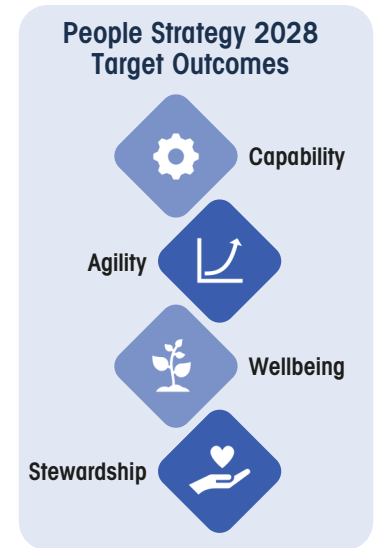
Our People Strategy 2028 provides a strategic and integrated approach to planning, building, retaining and deploying our workforce. Four target outcomes guide our people-focused initiatives:

1. Capability – we attract and grow talented people who value having a positive impact.
2. Agility – we design an adaptable organisation that evolves with change.
3. Wellbeing – we are inclusive and embrace diversity and deliver safe and healthy work.
4. Stewardship – we understand how important stewardship, integrity, and our organisational values are to achieving our purpose.

Our new Diversity, Equity and Inclusion (DEI) Program 2026–2028 demonstrates our commitment to fostering a diverse, equitable and inclusive workplace where all employees can access our services, programs and opportunities, and where our workforce reflects the broader Australian community.

It aims to strengthen inclusive leadership and culture, improve workforce representation and equity, and create a safe, accessible and supportive workplace, with measurable targets focused on First Nations employment, disability inclusion, gender equity and employee belonging.

Our People Strategy 2028 and DEI Program 2026–2028 align with the APS reform program, APS Workforce Strategy 2025 and supporting APS strategies and frameworks that promote capability and DEI.



## Strategic Commissioning Framework

We are committed to ensuring the core work of the APS is done by our core workforce – APS employees.

The APS Strategic Commissioning Framework is part of the Government's commitment to reduce outsourcing and strengthen the capability of the APS. The framework's focus is on bringing the core work of the APS in house, over time.

We have identified roles in the following job families as core work in 2026–27:

- service delivery
- compliance and regulation
- health
- data and research
- accounting and finance
- portfolio, program and project management.

We will continue to embed the framework throughout 2026–27 and plan to review relevant policies, procedures and forms to ensure continued alignment, consider reporting improvements between systems and provide guidance to help our people better understand the requirements of the framework.

To strengthen capability to deliver core work, we will support mobility opportunities through internal programs and review standard operating procedures to ensure knowledge is transferred from external workers to APS employees.

## Workplaces

We recognise that our ways of working and how we interact with our stakeholders has changed from a large office-based culture to flexible work. Decisions about our workplaces are made to best support the safety and wellbeing of our people in their ways of working and delivering towards our purpose, now and into the future. Our vision is for 'Contemporary, cost-effective, safe and efficient workplaces that connect people, support collaboration, learning and service excellence' and we are transitioning our workforce to new or refreshed workplaces across our 9 national locations as leases are renewed or confirmed.

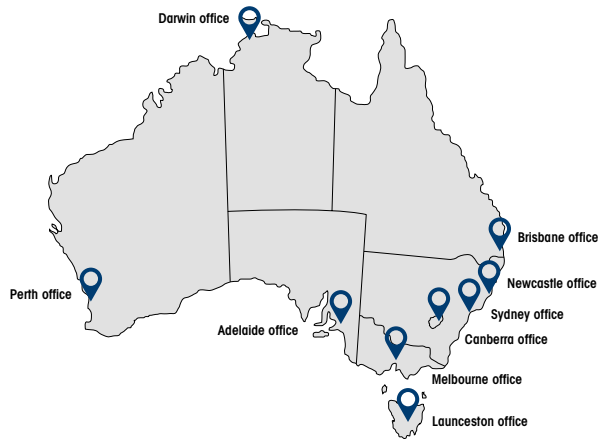


Figure 3: Comcare's national workplace locations

## ICT and digital

Our ICT and Digital Strategy 2028 provides a clear and future-focused roadmap to strengthen our digital capability, drive innovation, and deliver reliable, secure, and accessible services to our clients, stakeholders and our people. The strategy anchors on the delivery of 5 core principles:

1. Design for the end user
2. Maintain stability and sustainability
3. Enhance cybersecurity
4. Embrace innovation and adaptability
5. Ensure ongoing compliance

At the heart of this strategy is a significant uplift in our cybersecurity capability. We are responding to the escalating threat landscape including scams, phishing attacks, and data breaches by creating a digital environment where clients and our people can feel safe, secure, and confident in their interactions with us. We are aligning our cybersecurity posture with whole-of-government and industry best practices, embedding proactive risk controls, improving real-time monitoring, and ensuring rapid response to incidents. This includes strengthening identity and access management and increasing staff awareness through targeted training and policy reinforcement.

We are also laying the groundwork for greater innovation by investing in secure, modern and scalable ICT infrastructure. These investments ensure our systems are resilient and responsive to both current operational demands and future service delivery needs. This foundation enables us to explore and adopt emerging technologies such as artificial intelligence and machine learning – in a responsible and ethical manner, always guided by Commonwealth frameworks and our commitment to privacy, security, and transparency.

## Data and analytics

Our Data and Analytics Strategy aims to strengthen decision making across Comcare through actionable insights and enhanced data and analytics capability to enable us to deliver our strategic priorities.

It will achieve this enterprise-wide uplift through a program of projects and initiatives with a clear focus on making data-driven decisions to deliver better return to work outcomes and prevent work-related injuries.

Key outcomes of the program include:

- Delivery of a prioritised set of 'proof of value' business-led data and analytics opportunities to generate tangible business value against agreed success criteria.
- Strengthened data and analytics foundations for greater accessibility and reliability of insights with fit-for-purpose governance.
- Implementation of a target state data operating model for Comcare to enable the above.
- Maturing data and analytics capability.

# Risk oversight and management

Comcare's purpose to 'promote and enable safe and healthy work' means we play a key role in supporting the Australian Government, employers and workers to identify, understand and manage risk. In doing so, we recognise the inherent value in risk – that risk management does not mean risk avoidance. Our people are expected to engage with risk in a considered manner to build capability, enhance our capacity to deliver, and improve as an organisation.

Effective risk oversight and management is integral to all aspects of our business and delivery of our strategy. Our Risk Oversight and Management Policy and Framework applies to all our activities and promotes a positive risk culture where risks are identified early and openly managed in a way that supports the delivery of our strategic priorities. It aligns with the Commonwealth Risk Management Policy and the international risk management standard (ISO 31000:2018).

The framework provides a structured, consistent and comprehensive approach to managing strategic, operational and group-level risks and supports effective decision making and continuous improvement.

Our Risk Appetite and Tolerance Statement is a key component of the framework that provides guidance to our people on the level of risk Comcare is willing to accept to deliver our purpose and our strategic priorities, and the boundaries they must work within for specific types of risk.

One risk we will never accept, either as an organisation or as a work health and safety regulator, is the risk of workplace harm. Because no perceived benefit or outcome is worth the risk of a human life.

## Roles and governance

Our Executive Leadership Team supports the CEO to provide leadership and oversight of risk management, including:

- directing the management of our strategic and emerging risks
- driving the management of enterprise risks that could affect delivery of the Comcare Strategy 2028
- setting the risk appetite and tolerance to guide risk management.

Our Audit and Risk Committee provides independent advice to the CEO on the appropriateness of Comcare's system of risk oversight and management. Comcare's Chief Operating Officer is the appointed Chief Risk Officer, supporting the CEO with implementing the framework.

## Strategic risks

Our strategic risks relate directly to delivery of our strategic priorities. Strategic risks are confirmed annually, with quarterly monitoring and reporting to the Executive Leadership Team and Audit and Risk Committee. Members of the Executive Leadership Team are appointed as leads for managing each risk.

Our strategic risks and mitigation activities for 2026–27 are represented in table 2.

**Table 2: Comcare's strategic risks for 2026–27**

| Strategic risk statement |                                                                                                                                                                                | Mitigation strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1</b>                 | <b>Financial sustainability</b><br>Our liabilities grow to unsustainable levels leading to a lack of confidence from the Australian Government, employers and injured workers. | <ul style="list-style-type: none"><li>• Advice and guidance to Australian Government, Minister and the Department of Education and Workplace Relations on aspects that impact scheme liabilities.</li><li>• Education for employers on the aspects that affect their premiums and actions they can take to prevent injuries and support return to work.</li></ul>                                                                                                                                                            |
| <b>2</b>                 | <b>Regulation and prevention</b><br>Our work health and safety regulation is ineffective or poorly targeted and does not contribute to lower instances of workplace harm.      | <ul style="list-style-type: none"><li>• Review training and onboarding of inspectors and review previous regulatory activities to inform capability uplift.</li><li>• Targeted education campaigns to drive good prevention practices and management of hazards.</li></ul>                                                                                                                                                                                                                                                   |
| <b>3</b>                 | <b>Culture and capability</b><br>Our culture and capability do not support high performance and delivery of our strategic priorities.                                          | <ul style="list-style-type: none"><li>• Embedding enabling action plans for our leaders and employees and reviewing the outcomes, benefits and impacts.</li><li>• Reinforcement of positive behaviours and acting with integrity, supported by oversight mechanisms to monitor our culture.</li><li>• Target our capability investment and collaboration to support performance and culture.</li><li>• Deliver a technology environment that is fit for purpose and planning to remediate critical legacy systems.</li></ul> |

# Cooperation

Providing support to workers, injured workers and employers is at the centre of our scheme, strategy and operations. To do this effectively, we engage, collaborate and partner with a wide range of stakeholders at strategic and operational levels.

Our relationships with stakeholders vary depending on their role within our scheme. We may engage with some stakeholders in a single capacity, while others contribute across multiple areas of our business.

We have implemented a stakeholder engagement program that provides an organisational approach to stakeholder engagement that is coordinated, cohesive and strategic to support delivery of our strategy. The program includes proactive activities where the focus involves informing, collaborating, educating, and awareness raising with Comcare's stakeholders.

Table 3 sets out the key stakeholders we cooperate with through delivery of our strategy to achieve our purpose.

**Table 3: Key stakeholders Comcare cooperates with to promote and enable safe and healthy work**

| Purpose of cooperation                                                     | Key stakeholders                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Support employers to prevent work-related injuries</b>                  | <ul style="list-style-type: none"> <li>• Employers</li> <li>• Officers, managers, workers, contractors</li> <li>• Health and safety representatives</li> <li>• Unions</li> <li>• Work health and safety practitioners</li> <li>• Other safety regulators</li> </ul>                                                                                                      |
| <b>Supporting injured workers to recover and return to health and work</b> | <ul style="list-style-type: none"> <li>• Injured workers</li> <li>• Treating health practitioners</li> <li>• Rehabilitation case managers and workplace rehabilitation providers</li> <li>• Service providers</li> <li>• Delegated claims authorities</li> <li>• Unions</li> </ul>                                                                                       |
| <b>Scheme administration and management</b>                                | <ul style="list-style-type: none"> <li>• SRCC</li> <li>• Self-insured licensees</li> <li>• Actuaries</li> </ul>                                                                                                                                                                                                                                                          |
| <b>Inform and influence legislation, policy and best practice</b>          | <ul style="list-style-type: none"> <li>• Safe Work Australia</li> <li>• Heads of Workplace Safety Authorities</li> <li>• Heads of Workers' Compensation Authorities</li> <li>• Other regulators, workers' compensation authorities and insurers</li> <li>• Academia and training institutions</li> <li>• Medical and health industry leaders and associations</li> </ul> |
| <b>Fulfil government and legislative responsibilities</b>                  | <ul style="list-style-type: none"> <li>• Minister and Portfolio Department – Department of Employment and Workplace Relations</li> <li>• Commonwealth Director of Public Prosecutions, courts and tribunals</li> <li>• Australian Public Service Commission</li> <li>• Department of Finance</li> <li>• Fair Work Commission and Fair Work Ombudsman</li> </ul>          |

# Performance

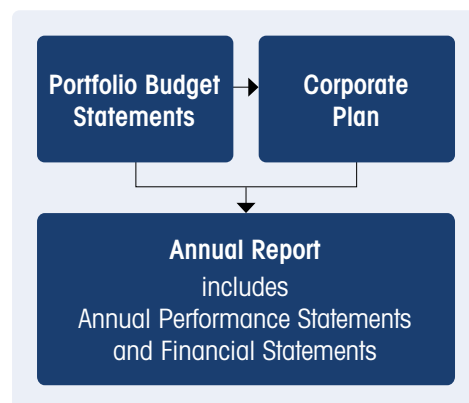
## Measuring performance

The Comcare Strategy 2028 sets our strategic direction and focuses our efforts, partnerships and investments towards 2 strategic priorities and 3 strategic enablers to achieve our purpose.

We use performance measures, targets and intended results to assess our progress towards achieving the key activities and aspirations for each strategic priority and strategic enabler.

We communicate our strategy, plans and performance through the [Commonwealth Performance Framework](#) publications represented in figure 4 to provide a clear line of sight between planned and actual performance each year.

These documents are prepared based on the decisions made through our enterprise planning process and supporting monitoring reports.



**Figure 4: Commonwealth Performance Framework publications**

## Roles and governance

The Executive Leadership Team supports the CEO in setting Comcare's strategic direction, performance measures and the approach to enterprise planning and performance monitoring and reporting. The Comcare Strategy 2028 and supporting performance information is reviewed and confirmed annually with quarterly performance monitoring.

Our Audit and Risk Committee provides independent advice to the CEO on the appropriateness of Comcare's performance framework.

A performance measure record is prepared for each performance measure to ensure there is a transparent approach to measuring performance consistently over time. The performance measure record outlines:

- strategic alignment
- methodology and data sources
- considerations of bias
- processes to ensure results are reliable and verifiable
- measure types
- accountability
- results and changes over time.

Performance measures records are prepared and updated as part of the annual review process.

## Regulator performance best practice principles

Government expectations on how we deliver our regulatory functions are set out in the Ministerial Statement of Expectations issued to Comcare. We have responded to these expectations through our Regulator Statement of Intent. These documents are published on our [website](#).

We are committed to applying the 3 principles of regulator best practice through delivery of our strategy and regulatory functions. They are:

- Principle 1: Continuous improvement and building trust
- Principle 2: Risk-based and data driven
- Principle 3: Collaboration and engagement

We reference alignment to the regulator best practice principles for each performance measure, where they apply.



## Results

A result will be determined for the targets against the performance measures at the end of each reporting period based on the options in table 4. Results are published in the annual performance statements included in our annual report.

**Table 4: Result key for targets**

| Result               | Description                                                                                                                                                                                                                                                                                                  |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Baseline established | Baseline result(s) established in the first year of reporting.                                                                                                                                                                                                                                               |
| Achieved             | The target set for the reporting period was achieved.                                                                                                                                                                                                                                                        |
| Not achieved         | The target set for the reporting period was not achieved                                                                                                                                                                                                                                                     |
| Partially achieved   | The target set for the reporting period was partially achieved. Success criteria will be determined internally at the start of the reporting period. This result option will apply mostly to qualitative measures or measures that span over multiple reporting periods.                                     |
| Data not available   | Complete data was not available to assess the result prior to Annual Report publishing. The result will be confirmed in the Annual Report for the following period.                                                                                                                                          |
| On track             | Data and/or analysis against the agreed methodology for the performance measure indicates Comcare is on track to achieve the target by the specified reporting period, with no known issues that may impact the result. This result option will apply to measures that span over multiple reporting periods. |
| At risk              | Data and/or analysis indicates that there are potential issues that will affect Comcare's ability to achieve the target by the specified reporting period. This result option will apply to measures that span over multiple reporting periods.                                                              |

## Current performance measures and targets

**We are committed to 10 performance measures with 13 targets to measure our performance towards delivery of our strategy from 2026–27**

This section details the performance measures and targets for each strategic priority and enabler.

### Portfolio Budget Statements 2026–27

Our Corporate Plan provides more detail to our performance information that was published in the [Department of Employment and Workplace Relations Portfolio Budget Statements for 2026–27](#).

Our purpose 'promote and enable safe and healthy work' is also our outcome statement. As we only have one outcome, we reflect our full suite of performance measures and targets in the portfolio budget statements and corporate plan for consistency and to enable a clear read between publications.



## Strategic priority: Prevent work-related injuries

### Key activity

Be a leader in the prevention of workplace injuries and illness with a focus on reducing psychological harm. Increase our influence, sharing insights to more effectively drive positive change with employers and workers.

### Aspiration

We are a national leader in the prevention of psychological injuries and illness, actively sharing resources and lessons learned with workplaces and other regulators. We influence policy and seamlessly collaborate to unify and promote our prevention approach.

### Performance measure 1

Reduction in work-related fatalities and serious injuries

#### Targets

- Reduce the number of worker fatalities by at least 30% by 2033
- Reduce the frequency rate of serious injuries resulting in one or more weeks off work by at least 20% by 2033

#### Intended result

Our prevention initiatives and compliance and enforcement activities drive positive change with employers and workers

| This measure will be reported in |         |         |         |
|----------------------------------|---------|---------|---------|
| 2026–27                          | 2027–28 | 2028–29 | 2029–30 |
| ✓                                | ✓       | ✓       | ✓       |

### Rationale

This performance measure is new for 2026–27 and will measure the effectiveness of our prevention initiatives and compliance and enforcement activities in reducing the frequency and severity of harm to workers and improving work health and safety outcomes across our scheme.

The targets align with the Australian Work Health and Safety Strategy 2023–2033 and demonstrates our commitment to the national goal to reduce worker fatalities, injuries and illness.

Our ultimate goal for both targets is zero, as there are no acceptable reasons for workplace fatalities or injuries.

### Measure type

Quantitative, effectiveness.

### Methodology

Targets a) and b) – A 3-year rolling average of the number of notifiable fatalities and the serious injury rate will be used to annually assess performance towards specific reduction targets to meet by 2033. The reduction targets will be determined when the baseline data is confirmed in early 2026–27.

### Data sources

- Target a) – Work health and safety regulatory data
- Target b) – Workers' compensation claims data.

### Regulator performance best practice principle alignment

- Principle 2 – Risk based and data driven.
- Principle 3 – Collaboration and engagement.

### Changes since the Portfolio Budget Statements 2026–27

- The performance measure was published in the Portfolio Budget Statements 2026–27 as 'Reduction in work-related fatalities and serious injuries across Comcare's scheme'.
- The words 'across Comcare's scheme' have been removed from the performance measure to streamline language.



## Strategic priority: Deliver better return to work outcomes

### Key activity

Improve return to work outcomes, with a focus on psychological injuries, influencing and collaborating to deliver support and interventions that better meet the recovery needs of injured workers.

### Aspiration

We partner with our stakeholders to provide leading return to work guidance and services, significantly improving return to work outcomes for injured workers.

### Performance measure 2

Return to work rate

#### Target

85% for accepted claims initially determined within the previous 24 months

#### Intended result

Our support and interventions lead to injured workers in our scheme returning to work

This measure will be reported in

2026–27

2027–28

2028–29

2029–30

✓

✓

✓

✓

### Rationale

Comcare's return to work rate is an indicator of how effective our support and interventions are to better meet the recovery needs of injured workers.

This performance measure and target have been reported as part of our performance framework since 2020–21, with a result of 87% in the first year of reporting. The target was set considering data available at the time of decision.

### Measure type

Quantitative, effectiveness.

### Methodology

The percentage and volume of accepted claims that have experienced return to work outcomes.

### Data sources

Workers' compensation claims data.

### Regulator performance best practice principle alignment

Not applicable.

### Changes since 2025–26

Performance measure reference number changed from PM5 to PM2.



## Strategic enabler: Financial sustainability

### Key activity

Optimise our premium setting, cost recovery and claims management practices to ensure the long-term financial sustainability of the scheme.

### Aspiration

Our financial position is strong, ensuring we can meet the long-term needs of the scheme and those it is designed to support.

### Performance measure 3

Average Commonwealth premium rate

#### Target

1% of payroll or lower

#### Intended result

Our scheme is financially sustainable

This measure will be reported in

2026–27

2027–28

2028–29

2029–30

✓

✓

✓

✓

### Rationale

The average Commonwealth premium rate reflects the level of employer contributions required to meet the estimated cost of workers' compensation claims and liabilities over time.

### First reported

This performance measure and target have been reported as part of our performance framework since 2019–20, with a result of 0.85% in the first year of reporting. The target was set based on data available at the time of decision.

### Measure type

Quantitative, effectiveness.

### Methodology

Premium pool divided by the indicative estimated payroll for the premium year.

### Data sources

Commonwealth agency payroll submissions data and actuarial premium reports.

### Regulator performance best practice principle alignment

Not applicable.

### Changes since 2025–26

- Realigned from the 'prevent work-related injuries' strategic priority to the new 'financial sustainability' strategic enabler.
- Performance measure reference changed from PM2 to PM3.

**Performance measure 4**

Minimum funding ratio

**Target**

110% (minimum threshold)

**Intended result**

Our scheme is financially sustainable

This measure will be reported in

2026–27

2027–28

2028–29

2029–30

✓

✓

✓

✓

**Rationale**

The minimum funding ratio is used to assess if our workers' compensation scheme holds sufficient assets to meet its present and future claims liabilities.

This performance measure and target have been reported as part of our performance framework since 2020–21, with a result of 124% in the first year of reporting. The target was set considering data available at the time of decision.

**Measure type**

Quantitative, effectiveness.

**Methodology**

Total assets (Comcare retained funds + consolidated revenue fund) / net outstanding claims liability calculated by an independent actuary.

**Data sources**

Financial statements and liability valuation report.

**Regulator performance best practice principle alignment**

Not applicable.

**Changes since 2025–26**

- Realigned from the former 'uplifting leadership, effectiveness and efficiency' enabling priority to the new 'financial sustainability' strategic enabler.
- Performance measure reference changed from PM10 to PM4.



## Strategic enabler: Operational efficiency and effectiveness

### Key activity

Deliver statutory and service outcomes that meet the needs and expectations of clients and stakeholders. Align people, funding, systems, and effort to where they create the most value.

### Aspiration

We deliver value through our operations and use data, feedback and insights to shape our strategy and co-design effective, high-value services.

### Performance measure 5

Administrative cost ratio

#### Target

15 – 25%

#### Intended result

Our services are efficient and effective

This measure will be reported in

2026–27

2027–28

2028–29

2029–30

✓

✓

✓

✓

### Rationale

The administrative cost ratio measures the efficiency of Comcare's insurance and claims management operations.

This performance measure and target have been reported as part of our performance framework since 2020–21, with a result of 21.7% in the first year of reporting. The target was set considering data available at the time of decision.

### Measure type

Quantitative, efficiency.

### Methodology

Administration costs / (administration costs + claims costs).

### Data sources

Commonwealth agency payroll submissions, actuarial premium reports, financial statements, workers' compensation claims data.

### Regulator performance best practice principle alignment

Not applicable.

### Changes since 2025–26

- Realigned from the former 'uplifting leadership, effectiveness and efficiency' enabling priority to the new 'operational efficiency and effectiveness' strategic enabler.
- Performance measure reference changed from PM11 to PM5.

## Performance measure 6

Improved employer work health and safety compliance

### Target

100% of compliance and enforcement activities where employer non-compliance is observed are monitored until the employer achieves compliance

### Intended result

Our services are efficient and effective

| This measure will be reported in |         |         |         |
|----------------------------------|---------|---------|---------|
| 2026–27                          | 2027–28 | 2028–29 | 2029–30 |
| ✓                                | ✓       | ✓       | ✓       |

### Rationale

Improvements to an employer's level of compliance with the WHS Act between our initial inspection and subsequent verification demonstrates the effectiveness of our regulatory activities and compliance and enforcement approach.

This target has been measured as part of our performance framework since the baseline result of 100% was established in 2024–25.

### Measure type

Quantitative, effectiveness.

### Methodology

Percentage of employers that resolved non-compliance identified during initial inspection, confirmed during a subsequent verification inspection.

### Data sources

Work health and safety regulatory data and inspector reports.

### Regulator performance best practice principle alignment

Best practice principle 3 – collaboration and engagement.

### Changes since 2025–26

- A new performance measure has been established for this target that existed under a previous performance measure (PM3) 'Improved work health and safety knowledge, systems and practices as a result of Comcare's activities' that has now been removed.
- Target has been realigned from the 'prevent work-related injuries' strategic priority to the new 'operational efficiency and effectiveness' strategic enabler.
- Performance measure reference changed from PM3 (target a) to PM6.

### Performance measure 7

Determinations on injury and disease claims for compensation are made within statutory timeframes

#### Target

100% of determinations are made within:

- 20 calendar days for injury claims
- 60 calendar days for disease claims

#### Intended result

Our services are efficient and effective

| This measure will be reported in |         |         |         |
|----------------------------------|---------|---------|---------|
| 2026–27                          | 2027–28 | 2028–29 | 2029–30 |
| ✓                                | ✓       | ✓       | ✓       |

#### Rationale

Statutory timeframes for making determinations on injury and disease claims for compensation came into effect on 1 April 2024 through changes to the *Safety Rehabilitation and Compensation Regulations 2019* (SRC Regulations). This performance measure demonstrates the efficiency of decision making on claims for compensation across the scheme, acknowledging that timely decisions are one component of supporting injured workers in returning to work.

This performance measure and target have been reported as part of our performance framework in 2024–25, with a result of 99% in the first year of reporting. The target has been set using the prescribed timeframes in the SRC Regulations.

#### Measure type

Quantitative, efficiency.

#### Methodology

Calculation of the number of days taken to make a determination on a claim, from the date of receipt of the claim, by the target timeframes. Exclude the days not counted for the reasons specified under Section 11A (3) of the SRC Regulations.

#### Data sources

Workers' compensation claims data.

#### Regulator performance best practice alignment

Not applicable.

#### Changes since 2025–26

- Realigned from the 'deliver better return to work outcomes' strategic priority to the new 'operational efficiency and effectiveness' strategic enabler.
- Performance measure reference changed from PM4 to PM7.



## Performance measure 8

Employer satisfaction

### Targets

- a) Overall satisfaction rating of 75%
- b) 70% of employers report improved work health and safety knowledge, systems and practices as a result of Comcare's activities

### Intended result

Our clients are satisfied with our services

| This measure will be reported in |         |         |         |
|----------------------------------|---------|---------|---------|
| 2026–27                          | 2027–28 | 2028–29 | 2029–30 |
| ✓                                | ✓       | ✓       | ✓       |

### Rationale

Employers are a key client and stakeholder for both work health and safety regulation and workers' compensation across our scheme. Our employer survey has been used for over 5-five years to measure satisfaction with our services and to better understand their experience and perceptions based on their interactions with us. Results are used to drive service delivery improvements.

The targets have been reported as part of our performance framework since 2024–25.

Target a) – The target has been set based on the 74% result achieved in the 2023 Employer Survey, which was the most recent data available at the time of decision.

Target b) – The target has been set based on the baseline result of 70% established through the 2025 Employer Survey.

### Measure type

Quantitative, effectiveness.

### Methodology

Target a) – Average positive response rate to the following question in Comcare's employer survey: 'Overall, thinking about all of your dealings with Comcare over the last 12 months, would you say your organisation is satisfied or dissatisfied with the services you received?'

Target b) – Average proportion of positive response rates to the following question in Comcare's employer survey: 'Thinking about the last 12 months, to what extent do you agree or disagree that the following Comcare activities improved your organisation's work health and safety knowledge, systems and practices:

- proactive inspection
- webinars/forums
- education/training
- information on website/emails
- inspection as a result of incident/concern
- verification inspection'.

### Data source

Comcare employer survey results.

### Regulator performance best practice principle alignment

Principle 3 – Collaboration and engagement.

### Changes since 2025–26

- New performance measure established to group existing targets relating to employer satisfaction under one measure.
- Target a) has been realigned from the former 'delivering client-centric services' enabling priority to the new 'operational efficiency and effectiveness' strategic enabler.
- Target b) has been realigned from the 'prevent work-related injuries' strategic priority to the new 'operational efficiency and effectiveness' strategic enabler.

### Performance measure 9

Injured worker satisfaction

#### Target

Establish a baseline injured worker satisfaction rating

#### Intended result

Our clients are satisfied with our services

| This measure will be reported in |                                                                                |         |         |
|----------------------------------|--------------------------------------------------------------------------------|---------|---------|
| 2026–27                          | 2027–28                                                                        | 2028–29 | 2029–30 |
| ✓                                | Anticipated change to a specific target once the baseline has been established | ✓       | ✓       |

#### Rationale

Injured workers are the reason Comcare’s workers’ compensation scheme exists. We have implemented a series of surveys to provide us with a better understanding of the actual experiences of injured workers who encounter Comcare’s claims systems and how they may feel about the support they receive. The insights will help identify delays, improve recovery pathways and continuously enhance the overall claim experience.

We have reported on the successful design and implementation of the mechanism to measure injured worker satisfaction and experience as qualitative, output measures since 2024–25. The current target represents the next stage of implementation so a baseline result can inform future targets.

#### Measure type

Quantitative, output.

#### Methodology

Analysis of the response rates to questions in the Injured Worker Experience Measure surveys.

#### Data sources

Comcare Injured Worker Experience Measure Survey results.

#### Regulator performance best practice principle alignment

Not applicable.

#### Changes since 2025–26

- Realigned from the ‘deliver better return to work outcomes’ strategic priority to the new ‘operational efficiency and effectiveness, strategic enabler and established as its own performance measure.
- Target changed from ‘implement Comcare’s mechanism for measuring employee satisfaction’ to ‘establish a baseline injured worker satisfaction rating’ to demonstrate the next stage of implementation.
- Performance measure reference changed from PM12 (target b) to PM9.



## Strategic enabler: Our people

### Key activity

Create a culture and operating environment that enables our people to do their best work, aligned to our purpose. Attract, retain and develop talented people who value making a positive impact. Embrace diversity, equity and inclusion and provide a safe and healthy workplace.

### Aspiration

We are a capable, engaged and high performing workforce where people maximise their potential and are trusted and passionate about achieving better work health and safety outcomes for Australians.

### Performance measure 10

Employee engagement

#### Targets

- a) Employee engagement index score of 76%
- b) Employee engagement with our purpose and objectives rating of 89%

#### Intended result

Our people are engaged and aligned to our purpose

| This measure will be reported in |         |         |         |
|----------------------------------|---------|---------|---------|
| 2026–27                          | 2027–28 | 2028–29 | 2029–30 |
| ✓                                | ✓       | ✓       | ✓       |

#### Rationale

Employee engagement is more than simply job satisfaction or commitment to an organisation. It is the extent to which employees are motivated, inspired and enabled to improve an organisation's outcomes.

This performance measure has changed in 2026–27 to focus on employee engagement to strengthen how we will measure performance towards our aspiration – to be a capable, engaged and high performing workforce.

#### Measure type

Quantitative, effectiveness.

#### Methodology

The results are based on Comcare's responses to questions in the 2027 APS Employee Census, calculated using the Australian Public Service Commission's methodologies.

Target a) – Employee engagement index score

Target b) – Total positive response rate (strongly agree or agree) to the question: 'I believe strongly in the purpose and objectives of my agency'.

#### Data sources

Comcare's results to the 2027 APS Employee Census.

#### Regulator performance best practice principle alignment

Not applicable.

#### Changes since the Portfolio Budget Statements 2026–27

- We published the following performance measures in the Portfolio Budget Statements 2026–27:
  - Performance measure 10 – Leadership performance ratings (target 80%)
  - Performance measure 11 – Employee engagement with Comcare's purpose and objectives rating (target 85%).
- The title of performance measure 10 is changing to 'employee engagement'.
- Target a) is new, focused on the overall engagement index score. The target has been set considering the results from the 2026 APS Employee Census – Comcare (75%), APS average (74%).
- Performance measure 11 will be converted into target b) under performance measure 10, using the same methodology. The target has increased from 85% to 89% considering the results from the 2026 APS Employee Census – Comcare (88%), APS average (87%).

## Performance measures removed from 2026–27

Table 5 details the performance measures and targets from 2025–26 that will not be reported as part of our external performance framework from 2026–27.

**Table: Performance measures not reported externally from 2026–27**

| 2025–26 Performance measure and target                                                                                                                                                                                                                                                  | Rationale for removal from performance framework                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Performance measure 1</b></p> <p>Prevention initiatives are targeted and inform insights to share with the jurisdiction</p> <p><b>Target</b></p> <p>Evaluation confirms planned outcomes of prevention initiatives are achieved and insights are shared with the jurisdiction</p> | <p>Removed as an external performance measure from 2026–27 as the new performance measure 'Reduction in work-related fatalities and serious injuries across Comcare's scheme' provides a stronger representation of our performance towards our strategic priority to prevent work-related injuries.</p> <p>Evaluation will continue to inform continuous improvement separate to our external performance measures and targets.</p> |
| <p><b>Performance measure 6</b></p> <p>Data and analytics maturity rating</p> <p><b>Target</b></p> <p>Data maturity rating of 3 – Defined</p>                                                                                                                                           | <p>Removed as an external performance measure from 2026–27 as the focus on data in our strategy has shifted.</p> <p>We will continue to assess our data and analytics maturity rating separate to our external performance measures and targets.</p>                                                                                                                                                                                 |
| <p><b>Performance measure 7</b></p> <p>Employer satisfaction with access to our data and reporting products</p> <p><b>Target:</b></p> <p>70%</p>                                                                                                                                        | <p>Removed as an external performance measure from 2026–27 as the focus on data in our strategy has shifted.</p> <p>We will continue to understand employer views on our data and reporting products through our Employer Survey separate to our external performance measures and targets.</p>                                                                                                                                      |
| <p><b>Performance measure 13</b></p> <p>Client service design and delivery maturity rating</p> <p><b>Target</b></p> <p>Client service design and delivery maturity model adopted</p>                                                                                                    | <p>Removed as an external performance measure for 2026–27.</p> <p>We will continue to improve our service design and delivery maturity and capability that should be reflected in our performance measures that relate to employer and injured worker satisfaction with our services and their experience with Comcare.</p>                                                                                                          |

# Appendix A – List of requirements

We have considered the requirements of the PGPA Rule and guidance in the [Department of Finance Resource Management Guide 132 – Corporate Plans for Commonwealth Entities](#) when preparing this corporate plan.

Table 6 sets out the list of requirements and the location of the required information across the corporate plan.

**Table 6: PGPA Rule list of requirements for corporate plans**

| PGPA Rule Reference | Required element                 | Legislative requirement                                                                                                                                                                                                                                                                                                                                                                                                                      | Location in the corporate plan                                                                                                                                                           | Page numbers |
|---------------------|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| s16E(2) item 1      | Introduction                     | (a) A statement that the plan is prepared for paragraph 35(1)(b) of the PGPA Act<br>(b) the reporting period for which the plan is prepared<br>(c) the reporting periods covered by the plan                                                                                                                                                                                                                                                 | CEO foreword – Preparatory statement                                                                                                                                                     | iii          |
| s16E(2) item 2      | Purposes                         | The purposes of the entity                                                                                                                                                                                                                                                                                                                                                                                                                   | Introduction – About Comcare                                                                                                                                                             | 1            |
| s16E(2) item 3      | Key activities                   | For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes                                                                                                                                                                                                                                                                                                                | Introduction – Comcare Strategy 2028 (figure 1)<br>Note – There is a key activity for each strategic priority and strategic enabler                                                      | 2            |
| s16E(2) item 4(a)   | Operating context – Environment  | The environment in which the entity will operate                                                                                                                                                                                                                                                                                                                                                                                             | Environment                                                                                                                                                                              | 6            |
| 16E(2) item 4(b)    | Operating context – Capability   | The strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes                                                                                                                                                                                                                                                                                                  | Capabilities <ul style="list-style-type: none"> <li>• People</li> <li>• Strategic Commissioning Framework</li> <li>• Workplaces ICT and Digital</li> <li>• Data and analytics</li> </ul> | 7–9          |
| s16E(2) item 4(c)   | Operating context – Risk         | A summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed                                                                                                                                                                                                                                                                                      | Risk oversight and management                                                                                                                                                            | 9–10         |
| s16E(2) item 4(d)   | Operating context – Cooperation  | Details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes                                                                                                                                                                                                                   | Cooperation                                                                                                                                                                              | 10           |
| s16E(2) item 4(e)   | Operating context – Subsidiaries | How any subsidiary of the entity will contribute to achieving the entity's purposes                                                                                                                                                                                                                                                                                                                                                          | Operating context – Organisation                                                                                                                                                         | 5            |
| s16E(2) item 5      | Performance                      | For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: <ul style="list-style-type: none"> <li>(a) specified performance measures for the entity that meet the requirements of section 16EA</li> <li>(b) specified targets for each of those performance measures for which it is reasonably practicable to set a target</li> </ul> | Performance                                                                                                                                                                              | 11–23        |

## Disclaimer

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Comcare frequently updates our publications, so please return to the [Comcare website](#) as required to ensure you have the latest information.

While we make every effort to ensure that this material is accurate and current, the material is general in nature and not provided as professional advice. You should carefully evaluate the accuracy, completeness and relevance of material for your purposes, and seek appropriate professional advice for your circumstances.

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Comcare

 GPO Box 9905 Canberra ACT 2601

 1300 366 979

 [www.comcare.gov.au](http://www.comcare.gov.au)

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