



Australian Government

Comcare

# CORPORATE PLAN

# 2023-24

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# Contents

## **CEO's introduction 4**

---

## **Purpose and strategic priorities 5**

---

## **Roles and responsibilities 7**

---

Regulator role	7
Scheme manager role	7
Claims manager role	7
Insurer role	7

## **Our scheme 8**

---

## **Key activities and performance 8**

---

Strategic priority one: Excellence in service provision	9
Strategic priority two: Engagement with our stakeholders	10
Strategic priority three: Prevention and early intervention across our scheme	11
Strategic priority four: Insight driven and risk and evidence-based practice	12
Strategic priority five: Being adaptive and sustainable in the face of change	13

## **Operating context 14**

---

Environment	14
Cooperation	16
Capability	19
Our people	20
Our technology	21
Risk oversight and management	22

## **Subsidiaries and supporting entities 23**

---

## **Appendix 23**

---

## **List of tables**

Table 1: Key activities and performance measures for strategic priority one	9
Table 2: Key activities and performance measures for strategic priority two	10
Table 3: Key activities and performance measures for strategic priority three	11
Table 4: Key activities and performance measures for strategic priority four	12
Table 5: Key activities and performance measures for strategic priority five	13
Table 6: Environmental trends influencing our approach	15
Table 7: Comcare's key risks and mitigation strategies	22
Table 8: Comcare compliance table	23

## **List of figures**

Figure 1: Comcare's values	5
Figure 2: Comcare's purpose and strategic priorities	6
Figure 3: Comcare's external stakeholders	17
Figure 4: Critical job roles and capabilities	19

## CEO's introduction

As the accountable authority of Comcare, I present the Comcare Corporate Plan for 2023–24, which covers the reporting period 2023–2027 as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Comcare continues to undertake a broad range of activities, all aimed at delivering on our purpose to promote and enable safe and healthy work. Our five strategic priorities are focused on continuing excellence and leadership as a national workers' compensation authority and work health and safety regulator.

I look forward to working with my colleagues in Comcare and our many collaboration partners to deliver on our purpose and priorities, as set out in this plan.

### **Greg Vines**

Chief Executive Officer



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.

## Purpose and strategic priorities

Comcare has several important roles. We are a work health and safety regulator, a scheme manager, a claims manager and an insurer. We also have essential enabling roles, focused on the capability and capacity of our own workforce and on supporting engagement and better practice approaches to health and safety across our scheme.

We deliver functions specified in:

- the *Safety, Rehabilitation and Compensation Act 1988* (SRC Act)
- the *Work Health and Safety Act 2011* (WHS Act)
- the *Asbestos-related Claims (Management of Commonwealth Liabilities) Act 2005* (ARC Act)
- the Parliamentary Injury Compensation Scheme (PICS) established under the *Parliamentary Business Resources Act 2017*.

Our roles and responsibilities associated with administering this legislation are described on page 7 of this Corporate Plan.

Our purpose and outcome is:

## Promote and enable safe and healthy work

Comcare's purpose brings together our business and engages our clients and stakeholders around physical and psychological injury prevention, early intervention, injury recovery, return to work and work health and safety regulation.

Our work is aligned to five strategic priorities that support our purpose. These priorities reflect that there is multi-factorial and multilayered connections between the different functions of Comcare along the prevention–early intervention–injury management–compensation and rehabilitation continuum.

Comcare's values direct the way we approach our priorities.

Figure 1: Comcare's values



Figure 2: Comcare's purpose and strategic priorities



# Roles and responsibilities

## Regulator role

We are the national work health and safety regulator and have functions and powers under the WHS Act. We also regulate workplace rehabilitation providers and workplace rehabilitation under the SRC Act.

Our compliance and enforcement activities in relation to both work health and safety and workplace rehabilitation combine proactive and reactive components. We group our compliance and enforcement activities into 4 main streams:

- providing information and advice
- making authorisation and approval decisions
- monitoring the extent of compliance in the jurisdiction
- investigating alleged or potential contraventions.

Our Compliance and Enforcement Policy sets out Comcare's approach to its regulatory functions and powers under the WHS Act and SRC Act and guides our decisions on when and how we undertake specific activities.

Comcare's purpose as a regulator will further be set out in a Ministerial Statement of Expectation, developed in accordance with the Regulator Performance Resource Management Guide issued by the Department of Finance. The statement provides greater clarity about government policies and objectives relevant to Comcare's statutory objectives, and the priorities the Minister expects Comcare to address in conducting our operations. In response to the Ministerial Statement of Expectations when issued, a Comcare Statement of Intent will identify how we will deliver on the Australian Government's expectations, with our response integrated into our performance and planning processes.

Both the Ministerial Statement of Expectations and Comcare Statement of Intent will be published on Comcare's website ([www.comcare.gov.au/about/governance](http://www.comcare.gov.au/about/governance)).

## Scheme manager role

We manage the Comcare workers' compensation scheme which covers premium paying employers and self-insured licensees. As the scheme manager we monitor and maintain legislation and develop policy and guidance that:

- sets clear expectations of roles and obligations
- promotes better practice
- creates effective early intervention and return to work practices and outcomes.

As scheme manager we collate and analyse 'whole-of-scheme' data, identifying trends to ensure a sustainable scheme with good social outcomes, and apply evidence-based improvements to scheme arrangements where appropriate. We support the Safety, Rehabilitation and Compensation Commission (SRCC) to manage and monitor self-insured licensees. We provide advice to the Minister on the operation and effectiveness of the SRC Act, along with advice on the administration of the WHS Act. We provide support to the SRCC and the Seacare Authority through expert advice and services. We approve and monitor workplace rehabilitation providers who operate in the scheme.

Comcare recovers costs, under the SRC Act, for the functions we and the SRCC perform. We do this through setting regulatory contributions for Australian Government agencies, supporting the SRCC to set licence fees for self-insured licensees, and setting application fees for workplace rehabilitation providers to operate in our scheme. We also recover costs for providing assistance to employers when reconsidering determinations under the *Seafarers Rehabilitation and Compensation Act 1992*.

## Claims manager role

Comcare manages claims across a number of injury compensation schemes. Under the SRC Act we are the workers' compensation claims manager for Australian Government agency employees. In addition, we manage the liabilities for common-law asbestos related conditions under the ARC Act for the Australian Government. We also administer the Parliamentary Injury Compensation Scheme which provides injury compensation coverage for Australian Government parliamentarians and the Prime Minister's spouse.

As a claims manager our role is to support injured people, employers, providers and other stakeholders through the claims process, and to work together to achieve health and return to work outcomes and certainty in insurance costs.

## Insurer role

Under the SRC Act, Comcare is also a workers' compensation insurer and we set and collect premiums specific to each Australian Government agency to meet Comcare's claims liability and claims administration costs.





## Our scheme

The Comcare scheme, covering work health and safety and workers' compensation elements, operates over a broad range of occupations and industries including government services, defence, law enforcement, transport, logistics, financial, banking services, health services, manufacturing, construction, telecommunications, and postal services.

As of 31 May 2023, our scheme comprised of 441,344 full-time equivalent (FTE) employees covered under the SRC Act, and 414,837 FTE employees under the WHS Act. It also comprised 218 employers covered under the SRC Act and 213 employers under the WHS Act.

## Key activities and performance

We will be focusing on the following key activities during the life of our Corporate Plan, which are supported by a range of performance measures and targets which we will use to monitor our progress towards delivering our strategic priorities and achieving our purpose.

Although our key activities and performance measures are aligned to one strategic priority, most will cross over multiple priority areas.

Our performance measures are reflected in our Portfolio Budget Statement. Progress and outcomes will be reported through our Annual Performance Statement in our Annual Report.



## Strategic priority one: Excellence in service provision



### Excellence in service provision

As a service delivery agency, we put our stakeholders at the centre of the things we do. We are responsive to the growing community expectations of the public sector to provide seamless, personalised services which we strive to continually improve. Our services are tailored to our stakeholders' needs and in delivering these services we live and model our values, including acting with integrity and respect.

**Table 1: Key activities and performance measures for strategic priority one**

#### Key activities

Delivering co-designed projects to improve claims management outcomes and performance, including trialing new evidence-based approaches for managing claims for complex psychological injury

Investing in a new claims management solution that supports high quality, client-centric claims management, improved client experience, and health and return to work outcomes

Undertaking targeted work health and safety regulatory activities to assist duty holders to understand their duties and obligations under the WHS Act

Supporting the SRCC and Seacare Authority in the delivery of their respective functions, including supporting the implementation of any Ministerial Directions and/or changes proposed by Government

#### Performance measures

Performance measure	2023–24 target	2024–25 and beyond
1.1 We provide quality services to all our stakeholders	<b>1.1.1 Stakeholder satisfaction rating of 85% or more</b> Methodology/Source: Assessment of results of Comcare's Annual Employer Survey, the National Return to Work Survey, Safe Work Month event evaluations and Comcare National Conference event evaluation.	As per 2023–24
	<b>1.1.2 85% or more evaluated entities report improved work health and safety outcomes as a result of Comcare's regulatory activities</b> Methodology/source: Assessment of results from Comcare's annual evaluation of its regulatory services.	
	<b>1.1.3 100% of activities are delivered within statutory timeframes, where applicable</b> Methodology/source: Actual performance against timeframes specified in the WHS legislation.	
	<b>1.1.4 SRCC satisfaction of support provided by Comcare</b> Methodology/source: Achievements against activities outlines in the Statement of Services, meeting protocols and procedures, assessed using a stakeholder satisfaction survey or other process.	
	<b>1.1.5 Seacare Authority satisfaction of support provided by Comcare</b> Methodology/source: Achievements against activities outlined in the Statement of Services, meeting protocols and procedures, assessed using a stakeholder satisfaction survey or other process.	
1.2 We consistently manage Commonwealth asbestos-related disease claims with more equitable and efficient outcomes	<b>1.2.1 95% of resolution payments made within 10 days of receipt of relevant information</b> Methodology/source: Actual performance against date documents received post settlement to date of payment.	As per 2023–24
	<b>1.2.2 Asbestos-related disease common law settlements are monitored to ensure consistency and equity</b> Methodology/source: Annual internal review of asbestos-disease common law settlements against settlement outcomes from previous years.	

**Table 1: Key activities and performance measures for strategic priority one**

1.3 We build and embed better regulatory practice into our work health and safety regulatory activities	1.3.1 Our interactions with regulated entities and other stakeholders are open, transparent and consistent Methodology/source: Work health and safety priorities are developed, published and implemented, and forums and webinars are delivered to regulated entities with a focus on their obligations under the WHS legislation.	As per 2023–24
	1.3.2 We ensure that regulatory activities are conducted in accordance with endorsed policies and procedures Methodology/source: Assessment of results of Comcare’s internal assurance program against regulatory activities.	

**Strategic priority two: Engagement with our stakeholders**



**Engagement with our stakeholders**

We strive to uphold a positive reputation as an effective regulator and service delivery agency. We are always open to feedback from our stakeholders and undertake to consult widely on issues that impact them. We aim to engage in authentic, meaningful and genuine interactions with stakeholders at all levels, and to ensure we are courteous and professional in all our dealings.

**Table 2: Key activities and performance measures for strategic priority two**

Key activities		
Engaging with employers and other scheme participants about our services and research using targeted communication channels to ensure suitability, uptake, and impact		
Engaging and collaborating with our stakeholders to create mentally healthy workplaces and manage psychosocial risks		
Ongoing engagement with the Administrative Appeals Tribunal (AAT) with a focus on resolving disputes promptly and with integrity in line with our Litigation Strategy		
Performance measures		
Performance measure	2023–24 target	2024–25 and beyond
2.1 Our AAT litigation program resolves disputes promptly and with integrity	2.1.1 Proportion of Comcare AAT litigation with a successful outcome is 70% or greater Methodology/source: Assessment of outcomes of all AAT matters finalised within the preceding 12 months.	5% increase
	2.1.2 65% of Comcare AAT litigation matters are progressed to hearing or finalised within 12 months for Comcare managed claims Methodology/source: Actual performance against AAT decision timeframes.	
2.2 We deliver contemporary education and engagement services that promote and enable safe and healthy work	2.2.1 80% of attendees have their engagement, training and education needs met Methodology/source: Assessment of feedback and evaluations from training and education activities.	As per 2023–24
	2.2.2 Annual increase in employer and customer reach and engagement with Comcare’s education services and communication channels Methodology/source: Assessment of results associated with communication, training and event statistics and feedback.	

## Strategic priority three: Prevention and early intervention across our scheme



### Prevention and early intervention across our scheme

As the national workers' compensation authority and work health and safety regulator, we play a leading role in supporting safe and healthy workplaces. We do this by working with employers to adopt risk and evidence-based prevention and early intervention practices, with the ultimate aim of supporting employers and workers to create and maintain physically and mentally healthy workplaces.

**Table 3: Key activities and performance measures for strategic priority three**

#### Key activities

Delivering our core services including claims management and work health and safety regulation and implementing proactive programs that highlight legislative changes and seek to improve outcomes

Providing national leadership in prevention and early intervention through delivery of and engagement in:

- relevant forums, cross jurisdictional activities, research, and better practice initiatives
- proactive and reactive regulatory activities

Delivering prevention and early intervention strategies and initiatives including New Access Workplaces and the Comcare Prevention Strategy 2022–2025

#### Performance measures

Performance measure	2023–24 target	2024–25 and beyond
<b>3.1 We design and deliver innovative and prevention focused initiatives that promote and enable safe and healthy work</b>	<p><b>3.1.1 Comcare delivers appropriate early intervention programs across the jurisdiction</b></p> <p>Methodology/source: Summary of formal program evaluations which assess metrics to determine whether programs are appropriate and effective.</p>	As per 2023–24
<b>3.2 Our proactive regulatory activity is targeted and prevention focused</b>	<p><b>3.2.1 Targeted and prevention focused compliance and enforcement activities are delivered on Comcare's regulatory priorities</b></p> <p>Methodology/source: Assessment of compliance and enforcement activities delivered on regulatory priorities identified through data and intelligence.</p>	Regulatory priorities are identified via a comprehensive analysis of data, intelligence and stakeholder consultation and a multi-year program of work is developed to address them

## Strategic priority four: Insight driven and risk and evidence-based practice



### Insight driven and risk and evidence-based practice

We are working to harness the power of data and analytics to drive our approach to promoting and enabling safe and healthy work. We aim to use all available information to continually improve our services and to identify and address the needs of our scheme. We undertake research and engage with emerging evidence to validate our approach. We regularly evaluate our performance and change course where necessary. We challenge assumptions and do not accept the status quo.

**Table 4: Key activities and performance measures for strategic priority four**

#### Key activities

Continuing to mature our data governance, capability and technology with the commencement of activities under our new Data Strategy

Advancing intelligence and risk analysis to inform and prioritise prevention and regulatory activities, including a renewed focus on proactive regulation

Driving translation and better practice in line with our Comcare Research Plan: Towards 2026 and the related themes including, enabling safe and healthy work, fostering work participation, facilitating mentally healthy workplaces, and adapting to the future of work

Investing in improved data to monitor the performance of approved workplace rehabilitation providers operating in the scheme

Enhancing claims management operational and strategic reporting to help drive improved operational outcomes and prioritise strategic initiatives

#### Performance measures

Performance measure	2023–24 target	2024–25 and beyond
4.1 We drive national work health and safety compliance using a targeted, risk-based approach	4.1.1 100% of incident notifications involving the death of a person result in a monitoring compliance activity Methodology/source: Assessment of decisions against incident notifications.	As per 2023–24
	4.1.2 Comcare undertakes a follow up verification inspection in 95% of instances where an inspection has identified remedial actions to be undertaken to eliminate or minimise, as far as reasonably practicable, the risk of future incidents occurring Methodology/source: Assessment of verification inspection data.	
4.2 We undertake strategic and collaborative initiatives to promote and enable safe and healthy work	4.2.1 Strategic and collaborative initiatives deliver evidence-based insights and/or better practice Methodology/source: Assessment of activity status reporting and evaluation reports.	As per 2023–24
4.3 Our scheme identifies and adopts better practices which enable and promote safe and healthy work	4.3.1 Through engagement with our stakeholders and utilising an evidence-based approach, better practice initiatives are identified, our advice is adopted and assessed as enabling safe and healthy work Methodology/source: Total published scheme and e-guidance policy advice and information on the Comcare website, total stakeholder forums delivered and an assessment of evaluations and feedback.	As per 2023–24

## Strategic priority five: Being adaptive and sustainable in the face of change



### Being adaptive and sustainable in the face of change

We are a flexible and adaptive agency, always open to new ideas and new ways of doing things. We consider the broader environment and are proactive in dealing with its impacts. We aim to encourage innovation in the development of sustainable solutions to health and safety issues. We also endeavour to use the latest tools, data and technology to develop new solutions to problems.

**Table 5: Key activities and performance measures for strategic priority five**

#### Key activities

Delivering our ICT and Digital Strategy 2023–2028 to ensure an adaptive, secure, digital environment which supports our agency to serve the needs of our stakeholders in an efficient and effective way

Investing in our portfolio management approach to assure effective delivery of programs and projects for Comcare including benefits realisation

Implementing our People Strategy 2028 with a focus on capability, agility, wellbeing, and stewardship

#### Performance measures

Performance measure	2023–24 target	2024–25 and beyond
5.1 Our scheme is sustainable as evidenced through outcomes achieved by scheme participants (including financial and return to work outcomes)	5.1.1 Target administrative cost ratio 15 to 25% Methodology/source: Administration costs/(administration + Claims costs).	As per 2023–24
	5.1.2 Average Commonwealth premium rate = 1% of payroll or lower Methodology/Source: Sum of Commonwealth premium amounts/Sum of Commonwealth payrolls obtained from external actuary and agency submissions.	
	5.1.3 Minimum funding ratio of 110% Methodology/source: Total assets/Net outstanding claims liability calculated by independent actuary.	
	5.1.4 Comcare scheme return to work rate of 85 to 95% for accepted claims initially determined within the previous 24 months Methodology/source: Percentage and volume of accepted claims that have experienced return to work outcomes.	
	5.1.5 Comcare scheme notional premium rate = 0.90% Methodology/source: Weighted average of the Australian Government and Licensee annual premium rate outcome. Weighted against each sector as a relative proportion of Comcare scheme FTE.	
5.2 Our workforce is engaged, capable and supported in their mental health and wellbeing	5.2.1 Comcare’s employee engagement rating at the organisational level exceeds 70% Methodology/source: Assessment of Comcare’s results from the APS census.	As per 2023–24
	5.2.2 Comcare’s wellbeing rating at the organisational level meets or exceeds 75% Methodology/source: Assessment of Comcare’s results from the APS census.	
	5.2.3 75% of Executive level employees consider that their workgroup has the appropriate skills, capabilities and knowledge to perform well Methodology/source: Assessment of Comcare’s results from the APS census.	



# Operating context

## Environment

A range of environmental factors will potentially impact Comcare over the coming years, the most critical relating to:

- social trends, including the rise in mental health conditions, an ageing population, and shift in employee attitudes post the COVID-19 pandemic
- workforce and workplace trends, including opportunities and demand for mobility and flexibility, and the impact of digital ways of working on culture and productivity
- regulatory and government trends, including APS Reform and the need to deliver citizen centric and customised services and experiences for the Australian Public
- technology trends, including increasing cyber security risks, and employee and community expectations for responsive, reliable and environmentally sustainable services
- labour market trends, including skills shortages, and job seekers' expectations related to lifestyle and organisational purpose
- geopolitical trends, community trust and government priorities and expectations

Table 6 summarises these trends and others, the potential implications, and the opportunities that may influence our approach.

Of note, we continue to evolve our WHS regulatory practices in response to recent amendments to the WHS Act and the Work Health and Safety Regulations 2011. This includes the introduction of regulations on managing psychosocial risks at work, noting the increasing prevalence of psychological claims across both premium payers and licensees, and the need for both our claims and scheme services to respond

to this. The Respect@Work report and Safe Work Australia's Australian Work Health and Safety Strategy 2023–2033 also influence how we improve our approach to regulating health and safety within the jurisdiction.

We are committed to providing safe and healthy work environments for Comcare employees that embrace diversity and inclusivity, free from discrimination, harassment (including sexual harassment) and bullying. We are aware of the important and renewed focus on this responsibility and have responded accordingly. We have reviewed and continue to promote our internal policies to ensure employees are aware of their responsibility to behave in accordance with the APS Code of Conduct and the APS and Comcare Values.

Our workforce successfully observes formal flexible working arrangements, which enable us to deliver our services to our jurisdiction uninterrupted. The arrangements have been designed to provide mutual benefit for employees and Comcare by facilitating increased engagement at the same time as maintaining performance to deliver our strategic priorities.



**Table 6: Environmental trends influencing our approach**

Trends and challenges	Implications	Opportunities
<p><b>The evolving industry landscape and social trends</b></p>	<p>Changes in the working environment including:</p> <ul style="list-style-type: none"> <li>• employee expectations and perceptions of work</li> <li>• mental health trends</li> <li>• the ageing workforce</li> <li>• increases in occupational violence, particularly for emergency responders, health professionals and teachers</li> <li>• casualised work, short-term roles and contractors</li> <li>• flexible work.</li> </ul>	<ul style="list-style-type: none"> <li>• We are agile in response to the evolving landscape by committing to be a learning organisation.</li> <li>• Using our strategic partnerships to drive outcomes and contribute to national conversations in response to workplace risks, challenges and opportunities.</li> <li>• Using data analytics and research capabilities to inform evidence-based responses.</li> <li>• Using data analytics and risk-based regulation to respond to changes in the work environment.</li> </ul>
<p><b>Technology trends</b></p>	<ul style="list-style-type: none"> <li>• Increasing digitisation and use of big data and artificial intelligence is changing workforce capability requirements.</li> <li>• Increased availability of telehealth services.</li> <li>• New opportunities for data sharing and an increasing cyber security risk that impact the efficiency and effectiveness of our operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring occupational risks and any opportunities brought about by the changing nature of work.</li> <li>• Investing in technology to maintain a flexible and agile workforce and information and communications technology capability.</li> <li>• Continuing to enhance our cyber security vigilance and resilience.</li> </ul>
<p><b>Stakeholder expectations and workplace trends</b></p>	<ul style="list-style-type: none"> <li>• Our reputation and value proposition to our stakeholders and the demand for our service offerings.</li> <li>• Changing scheme demographics and service delivery models.</li> </ul>	<ul style="list-style-type: none"> <li>• Being a leader within the insurance industry and regulatory environment through informed best practice, research and innovation.</li> <li>• Understanding our stakeholders’ needs and sharing our knowledge and experience with them and potential new stakeholders.</li> <li>• Recognising and responding to the increase in demand for customer-centric service models.</li> <li>• Reviewing our capability, efficient and effective service offerings applying a human centred lens.</li> </ul>
<p><b>Economic situation and reforms</b></p>	<ul style="list-style-type: none"> <li>• Impacts on interest rates and the cost of inflation directly affect Comcare’s liabilities and other economic parameters.</li> <li>• Dynamics of policy and national reforms, and their cross-sectoral impacts.</li> <li>• Judicial rulings which impact the Government, our stakeholders and Comcare.</li> <li>• Upcoming changes to AAT arrangements.</li> <li>• APS Reform: Working towards a vision for a stronger public service.</li> <li>• Review of the WHS model laws, implementing changes to Work Health and Safety laws in the Comcare jurisdiction.</li> </ul>	<ul style="list-style-type: none"> <li>• Investing in research.</li> <li>• Being a leader in workers’ compensation reform.</li> <li>• Contributing to the national conversation in addressing emerging health issues within the workplace.</li> <li>• Remaining agile organisationally to deliver reforms, to meet stakeholder needs and to effectively implement Government decisions, using better practice principles.</li> </ul>





## Cooperation

Comcare engages and collaborates with a wide range of stakeholders at strategic and operational levels to achieve our purpose to promote and enable safe and healthy work. We consider both external and internal stakeholders for activities and projects.

For some stakeholders, Comcare may have just one role and relationship. For others there can be multiple roles and relationships at various levels. These could range from strategic influence, relationship management, service delivery and decision making on specific matters.

We seek to communicate, collaborate, partner, influence and work with our stakeholders in a manner that ensures we are:

- service oriented and stakeholder centric
- consistent and responsive
- a trusted institution and industry leader.

The Comcare Engagement Strategy and Stakeholder Engagement Framework guide our approach.

Our approaches to engagement include:

- informing or educating through a range of communication channels
- listening to and involving our stakeholders throughout the process to ensure issues, concerns and insights are understood
- working together with our stakeholders to find solutions and implement human-centered action plans and services
- supporting and contributing to the aligned efforts of external stakeholder forums, groups, committees and individuals.

Figure 3: Comcare’s external stakeholders



AAT	Administrative Appeals Tribunal	HWSA	Heads of Workplace Safety Authorities
ACCI	Australian Chamber of Commerce and Industry	ICA	Insurance Council of Australia
ACTU	Australian Council of Trade Unions	IME	Independent Medical Examiners
AIG	Australian Industry Group	NMHC	National Mental Health Commission
AMA	Australian Medical Association	NHMRC	National Health and Medical Research Council
APSC	Australian Public Service Commission	OAIC	Office of the Australian Information Commissioner
CDPP	Commonwealth Director of Public Prosecutions	PCBU	Person Conducting Business or Undertaking
DEWR	Department of Employment and Workplace Relations	RACGP	Royal Australian College of General Practitioners
DTA	Digital Transformation Agency	RCM	Rehabilitation Case Managers
FCC	Federal Circuit Court	SES	Senior Executive Service, Australian Public Service
HR	Human Resources	SRCC	Safety, Rehabilitation and Compensation Commission
HSR	Health and Safety Representatives	SWA	Safe Work Australia
HWCA	Heads of Workers' Compensation Authorities	WHS	Work Health and Safety

The following list represents stakeholders that make a significant contribution to achieving our purpose:

Stakeholder	Contribution
The Administrative Appeals Tribunal (the AAT)	Comcare commits to improve litigation performance and drive excellence in service provision and engagement by resolving disputes promptly and with integrity, recognising that the AAT is a key stakeholder in this process.
The Australian Council of Trade Unions (ACTU) and affiliates	As representatives of many employees within our scheme, we engage with the ACTU and their affiliates on the legislation we administer and our policies and procedures, to assist us in meeting our purpose of promoting and enabling safe and healthy work.
Australian Human Rights Commission (AHRC)	Comcare engages with the AHRC on areas of mutual interest that contribute to promoting and enabling safe and healthy work, for example workplace sexual harassment and promoting workforce participation of people with disability.
Australian Public Service Commission (APSC)	Comcare works closely with APSC including the APS Mental Health and Suicide Prevention Unit, APS Academy - on mental health initiatives, and learning and development to promote and enable safe and healthy work.
Beyond Blue	Comcare is partnering with Beyond Blue on a national mental health initiative known as NewAccess workplaces to address our key priorities of prevention and driving innovation and better practice across the scheme.
Commonwealth Department of Public Prosecutions (CDPP)	In managing the integrity of our scheme and ensuring healthy and safe workplaces, we work with the CDPP to support the prosecution of offences under the WHS Act
Department of Employment and Workplace Relations	Comcare is an agency of the Department of Employment and Workplace Relations and works closely with it on legislative and policy matters that contribute to our ability to promote and enable safe and healthy work.
Heads of Workers' Compensation Authorities (HWCA)	Comcare is a member of HWCA, which is made up of representatives from workers' compensation authorities across Australia and New Zealand. We work together to promote and implement best practice in our workers' compensation arrangements in policy and legislative matters, regulator and scheme administration.
Heads of Workplace Safety Authorities (HWSA)	Comcare is a member of HWSA, which is made up of representatives from work health and safety regulators across Australia and New Zealand. We work together to promote and implement best practice in work health and safety in the areas of policy and legislative matters, education and enforcement.
Safe Work Australia (SWA)	We collaborate with SWA, an Australian government agency, to develop and implement national policy to improve work health and safety and workers' compensation arrangements across Australia.

## Capability

Our workforce planning approach supports the identification of critical job roles and the functional, technical, and new and emerging capabilities that we must grow and enhance to be ready for what the future may present.

**Figure 4: Critical job roles and capabilities**

Critical roles				
<ul style="list-style-type: none"> <li>Allied Health Professionals</li> <li>Chief Finance Officer</li> <li>Chief Information Officer</li> <li>Client Partner/Case Manager</li> </ul>	<ul style="list-style-type: none"> <li>Data Analyst</li> <li>Data Architect</li> <li>General Counsel</li> </ul>	<ul style="list-style-type: none"> <li>Intelligence Officer</li> <li>Lawyer</li> <li>Objections and Complaints Resolution Officer</li> </ul>	<ul style="list-style-type: none"> <li>Project Manager</li> <li>Project Officer</li> <li>Regulation Officer</li> </ul>	
Critical capabilities				
Behavioural/functional capabilities				
<b>Personal attributes</b> <ul style="list-style-type: none"> <li>Results orientation</li> </ul>	<b>Interpersonal effectiveness</b> <ul style="list-style-type: none"> <li>Effective communication</li> <li>Collaboration and teamwork</li> <li>Service orientation</li> <li>Empathy</li> </ul>	<b>Organisational enablers</b> <ul style="list-style-type: none"> <li>Legislation, risk and decision</li> <li>Critical thinking</li> <li>Organisational design</li> <li>Change management</li> </ul>	<b>Future orientation</b> <ul style="list-style-type: none"> <li>Adaptability and resilience</li> <li>Strategic thinking</li> <li>Innovation</li> <li>Leveraging data and information</li> </ul>	<b>Purposeful leadership</b> <ul style="list-style-type: none"> <li>Change leadership</li> <li>People development</li> <li>Applying business acumen</li> </ul>
Technical capabilities			New or emerging capabilities	
<ul style="list-style-type: none"> <li>Data analytics and storytelling</li> <li>Human resources/people leadership</li> <li>Claims (case management)</li> <li>Interpret and apply legislation and policy</li> <li>Communication, change management</li> <li>Legal</li> <li>Work health and safety</li> </ul>			<ul style="list-style-type: none"> <li>Digital fluency</li> <li>Digital transformation</li> <li>Psychological hazard management</li> <li>Lead and manage geographically dispersed workforce</li> <li>Intellectual curiosity, critical and agile thinking</li> <li>Understanding psychological injuries</li> <li>Human centred design</li> </ul>	

Our focus will be:

- increasing capacity and capability to address mental health issues, exposure to psychosocial hazards in the workplace, and increasing prevalence of psychological claims
- building strategic thinking capability for all staff to ensure our people can make the link between operational and strategic objectives and priorities in the workplace
- maturing our portfolio management capability, supported by our Enterprise Portfolio Management Office, to ensure that our work is aligned to our purpose and strategic priorities
- enhancing leadership and management capability, through targeted support, development opportunities and resources, designed to empower and inspire managers throughout their career journey and support our leaders to lead and manage change
- enhancing stakeholder engagement and communication to ensure we communicate with clarity and influence and that we promote and enable safe and healthy work through a stakeholder centric approach to engagement, that is human centred, coordinated, collaborative and effective
- enhancing data literacy in line with our Data Strategy
- identifying, nurturing and supporting talent within the organisation through our talent management framework, employee value proposition and learning and development culture to ensure that we have the right people, with the right skills to deliver our important people focused work.



## Our people

Our people are engaged with Comcare’s purpose and values, and we have a workforce that is diverse, inclusive, professional, flexible, and empowered to put our stakeholders at the centre of everything we do. We partner with employees, employers, community and service providers to tailor our services to their specific needs, and we take an insight-driven, risk-based and evidence-based approach to our work.

Our Comcare People Strategy 2028 has been developed to identify Comcare’s talent needs over the next five years to meet future goals and identify the right workforce mix, technologies and policy settings required to adapt and thrive in a changing operating environment.

The People Strategy 2028 identifies key initiatives to attract, build, sustain and refresh an integrated, sustainable and engaged workforce required to achieve the agency’s purpose.

The target outcomes of Comcare’s People Strategy for the next five years, to build our future workforce, include:

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

The following initiatives are particularly important to success.

- Driving a positive culture – ensuring that Comcare is considered an employer of choice, attracting and retaining talented employees to deliver on our wide variety of priorities and outcomes.
- Implementing a Talent Management Framework and supporting processes to ensure a comprehensive and cohesive approach to attracting, managing, and retaining talent.
- Implementing a new approach to job design which supports smart work design and the replacement of repeatable, low value tasks with new tools and technologies.
- Establishing partnerships with organisations to secure a future talent pool and facilitate talent mobility, providing employees with opportunities for growth and development.
- Exploring existing employment and workplace flexibilities and determining their effectiveness in meeting employee expectations of a contemporary employer and workforce.

We are committed to the principles of diversity and inclusion, ensuring that all employees have access to our services and programs, and that our workforce is representative of the broader Australian community. Our People Strategy, Workplace Strategy, and Reconciliation Action Plan, together with the Diversity Working Group and the practices which they inform, support a diverse and inclusive workforce.



## Our technology

Our ICT Strategy for 2023–2028 will consolidate and improve on the modern ICT capability delivered in the previous plan. This new strategy will be informed by business and business architecture principles. It will also remain aligned with the Australian Government’s digital transformation agenda and digital continuity and security policies. Until the new strategy is finalised, the current strategy will remain in effect with the agreed programs continuing to progress.

We continue to transition away from traditional data centre operations, working towards delivery of a modern cloud-based suite of services in a flexible operating environment that has embedded capabilities for continuous improvement. In developing and delivering reliable platforms that provide fully managed data resources, we apply an approach that ensures our ICT security posture is maintained to required standards. An understanding of internal and external stakeholders, and proactive engagement on requirements, is delivering a comprehensive range of digital services and enabling our workforce with the appropriate tools and information to succeed.

The ICT Strategy for 2023–2028 will continue to establish the key ICT platforms and capabilities required to support rapid innovation, deliver insight, respond to changes in the environment, and underpin human-centric services. The new strategy will also address Comcare’s interest in making best use of emerging technologies to provide new opportunities for data sharing, enhanced cyber security, and the technology required to maintain a flexible and agile workforce.

## Risk oversight and management

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

Comcare’s Risk Oversight and Management Policy and Framework is applied to all our activities and facilitates a positive risk culture where risks are identified early and openly and managed in a way that supports the delivery of our business priorities. It aligns with the Commonwealth Risk Management Policy and the international risk management standard (ISO 31000:2018).

The framework and a structured, consistent and comprehensive approach to risk management provide a mechanism for proactively identifying and treating risks across the business, and for monitoring operating environments. This contributes to strengthening management practices, decision making and innovation.

We have specific risk management roles and scheduled reporting of risk at the strategic, group and operational levels. Our employees have a general responsibility to identify and manage areas of potential risk and demonstrate that their actions and decisions reflect appropriate consideration. All employees are required to complete online fundamentals of risk management training to identify and mitigate risks that will impact their work and their team’s outcomes.

Comcare’s Chief Operating Officer is the delegated Risk Champion supporting the Chief Executive Officer with oversight of the framework. Risk management oversight and reporting is also incorporated into our governance structure through the Executive Committee and Operations Committee. Our Audit and Risk Committee (ARC) provides independent, external advice on the appropriateness of Comcare’s system of risk oversight and management.

**Table 7: Comcare’s key risks and mitigation strategies**

Risk description	Risk mitigation strategies
 <p><b>Capability – We do not have the resources required to achieve our purpose and priorities</b></p>	 <p>Comcare is implementing a range of strategies to ensure we are insight driven, adaptive and sustainable and enhance our service delivery. Our portfolio management approach will guide the implementation of new capabilities.</p>
 <p><b>Culture – The values and behaviours of our employees do not meet required levels of service and compliance with APS standards</b></p>	 <p>Comcare’s Executive Committee supports the implementation of our values. Our People Strategy 2028 will support the Executive in driving change in the organisation. Our Service Charter will set clear standards for our employees.</p>
 <p><b>Governance – The approaches we use for making decisions, assigning accountability, setting standards and monitoring outcomes do not align with our service delivery</b></p>	 <p>Comcare has reviewed its governance arrangements to ensure we are focused on our priorities and our decision making is guided by principles and based on the best available information. Our performance monitoring has been strengthened through the implementation of revised performance measures. We are also actively monitoring emerging issues in our operating environment to ensure risks are actively identified and managed.</p>
 <p><b>Stakeholders – Our interaction with parties we engage with, work with and deliver services to is inadequate</b></p>	 <p>Comcare has a Stakeholder Engagement Framework to enhance our engagement and collaboration with stakeholders. This is underpinned by targeted strategies for key stakeholders and ongoing efforts to build partnerships with industry and professional bodies. We will continue to use our marketing and communications capability, forums and events to engage with our stakeholders and enhance understanding of our scheme and jurisdiction.</p>



## Subsidiaries and supporting entities

Comcare does not have any subsidiary bodies.

Comcare provides support through expert advice and services to the SRCC and the Seacare Authority.

Comcare’s budget includes funding for the SRCC and Seacare Authority as these entities are not bodies corporate and do not employ their own staff. Comcare provides these entities with secretariat support and other assistance.

The Seacare Authority’s performance measures are referenced in Comcare’s Portfolio Budget Statement. The [Seacare Authority](#) prepares its own Corporate Plans and Annual Reports. Refer to the Seacare Authority website for further information.

The SRCC is not required to prepare a Corporate Plan under the PGPA Act. The SRCC does prepare an Annual Report to report on specific requirements under the SRC Act and the Safety, Rehabilitation and Compensation Directions 2019 (Directions). Refer to the [SRCC website](#) for further information.

## Appendix

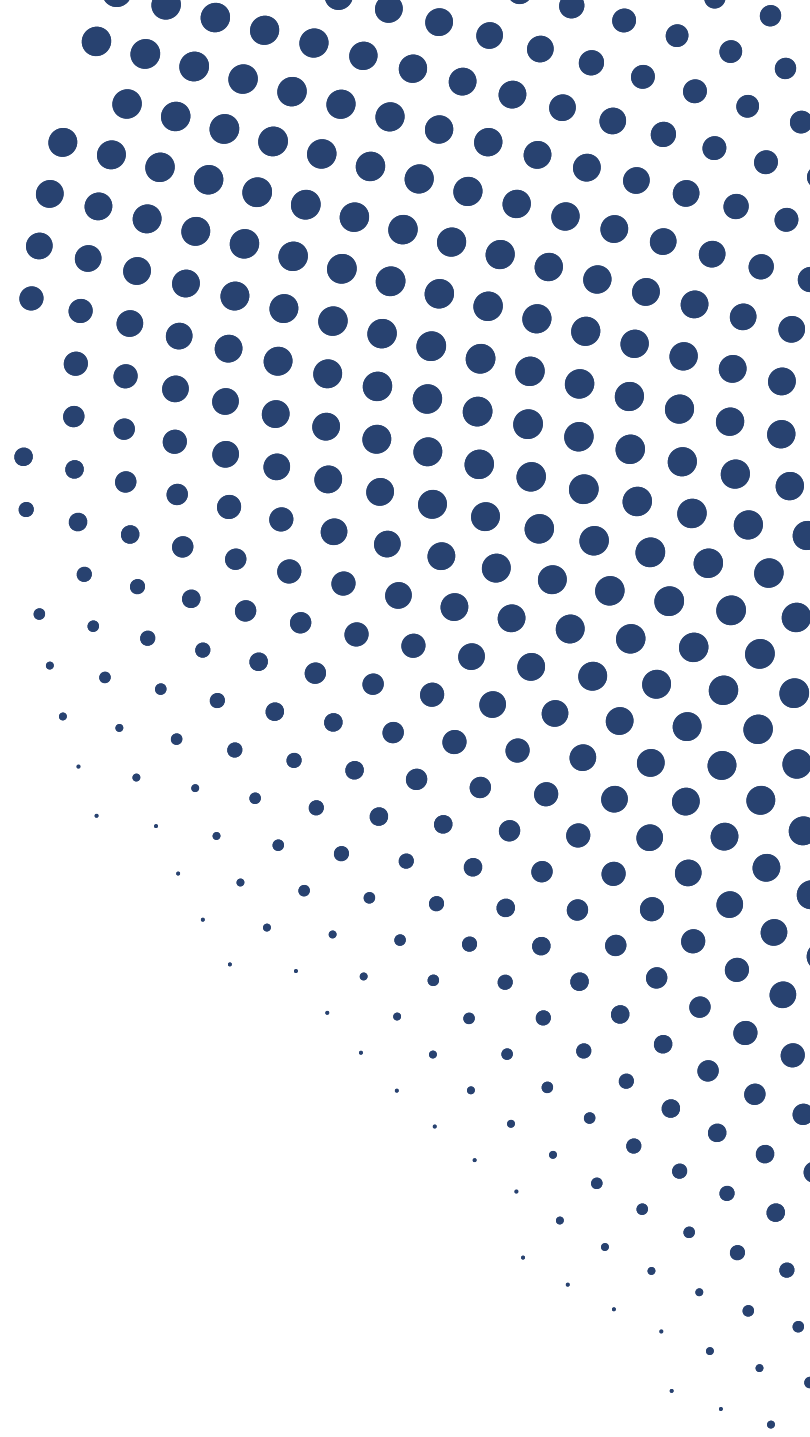
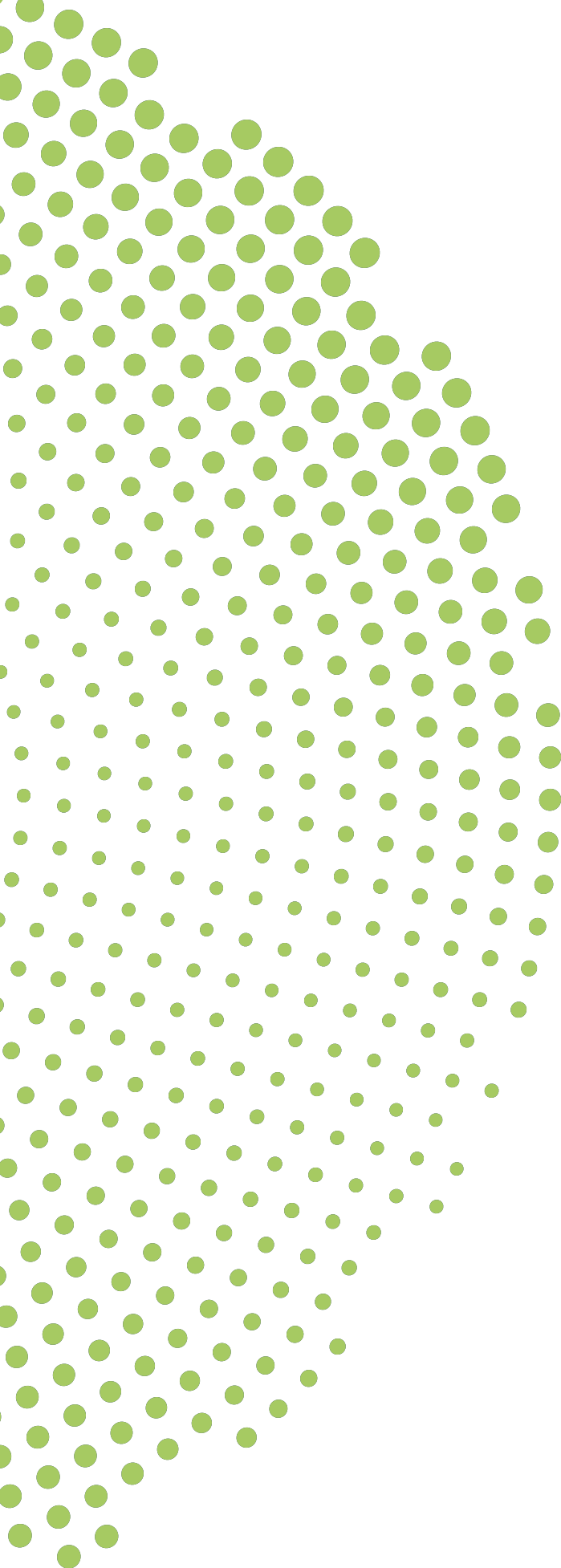
This Corporate Plan has been prepared in accordance with the requirements of:

- Subsection 35(1) of the PGPA Act 2013
- The PGPA Rule 2014.

The following table details the requirements met by the Comcare Corporate Plan and the page reference(s) for each requirement.

**Table 8: Comcare compliance table**

Requirement	Page(s)
Introduction	4
<ul style="list-style-type: none"> <li>• Statement of preparation</li> <li>• The reporting period for which the plan is prepared</li> <li>• The reporting periods covered by the plan</li> </ul>	
Purposes	5
Key activities and performance	8–13
Operating context	
<ul style="list-style-type: none"> <li>• Environment</li> <li>• Cooperation</li> <li>• Capability</li> <li>• Risk oversight and management</li> <li>• Subsidiaries</li> </ul>	14–15 16–18 19–21 22 23



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