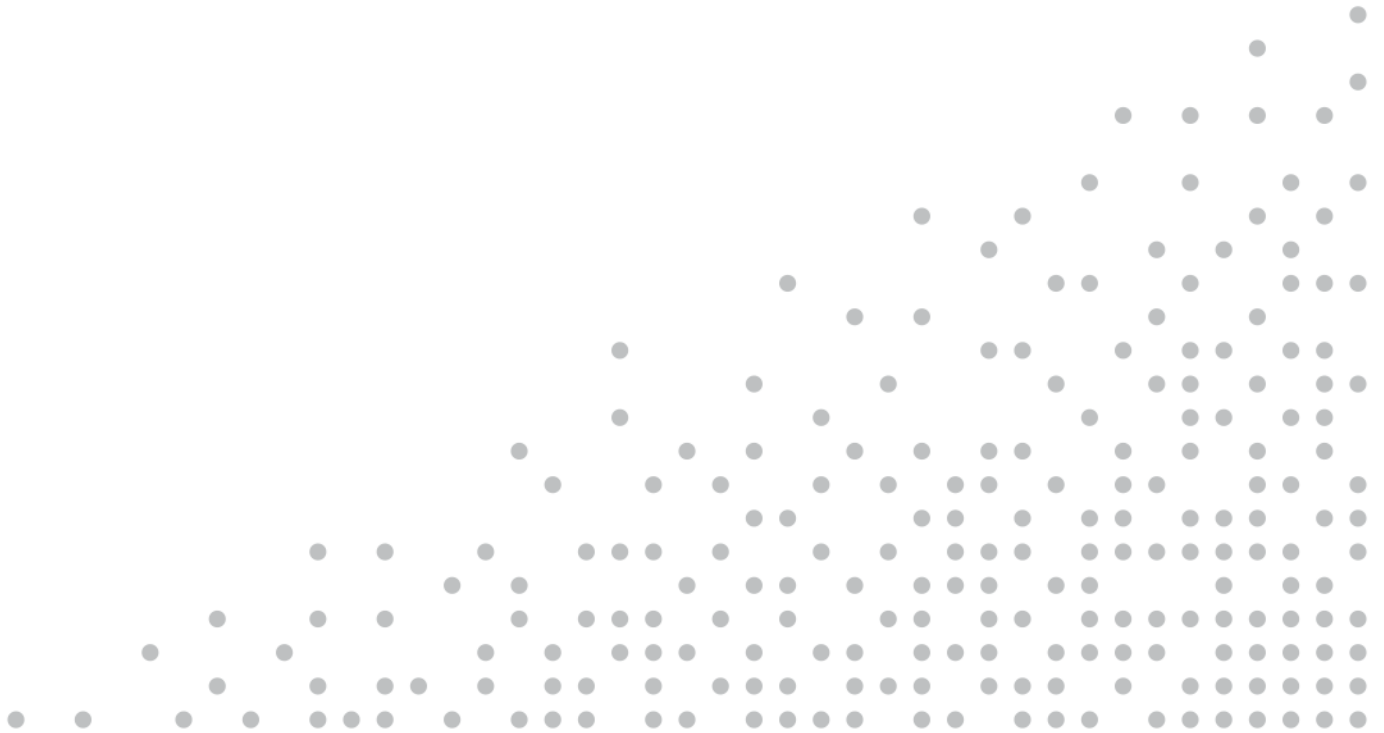




Australian Government
Department of Finance



**2025 Comcover Risk Management
Benchmarking Program
Frequently Asked Questions**

Contents

Overview of the Benchmarking Survey	4
1. What is involved in the Benchmarking Survey?	4
2. What does the Benchmarking Survey measure?	4
3. Are my results from the 2023 Benchmarking Survey comparable?	4
4. Have the questions changed from 2023?	4
5. What are the benefits of participating?.....	4
Participation	4
6. How long is the Survey available for?.....	4
7. Can you submit after the deadline?	5
8. Will the Survey questions be released before the Survey opens?	5
9. Who should complete The Survey?.....	5
10. Do I need Accountable Authority approval to submit the Survey?.....	5
11. How do you access The Survey?.....	5
12. What do you do if you have forgotten your password?.....	6
13. How many people in an entity will be given access to the Survey?	6
14. Can more than one person complete the Survey for my entity?	6
15. Can you participate without agreeing to the Terms & Conditions?.....	6
16. Where can you access Technical Support or assistance?	7
Using the Survey Tool	8
17. Do you have to complete the Survey in one sitting?	8
18. How do you submit your survey?	8
19. Can you step back through questions in the Survey if you want to change an answer?	8
20. What if you don't understand the way a question is asked?.....	8
21. Does the objective of the question print out with the question?	8
22. Once you have completed the Survey, what do you need to do?	9
23. Can you please provide a Word version of the Survey?	9
24. Can the survey be printed out?	9
25. Which platforms and devices are supported?.....	9
26. Does the Survey identify questions that have been missed?	9
27. Is the overview section mandatory?	9
Confidentiality	10
28. Are my answers confidential?.....	10
Target Maturity States	10
29. What is a 'target maturity state'?.....	10
30. What is the benefit of selecting a target maturity state for each area of focus?	10
31. How does my entity choose the target maturity states?	10
32. What if you require further assistance in determining your entity's target maturity state for each area of focus?.....	11
Validation and Supporting Documentation	11
33. What happens if you disagree with your entity's result?	11

34. What supporting documentation is required by the survey?.....	11
35. How do you attach documents to the Survey?	11
36. What format should be used for documents being attached to the Survey?	12
37. How do you submit more than one attachment?.....	12
38. Is there a size limit to the attachments?.....	12
39. How are my entity's comments and attached documents taken into account in the assessment of the Survey response?	12
Benchmarking Process	13
40. How will my entity's survey results be benchmarked?.....	13
41. What are the communities of practice?.....	13
42. What are the self-selected peer groups?.....	14
43. When can I access my Benchmarking results and reports?.....	14
44. How can my entity use the results of the Survey?	14
45. Does my entity need a Power BI Pro licence to use the Power BI interactive tool?	14

Overview of the Benchmarking Survey

1. What is involved in the Benchmarking Survey?

The Program involves completion of an online self-assessment survey by a nominated contact in each entity, usually the primary risk management contact. The Survey is conducted every two years to provide entities with time to implement enhancements to their frameworks and systems for managing risk based on their results.

2. What does the Benchmarking Survey measure?

The Survey measures the risk management capability of entities against five risk areas of focus centered on building risk resilience and capability across the Commonwealth. These five areas of focus align to each of the elements of the Commonwealth Risk Management Policy:

- Risk governance
- Risk culture
- Risk capability
- Risk management framework and practices
- Organisational resilience and agility

3. Are my results from the 2023 Benchmarking Survey comparable?

Yes. The results from 2025 will be comparable to the results from the 2023 and 2021 surveys.

4. Have the questions changed from 2023?

No. The survey questions remain unchanged from 2023.

5. What are the benefits of participating?

By participating in the Benchmarking Program, entities will be able to:

- benchmark their current level of risk management maturity against five identified areas of focus and each of the elements of the Commonwealth Risk Management Policy
- compare their performance with other entities by way of a self-select comparison group and a community of practice
- identify areas for improvement
- prioritise their risk management activities for the coming year.

Participation

6. How long is the Survey available for?

The 2025 Comcover Risk Management Benchmarking Survey (the Survey) will open for five weeks from 9:00am Tuesday, 28 January 2025 and close at 5:00pm Monday, 3 March 2025 (AEDT).

7. Can you submit after the deadline?

No. It is not possible for entities to submit survey responses after the deadline of 5:00pm Monday, 3 March 2025 (AEDT).

8. Will the Survey questions be released before the Survey opens?

Yes. The Survey questions will be emailed to all Benchmarking contacts in advance of the survey opening early January 2025 They will also be made available on the Benchmarking contacts GovTeams community.

9. Who should complete The Survey?

The Survey can only be accessed by your entity's nominated Benchmarking contacts, who should sit in the risk management function within your entity or have responsibility for your entity's risk management framework. However, Comcover encourages you to develop your entity's survey response in consultation with others, including your entity's insurance contact/s, senior management and audit/risk committee.

10. Do I need Accountable Authority approval to submit the Survey?

Ensure you have obtained your Accountable Authority or Chief Executive Officer review and sign-off of your survey responses before you press submit.

Section 16 of the PGPA Act provides that *accountable authorities of all Commonwealth entities must establish and maintain appropriate systems of risk oversight, management and internal control for the entity*. The Accountable Authority sign-off must be included as part of your survey response.

In some cases, the Accountable Authority can delegate the sign-off authority. This is on a case-by-case basis, so please get in contact with the Comcover team if this is required.

11. How do you access The Survey?

The Survey is accessed via the Comcover Launchpad, select 'Risk Management Benchmarking Survey' in the navigation bar and you will be directed to the survey platform. Click 'Benchmarking Survey' to start the Survey. This icon will become available when the survey opens on Tuesday 28 January 2025.

The entity completing officer will be sent an email advising when access to the survey tool becomes available on the Comcover Launchpad. Users will be prompted to create or reset their password and can then log into the survey tool using their existing entity email address and the new password they have created.

12. What do you do if you have forgotten your password?

You are able to reset your password yourself using the 'Forgot your password?' link under the sign. For other access or password problems for the Comcover Launchpad, please contact the Comcover Service Desk

Phone: 1800 651 540 (Option 5)

This support is available between 9am and 5pm from Monday to Friday (AEDT).

13. How many people in an entity will be given access to the Survey?

Survey access will be given to all benchmarking contacts nominated by the entity. All officials who need to contribute to the Survey must have access to the Comcover Launchpad.

If additional users require access to the survey, the Entity's Primary Risk or Primary Insurance Contact must complete a Comcover Benchmarking New User Form and email it to comcover@comcover.com.au. The New User forms are available for download from the Comcover Gateway on the Comcover Launchpad.

14. Can more than one person complete the Survey for my entity?

More than one user can access and edit the Survey on behalf of your entity, if they have a user profile established.

Please ensure that more than one user does not simultaneously edit your entity's survey response as only the last user's changes will be saved. This means that your survey responses may be overwritten by another user's responses, including blank responses, if working simultaneously.

The completing officer is responsible for ensuring all responses to the Survey are complete and, where multiple users have responded to the Survey, that all responses are captured.

15. Can you participate without agreeing to the Terms & Conditions?

No. Comcover needs to ensure the interests of the Commonwealth and Fund Member Entities are protected at all times. Therefore, all participants are required to agree to the terms and conditions of the Survey.

16. Where can you access Technical Support or assistance?

Access to the Comcover Launchpad or Survey Tool via the Comcover Launchpad

Please contact the Comcover Service Desk.

Phone: 1800 651 540 (**Option 5**)

Technical Assistance

For assistance with functionality in the survey tool throughout the duration of the Survey, please contact Comcover's survey partner, Deloitte.

Email: comcover@deloitte.com.au

Other Assistance

For any other queries, please contact Comcover.

Phone: 1800 651 540 (**Option 4**)

Email: comcover@comcover.com.au

GovTeams: [GovTeams Community Link](#)

Using the Survey Tool

17. Do you have to complete the Survey in one sitting?

No. Participants can save their responses without submitting them as final. To do this, participants should click the 'Save Draft & Exit Survey' button to save their information to the survey database before exiting the Survey. Next time the participant accesses the Survey, they click the 'Resume' button. Next to their profile, they are able to track the progress of completion and also view the date the Survey platform was last accessed.

18. How do you submit your survey?

The 'Submission' button at the end of the Survey is used to submit the final results of your entity's survey. It requires users to confirm that their survey has been completed and they want to submit the responses as final. Use this option only when the Survey is complete, you have entered all data for your entity (including adding relevant attachments) and you have obtained the required sign-off and uploaded the Accountable Authority sign-off form of your entity to the Survey.

Once your entity's survey has been submitted, the survey tool will provide a green success message confirming that the survey has been successfully submitted. Once submitted, you are not able to edit or modify your entity's survey. A pop-up notification will appear, firstly as a reminder to ensure all supporting documents have been loaded, Accountable Authority form has been attached and the second, notifying that the Survey has been submitted.

19. Can you step back through questions in the Survey if you want to change an answer?

Yes, you can go back and change answers by clicking 'Back' in the Survey response pages. However, if you have submitted your survey, it is treated as final and unable to be amended.

20. What if you don't understand the way a question is asked?

Each question includes a 'Question Objective' that can be reviewed by clicking on the blue question mark icon in the survey tool. The question objectives are also included in the downloadable version of the Survey.

For assistance in clarifying the meaning of a particular term used within a question, please refer to the *'2025 Comcover Benchmarking Program – Glossary'*. The glossary is available via the risk management resources folder in the survey tool (accessible via the navigation bar or the icon on the welcome page).

21. Does the objective of the question print out with the question?

No. The question objectives are used as 'help' tips in the survey and readable when one clicks the question mark button next to a question. The objectives can only be printed if they are included in the survey question text.

Users are able to add notes regarding the reason that they chose a particular response, and these notes will be printed out with the question responses.

22. Once you have completed the Survey, what do you need to do?

The submission process requires the completing officer to download the Accountable Authority sign-off form (PDF) and send it to the Accountable Authority to fill in the fields and add a signature. The completing officer uploads the completed and signed form into the tool on the relevant submission page. A pop-up notification will appear once you have submitted the Survey.

23. Can you please provide a Word version of the Survey?

The Survey will be available as .doc and .pdf formats via the Risk Management Resources tab of the survey tool.

24. Can the survey be printed out?

Yes. Ensure that the margins are set for printing on an A4 page.

The Survey can be exported into PDF in order for the entity to print, utilising the 'print to PDF' functionality in the user's environment. Printing can be selected from two options under the 'print content' button, by either selecting 'all' to print every section, or by clicking 'select' to enable specific pages to be selected.

25. Which platforms and devices are supported?

The survey tool functionality is supported on a range of browsers. Functionality is optimised for Google Chrome (23+), Firefox (17+) and Safari (5.1+). As it is a web based system, it can be accessed from other devices such as a tablet or smartphone.

26. Does the Survey identify questions that have been missed?

Yes. When you submit the Survey, it will go through a validation process. If you have missed required elements of the Survey, then the survey tool will direct you to the relevant pages with questions that require additional input/information, highlighted in red and a box at the top of the screen will indicate the elements and questions which the user needs to investigate.

27. Is the overview section mandatory?

No. Completing this section may assist entity staff completing the survey for the first time by providing context behind the answers selected in previous years. This section will not influence your entity's survey results.

Confidentiality

28. Are my answers confidential?

Comcover will have access to the survey responses submitted by entities and will take appropriate measures to keep all information confidential and secure.

Target Maturity States

29. What is a 'target maturity state'?

The Comcover risk management maturity model has been designed to assist entities determine both their current state of risk management maturity and the appropriate state of maturity or capability (target state) that an entity aspires to achieve to support its operations and the achievement of its business objectives, across each of the five risk areas of focus.

There are five states of risk maturity:

- Simple
- Established
- Defined
- Embedded
- Advanced

The model provides high level descriptors of capability or competency for each state of the maturity model. Entities should remember that the model is fit-for-purpose and not all entities should strive for optimal.

In determining your entity's target risk maturity, you need to consider the model as progressive, i.e. where a competency has been achieved in a previous state it is assumed in the next state of maturity.

Further information on selecting target maturity states for your entity is available under the '[Benchmarking Program](#)' page on the Comcover Launchpad..

30. What is the benefit of selecting a target maturity state for each area of focus?

Entities will be required to select a target maturity state for each of five areas of focus that has been agreed by the entity as it's 'desired state of maturity'.

In considering what an appropriate target maturity state is, it is important to ensure the investment in risk management is consistent with the needs of your entity. This should consider the size, complexity, operating environment and expectations of the Accountable Authority.

Each entity will receive an executive report following completion of their survey, which analyses the outcomes of their survey results. The report will identify the entity's current risk maturity, and when coupled with the target state, will provide several useful insights such as 'am I over or under investing in my risk program' or for entities with scores below their targets, identifies areas for improvement.

31. How does my entity choose the target maturity states?

It is the responsibility of your entity's senior management together with the Accountable

Authority to determine the maturity or capability that your entity wishes to aspire to. To assist in determining target maturity states, entities should consider their current maturity for each area of focus. An entity then needs to determine where its risk management capabilities should sit on the risk management maturity model, taking into consideration whether it is investing appropriately in each of the five area of focus. As risk is a contributor to the strategic planning process, the timing for achievement of the target maturity state should align to the timing of the entity's strategic planning life cycle. This will enable an entity to measure their progress in achieving its target maturity state in line with its organisational strategy.

32. What if you require further assistance in determining your entity's target maturity state for each area of focus?

If, after referring to the available tools, your entity requires further assistance in determining their maturity state for each area of focus, guidance can be obtained from Comcover:

Phone: 1800 651 540 (**Option 4**)

Email: comcover@comcover.com.au

Validation and Supporting Documentation

33. What happens if you disagree with your entity's result?

The results of the survey are final and not subject to change. Comcover would be happy to work with an entity to analyse their results and identify possible ways to improve their risk maturity.

34. What supporting documentation is required by the survey?

For 2025 entities will be requested to supply the following supporting documentation prior to completing the survey questions:

1. **Risk Management Policy** – entity's risk management policy or document to the same effect.
2. **Risk Management Framework** – any relevant document detailing the risk management framework and its key components.
3. **Risk Management Plan** – documentation indicating the entity's methods and strategies to manage risks within a formal assessment and review framework.
4. **Committee Charters** – documented charters for Committees that have risk management responsibilities.
5. **Risk Reporting or Reporting Templates** – examples of reporting to the entity's Board, senior management or audit/risk committees, such as actual reports, schedules, agendas, etc.
6. **Risk Appetite and/or Tolerance Statements**

It is requested that entities provide either an actual or de-classified version of the above documentation. Please note that de-classified versions should only be provided where security considerations are required.

35. How do you attach documents to the Survey?

Following completion of the survey questions, there is a reminder to upload supporting files via a link 'Please click here to upload supporting files to your response'. Completing officers

are required to click the arrow drop down next to their entity's folder and select 'Add Resource'. This then takes users to the supporting files section of the survey in another tab in their internet browser. Completing officers are required to click 'Click here to select a file' which will allow them to choose the file from their entity's network. The other fields with a blue dot next to them must also be completed.

36. What format should be used for documents being attached to the Survey?

Any documents being attached to the survey as supporting evidence should be provided in adobe portable document format (PDF). If this is not possible, they can be provided in Microsoft Word (.doc), Microsoft Excel (.xls), or Microsoft PowerPoint (.ppt).

37. How do you submit more than one attachment?

Participants can attach more than one file by repeating the above process or using the bulk upload facility in the supporting files upload facility in the survey.

38. Is there a size limit to the attachments?

In the survey tool, the limit is 2GB per file. Should your attachments exceed this size, email: comcover@deloitte.com.au for further advice

39. How are my entity's comments and attached documents taken into account in the assessment of the Survey response?

Please note that an entity's comments in the 'Notes' box for each question will not be taken into account when scoring an entity's response.

The purpose of the 'Notes' box is to facilitate internal communication for the purposes of clarifying an entity's survey response particularly for those entities where a number of internal areas may be involved in preparing survey responses.

Benchmarking Process

40. How will my entity's survey results be benchmarked?

Your entity's results will be benchmarked against Comcover's maturity model to determine your current maturity state.

Your results can also be benchmarked against:

- the total Comcover fund
- communities of practice
- self-selected peer groups.

Your entity's performance in relation to the above groups does not impact its final score or maturity rating. The segmentation simply provides the ability for fund members to analyse their results against groups of interest.

In addition, participation in the survey provides entities with access to an interactive reporting tool which will enable entities to select demographic metrics such as number of employees, asset base and revenue to compare and contrast against other fund members.

41. What are the communities of practice?

Entities are required to nominate a community of practice they are most closely aligned with. This selection will be used to assist entities to benchmark themselves against a community of practice that is of most relevance. It is recognised many entities may relate to multiple communities of practice.

The communities of practice include:

- **Cultural:** The activities and initiatives aimed at promoting, preserving, and enhancing the cultural heritage, arts, traditions, and social values within the community. This includes support for cultural institutions, events, educational programs, and initiatives that foster cultural diversity and community engagement.
- **Service Delivery:** The provision of essential services and support to the public or other government entities. This includes healthcare, education, transportation, social services, and any direct interactions that ensure the well-being and functionality of the community.
- **Regulatory:** The establishment, enforcement, and oversight of rules, standards, and regulations within specific sectors or industries. This involves monitoring compliance, conducting inspections, issuing licenses or permits, and implementing measures to ensure lawful and ethical practices.
- **Policy:** The development, formulation, and implementation of strategic plans and guidelines that shape governmental actions and priorities. This includes drafting legislation, setting strategic objectives, conducting policy analysis, and coordinating inter-agency initiatives to address societal issues.
- **Funding and Research:** The allocation, management, and oversight of financial resources and research initiatives. This encompasses budgeting, grant distribution, funding for projects and programs, as well as conducting or supporting research activities to inform decision-making and innovation.
- **Law and Security:** The maintenance of legal order, protection of citizens, and safeguarding of national security. This includes law enforcement, judiciary functions, national defence, cybersecurity measures, emergency response, and initiatives aimed at preventing and addressing threats to public safety.
- **Commercial:** The management of business-related activities and commercial operations within the government framework. This includes procurement, contract management, public-private partnerships, revenue generation initiatives, and the commercialisation of government services or assets.

42. What are the self-selected peer groups?

Entities are provided the opportunity to create their own peer group (referred to as a 'self-select group'). This can be achieved by selecting eight entities you would like your entity to be benchmarked against. Please do not select your own entity in the eight.

43. When can I access my Benchmarking results and reports?

Your entity's Executive Report and the Key Findings Report will be available in mid-2025.

44. How can my entity use the results of the Survey?

The Survey results for your entity provide a standardised indication of the maturity of your entity's current risk management framework and practices. This will enable your entity to gain an understanding of where its risk management capabilities currently stand, and compare these to the entity's desired, or target, risk management position.

Your results will also provide an indication of the key strengths and weaknesses of your entity's risk management framework currently in place. These details can be used to generate discussion within the risk management group, the executive management team or board, business units and stakeholders about your entity's existing risk management framework and key areas requiring greatest attention.

45. Does my entity need a Power BI Pro licence to use the Power BI interactive tool?

No, you can access your results in the Power BI interactive tool without a Pro licence.