



Chief Scientist & Engineer

Review of sponsorship, incentive, grant and strategic research programs – Better Regulation Division,
Department of Finance Services & Innovation

NSW Chief Scientist & Engineer

October 2016

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Chief Scientist & Engineer

The Hon. Victor Dominello MP
Minister for Better Regulation and Innovation
52 Martin Place
SYDNEY NSW 2000

Dear Minister,

Review of sponsorship, incentive, grant and strategic research programs – Better Regulation Division, Department of Finance, Services & Innovation

In May 2016 the Better Regulation Division (BRD), within the Department of Finance, Services & Innovation, requested that I undertake a review of the effectiveness of current sponsorship, incentive, grant and strategic research funding models against other alternatives with a focus on ensuring the best use of resources and a consistent approach across BRD.

This report presents the Review's findings and recommendations which focus on how these programs could better target the needs of the industry and the strategic priorities of the individual programs and BRD more broadly.

Yours sincerely,

Mary O'Kane
Chief Scientist & Engineer
October 2016

EXECUTIVE SUMMARY

This Review examines the effectiveness of a range of sponsorships, incentives, grants and strategic research programs introduced by the Department of Finance, Services and Innovation (and its predecessors) over the period 2001-14. The Review was commissioned by the Better Regulation Division (BRD) in the light of significant structural reforms. It focused on how BRD can ensure the best use of resources and a consistent approach across BRD.

These programs fall into two broad categories: 1) programs that are focused on improving workplace safety and the ability for workers to return to work in a timely manner, and 2) programs that are targeted at improving the injury outcomes of CTP claimants to support a sustainable CTP Scheme.

The Review considered each program in general terms and assessed how effective it has been at achieving its specified objectives and how well the outcomes and impacts of the programs link to the Better Regulation Division's current strategic priorities. Some programs are performing well in line with priorities, while other programs show little or no evidence of outcomes achieved or broader impact of the program on policy design and service delivery.

When these programs were introduced, the structure of the Better Regulation Division and the Department more broadly was very different. Given this, the design and framework for the programs needs to change not only to ensure better outcomes and impact, but also to ensure they truly support BRD's current strategic objectives. Put simply, the programs have moved from a structure where their purpose and intent was coherent and made sense, to one where it now doesn't.

So while some of the programs examined are still relevant to the objectives of their overarching pieces of legislation, the set of programs as a whole is no longer a good fit under the Department's strategic plan and the Better Regulation Division's new structure. Accordingly the Review recommends dismantling the current suite of programs and reconstructing them to be a better fit overall.

Further, the Review suggests that in this redesign process more flexibility be introduced so that good aspects of the programs can be built upon and enhanced, while poor performing components are restructured. Above all, at the time that the programs are redesigned, very good mechanisms of review and of linking to purpose need to be introduced in order to ensure that each project within each of the programs links back to the strategic objectives of not only the program but BRD more broadly. With greater flexibility comes the greater need to manage linking back to the purposes of the program explicitly. This requires evaluations at the project and program levels on a regular basis.

The Review suggests that BRD could be more efficient in its use of funding by leveraging the relevant existing research carried out around the world and in Australia. Similarly, there is a need to leverage the deep knowledge and abilities of research and industry groups to maximise the outcomes of the programs.

The Review provides recommendations and options for future funding models to support high quality initiatives that achieve maximum impact to deliver on the Better Regulation Division's priorities.

RECOMMENDATIONS

Recommendation 1

That the current suite of programs be amalgamated into a wider pool of funding, possibly called the Strategic Commissioning Fund, divided into the two categories targeted at 1) improving workplace safety and the ability for workers to return to work in a timely manner, and 2) improving the injury outcomes of CTP claimants to support a sustainable CTP Scheme.

Recommendation 2

That the Better Regulation Division ('BRD) "commission for a purpose" to ensure that all approved funding initiatives link directly to the behavioural modification being sought. It is further recommended that:

- i. BRD establish a process for direct commissioning which facilitates funding being allocated to areas where BRD has identified that there is a need for further information or specific research to be done
- ii. as part of this process, BRD consult with relevant stakeholders to stress test the identified need to ensure that the research is being targeted at solving the 'right' problem
- iii. the direct commissioning of projects and all outcomes from these projects be included in an annual reporting process
- iv. where levies are collected, the impact and outcomes relevant to the levied stakeholders be identified and reported on as part of the annual reporting process and communicated to the levied stakeholders.

Recommendation 3

That in addition to meeting an identified need, the direct commissioning of projects also focus on research capacity building, innovation and wider capacity building in the system.

Recommendation 4

That the design of rebates have a greater focus on achieving maximum impact, ensuring that current data, business intelligence and research directly inform what industries and specific hazards are targeted. Target communities should be involved in the design and evaluation phases.

Recommendation 5

That a Data Analytics Centre (DAC) project be commissioned to track and coordinate all sponsorships provided across Government agencies in order to address the issue of multiple sponsorships being provided from several agencies to the same stakeholders.

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1 INTRODUCTION

1.1 ABOUT THE REVIEW

In May 2016, the Secretary of the Department of Finance, Services and Innovation (DFSI) asked the NSW Chief Scientist & Engineer to conduct a review of the effectiveness of current sponsorship, incentive, grant and strategic research funding models against other alternatives, with a focus on ensuring best use of resources and a consistent approach across the Better Regulation Division (BRD). The Terms of Reference are attached at Appendix 1.

The Review was asked to examine a series of programs which were all introduced in the period of 2001–14. These programs can be broken down into three general categories:

1. *Sponsorships* (Paralympian Speakers Sponsorship Program, SafeWork Sponsorships and Corporate Sponsorships)
2. *Incentives* (SafeWork Rebates Program), and
3. *Research and grants programs* (WorkCover Assist Program, BRD Research Program and Motor Accidents Insurance Regulation (MAIR) Injury Management Program).

Following significant structural change within BRD there was a need for these programs to be reviewed.

As part of the Review the NSW Chief Scientist & Engineer assessed and considered:

- funding models/mechanisms currently in use by the Better Regulation Division business areas to provide for sponsorships, incentives, grants and strategic research programs
- governance frameworks underpinning these models and supporting strategic plans
- mechanisms for assessing these programs for effectiveness at the grant and program levels and long-term impact
- areas for improvement having regard to funding models/mechanisms in use in other areas of the NSW Government and other national and international jurisdictions.

A Steering Committee was convened for the Review, chaired by Anthony Lean, Deputy Secretary, Better Regulation Division. It included representatives from BRD and from the Office of the NSW Chief Scientist & Engineer.

This Review provides recommendations for change and options for the future funding models for sponsorships, incentives, grants and strategic research to support of high quality initiatives that can be applied for maximum impact to BRD focus areas.

2 HISTORY, PURPOSE & IMPACT OF THE PROGRAMS

2.1 HISTORY

2.1.1 Changes in BRD and overall programs

The programs examined in this Review were established at various times in the period 2001-2014 to support various legislative changes. Throughout this time, these programs, which are now administered by the Better Regulation Division, have evolved from having a purely compliance and regulatory strategic focus to one whereby the customer is at the centre of BRD's thinking. Also, during this time, the structure of BRD has changed considerably.

A significant change in structure occurred in 2015/16 when the regulatory and operations functions of what was the Safety, Return to Work & Support Division, which included the Motor Accidents Authority, Lifetime Care and Support Authority, Dust Diseases Board and WorkCover NSW were separated into different divisions. In addition, there was a move to achieve greater alignment of expertise and services.

This new structure which established the Better Regulation Division includes the following:

- State Insurance Regulatory Authority (SIRA)
 - Motor Accidents Insurance Regulation
 - Workers and Home Building Compensation Regulation
 - Dispute Resolution Service
- SafeWork NSW
- Commerce Regulation Program
- Regulatory Policy
- Office of Registrar General

Separated from the above regulatory areas of the Better Regulation Division is icare:

- Insurance & Care NSW (icare)
 - Workers Compensation Insurance
 - Dust Diseases Board
 - Lifetime Care and Support
 - SICorp

The sponsorships, incentives, research and grants programs examined in this review no longer map easily onto this new structure with consequent drift in strategy and increase in administrative complexity. Put simply, the programs have moved from a structure where their purpose and intent was coherent and made sense, to one where it now doesn't.

2.2 PURPOSE & OVERVIEW OF CURRENT PROGRAMS

In this section we outline the structure and key characteristics of each of the current programs. More detail on the programs is given in the table in Appendix 2.

Some programs are mandated in legislation. For example, the State Regulatory Insurance Authority (SIRA) has a statutory function under s42(b) of the *Workplace Injury Management and Workers Compensation Act 1998* to provide funding for education and research. Similarly SIRA has a statutory function under s206 of the *Motor Accidents Compensation Act 1999* to provide funding for injury management and road safety.

2.2.1 WorkCover Assist Program

The WorkCover Assist Program was introduced in 2001 following the introduction of new work, health and safety legislation, the *Occupational, Health and Safety Regulation 2001*, which included new requirements for employers. In 2002, there was significant reform to

workers compensation, namely changes to provisional liability and the creation of the Workers Compensation Commission.¹

To support such widespread change, funding was made available to registered employer associations and trade unions through the WorkCover Assist Program ‘to assist in the development and implementation of industry-specific education and information programs’² that directly related to these reforms.

s42(b) of the *Workplace Injury Management and Workers Compensation Act 1998* provides for research and education to be funded through levies on workers compensation premiums collected by the Workers Compensation Nominal Insurer.

\$5 million per year in funding from this levy has been allocated to the Program with approximately \$4.2 million being spent per year on average. Since its introduction in 2001, it is estimated that \$42 million has been provided to education, training and applied research grants.³ More specifically between 2004 and 2012, as per the data provided by the Department, 350 grants were allocated under the Program worth approximately \$34 million.⁴ See Figure 1.

Funding was made available to registered employer associations and trade unions via competitive grant funding rounds. An assessment panel was convened comprising representatives from across WorkCover NSW. This panel undertook detailed assessments of the applications against advertised assessment criteria. All funding recommendations were progressed to the Executive for endorsement and CEO approval.⁵

In early 2005, a review of the program was conducted. Following this review it was agreed that \$5 million per annum should continue, but that it should be divided into three distinct grant types with 65% for general grants; 20% for applied research projects; and 15% for commissioned education projects.⁶

The Program was expanded in 2008 for a further three years to allow non-registered employer associations and registered not-for-profit group training organisations to apply. This iteration of the program provided for two distinct initiatives for the 2008-11 funding period, allocating \$4 million per annum to eligible education and training grants and \$1 million to applied research grants.⁷

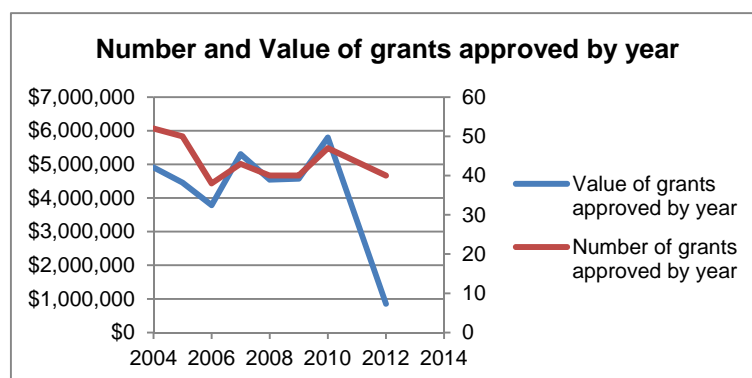


Figure 1: The number of grants approved/year and total value of grants approved/year between 2004 – 2012.

¹ WorkCover (2009) WorkCover Assist Grants Program Review – Survey Findings, December 2009.

² Better Regulation Division (2016) Review of BRD Sponsorships, Incentives, Grants and Strategic Research, Terms of Reference, Appendix A, p2.

³ Ibid.

⁴ Better Regulation Division (2016) WorkCover Assist, BRD Research Grants and Sponsorships additional information sought – information provided via email, 17 September 2016.

⁵ Ibid.

⁶ WorkCover (2009) WorkCover Assist Grants Program Review – Survey Findings, December 2009.

⁷ Ibid.

A further review of the Program was conducted in 2009 which recommended the continuation of the program with a small number of recommended improvements to the Program. Surveys conducted from a sample size of approximately 65 organisations during the 2009 review showed the impact achieved at this time. Prior to the WorkCover Assist Program, 'approximately 9% of the organisations surveyed did not provide any training for their members and 19% were not able to provide work, health and safety guidance materials'.⁸ Following participation in the Program, '82% reported that work, health and safety management systems were now in place and 74% reported an increase in knowledge of injury management and return to work processes'.⁹ This impact, while estimated from a small sample, is commendable.

Various changes to grants funding under the Program have been proposed since the 2011 funding round was completed, however no education and training grants have been made available since this funding round was completed in 2012.¹⁰

While the reviews carried out in 2005 and 2009 concluded that the Program was on track to achieve its objectives, a review conducted in 2010 commented on the need for better, more efficient reporting of outcomes.

This Review notes that there is no evidence readily available about the outcomes or the impact of the initiatives funded in recent years. Despite progress and final reports being submitted to the Department by the grantee, these have not been analysed routinely. The Department would need to retrieve and analyse these individual project files to enable the Department to make an assessment of the outcomes and impact both of the projects and the Program overall.

Thus it is not possible to assess (in the absence of more analysis) if the Program is currently serving the strategic priorities of the Department.

2.2.2 Better Regulation Division Research Program

Previously called the WorkCover Research Program, the Better Regulation Division Research Program was introduced in 2013. The Program was introduced in response to the 'growing demand for research to provide an evidence base for Government business decisions'.¹¹

At the time of the Program's introduction, each SRWS agency (WorkCover, Motor Accidents Authority, Lifetime, Care and Support Authority, Dust Diseases Board) had standalone research programs. The Program was designed to ensure that funded research activities were focused on areas supporting the operation, delivery and performance of the Workers Compensation and Work, Health and Safety (WHS) legislation.¹²

More formally, the Program was developed to invest in relevant research in order to:

- facilitate evidence based practice in the prevention and treatment of workplace illness, injury and disability and workplace rehabilitation
- improve the cost effectiveness and efficiency of the Workers Compensation Scheme
- foster critical thinking and innovative ideas and strategies to address existing and emerging issues, and
- add to the body of knowledge in WorkCover's priority focus areas.¹³

The Program is funded by levies collected by the Workers Compensation Nominal Insurer. These monies were previously made available under WorkCover's Injury Prevention, Education and Research Scheme, which was originally established in 1992 to improve

⁸ WorkCover (2009) WorkCover Assist Grants Program Review – Survey Findings, p5.

⁹ Ibid.

¹⁰ Better Regulation Division (2016) Program under spend information – provided via email, 12 July 2016.

¹¹ Better Regulation Division (2016) WorkCover Assist, BRD Research Grants and Sponsorships additional information sought – information provided via email, 17 September 2016.

¹² Ibid.

¹³ WorkCover (2014) WorkCover NSW Research program framework 2014.

practice in the areas of workers compensation, workplace injury management and occupational health and safety.¹⁴

\$1.3 million per annum has been allocated to the Program, but only approximately \$1.8 million expended since the Program was introduced in 2013. During this time 13 projects led by a range of universities, research institutions and private consulting companies have been funded.¹⁵

The nature of the grants and the process by which they are awarded has ranged from commissioned strategic research, to applied research grant funding rounds, seed funding and research capacity building initiatives.

The applied research applications are received via competitive grant funding rounds. An assessment panel comprising of representatives from across the organisation conduct detailed assessments against advertised assessment criteria. Funding recommendations are then progressed to the Executive for endorsement and CEO approval.¹⁶

The commissioned strategic research, seed funding and research capacity building grants are commissioned via a competitive tender process. An assessment panel comprising representatives from across the organisation conduct detailed assessments against advertised assessment criteria. Funding recommendations are then progressed to the Executive for endorsement and CEO approval. Unsolicited funding requests are considered against standard assessment criteria by a panel comprised of representatives from across the organisation and any funding recommendations are then also progressed to the Executive for endorsement and CEO approval.¹⁷

The scope of funding for the Program 'was established prior to the operational realignment of the Workers Compensation Insurance Division into the regulatory and commercial functions, and, since that time, the splitting of WorkCover into 3 discrete agencies'.¹⁸ The Department informed the Review that this has had impact on organisational and research priorities. These impacts have 'included planned research activities not going ahead, grant funding rounds not being offered, and a proposed research colloquium being put on hold. Also various research projects approved for commissioning were cancelled before commencement'.¹⁹ It is understood that this accounts for much of the under spend of the allocated budget.

Limited information is available on the outcomes of the projects funded under the Program due to the fact that many of these projects are still underway and/or no detailed outcomes from the projects were documented.

2.2.3 Safe Work Rebates Program

The Safe Work Rebates Program was introduced in March 2007 as part of *WorkCover's Safety Solutions Subsidy Program*. This formed a major component of an overarching 3-year, \$12.5 million *Small Business Strategy* to improve workplace safety for small to medium businesses across NSW and was designed to align with the *Focus on Industry* priority program (WorkCover, 2010).

Key components of the *Small Business Strategy* included ongoing small business participation through small business consultative forums, expanded service delivery, a mentor program and evidence-based policy and product development.²⁰

¹⁴ Better Regulation Division (2016) WorkCover Assist, BRD Research Grants and Sponsorships additional information sought – information provided via email, 17 September 2016.

¹⁵ Ibid.

¹⁶ Ibid.

¹⁷ Ibid.

¹⁸ Better Regulation Division (2016) Program under spend information – provided via email, 12 July 2016.

¹⁹ Ibid

²⁰ Better Regulation Division (2016) Safe Work Rebates additional information sought – information provided via email, 24 September 2016.

The Safe Work Rebates Program aims to address the top work place high risk hazards, injuries and illnesses with the greatest frequency of injury across NSW industries. It aims to do so by providing one-off rebates of up to \$500 to eligible businesses which work with their employees to identify safety problems and seek to address these safety concerns through the purchase and installation of eligible safety equipment.

To qualify 'applicants must attend a Work Cover safety workshop or have an assistance visit from a business advisory officer or inspector, and not have already benefited from another WorkCover safety initiative or rebate for the same safety solution'.²¹

\$1 million per annum in recurring funding has been allocated to the program. Continued funding for the program has been provided through the Work, Health and Safety Division's operational budget following the approval of a business case.²²

Between 2007 and 2012 an average of \$130,000 per annum was allocated to rebates, which equates to \$870,000 underspend per year. In 2013/14 a series of targeted rebate programs were implemented as part of the *Focus on Industry* priority program which resulted in a significant increase in expenditure, with \$18,233,630 being spent on rebates in 2013/14.²³ Some of these programs and target industries included:

- Sheep and Beef Cattle Farming Rebate Program
- Road Freight Transport Rebate Program
- Wood Products Rebate Program
- Estuarine Fishing Rebate Program

The Estuarine Fishing Rebate Program was announced following the death of a commercial estuary fisher at Coila Lake, Narooma in June 2013.

Table 1: Rebate expenditure per annum

Year	\$ provided in rebates
2007/08	\$145,160
2008/09	\$145,160
2009/10	\$145,160
2010/11	\$145,160
2011/12	\$145,160
2012/13	\$199,330
2013/14	\$18,233,630
2014/15	\$550,600
2015/16	\$261,400

It is also noted that other targeted rebate programs were conducted during this period, one of which commenced before the Safe Work Rebates Program was introduced. These included:

- Power Take Off Safety Project – A component of the Rural Safety Improvement Program (2004-2009)
- Safer Silos Rebate Program (2006-2009)

To date the Department estimates that \$19.97 million has been provided in rebates resulting in \$34.36 million in preventative safety solutions. Of this, approximately \$1.6 million has been provided in generic rebates to small businesses, which is estimated to have generated \$3.9 million in preventative safety solutions.²⁴ This is consistently on average a 2:1 return on investment - a commendable outcome.

²¹ WorkCover (2016) Safety Solutions Rebate Program Evaluation – Research and Analysis Report, April 2010.

²² Better Regulation Division (2016) Safe Work Rebates additional information sought – information provided via email, 24 September 2016.

²³ Ibid.

²⁴ Ibid.

As part of the *Focus on Industry Program*.²⁵

- Sheep and Beef Cattle Farming Rebate Program provided \$18 million in rebates generating \$30 million in preventative safety solutions.
- Estuarine Fishing Rebate Program provided \$14,880 in rebates and generated \$17,590 in preventative safety solutions.
- Road Freight Transport Rebate Program provided \$195,000 in rebates and generated \$270,000 in preventative safety solutions.
- Wood Products Rebate Program provided \$104,180 in rebates and generated \$173,530 in preventative safety solutions.

The Program is currently managed by the Work, Health and Safety Products and Incentives Unit and is administered under the Small Business Rebate Governance Framework and Risk Management Strategy. A comprehensive business case is submitted to the Executive Finance Committee for allocation of rebate funds. Rebate proposals are approved through the Work, Health and Safety Division Executive and are assessed on merit according to the funding criteria which includes: adequate resourcing; supporting evidence that rebates are the correct regulatory solution to address the problem; that the initiative is furthering the organisation's regulatory goals; and is value for money.²⁶

A program evaluation was conducted in 2010 to understand the effectiveness of the program and any necessary improvements. The evaluation found that rebates play a significant role in inducing safety improvements and contributing to risk reduction and related cost impacts on the workers compensation scheme. Additional findings were that the rebates:²⁷

- provided a significant return on investment
- induced significant non-financial improvements
- addressed priority risks which have the highest potential impact on the scheme
- acted as an accelerant for safety compliance
- facilitated improved capability and risk diagnosis
- contributed to sustained safety practices

The Program was audited in 2013 by external auditors, O'Connor Marsden & Associates, who deemed that the rebate Program's governance systems were robust and met the auditor's requirements. The audit report's recommendations included the proposal that the Program's governance framework could be used as a basis for the development of a Department-wide research grant and rebate policy framework.²⁸

The Program was again evaluated by Hall & Partners Open Mind in May 2016, with the main findings being that the rebate Program did have an impact on risk and harm reduction, however not all businesses saw the same degree of risk or harm reduction as a result of their engagement in the program. Of the small businesses surveyed, 40-50% of businesses experienced first-degree changes which were limited to risk reduction which can directly be linked to the incorporation of the object purchased into the business. 20-30% experienced second-degree ripple effect changes which were the result of engagement in the training component of the Program and resulted in a longer risk reduction impact than the first-degree changes. 5-10% experienced third-degree system and culture change which represented sustainable, deep and long lasting impacts within the business.²⁹

The Department told the Review that Program business intelligence is used to inform the Program's design and delivery including incident and injury data, feedback from industry and SafeWork NSW field staff consultations, and rebate claims over the past 3 years.

²⁵ Better Regulation Division (2016) Safe Work Rebates additional information sought – information provided via email, 24 September 2016.

²⁶ Ibid.

²⁷ WorkCover (2010) Safety Solutions Rebate Program Evaluation – Research and Analysis Report, April 2010, p4.

²⁸ O'Connor Marsden & Associates (2013) Safety, Return to Work and Support Division: Grants and Rebates, June 2013.

²⁹ Hall & Partners (2016) Evaluation of Small Business Rebate Program, May 2016.

Recently it was decided that all rebates must now be associated with an eligible education component before being paid. This is aimed at building capacity, capability and influencing sustained behaviour change.

2.2.4 Motor Accidents Insurance Regulation Injury Management Program

The Motor Accidents Insurance Regulation (MAIR) Injury Management Program was introduced in 2011 on approval from the then General Manager and CEO to deliver on the Department's statutory function under section 206 of the *Motor Accidents Compensation Act 1999* (NSW) to:

1. 'provide support and funding for persons injured in motor accidents
2. provide support and funding for research and education in connection with those services that will assist effective injury management for persons injured in motor accidents, and
3. provide support and funding for research and education in connection with acute care, treatment and rehabilitation, long term support and other services for persons injured in motor accidents'.³⁰

The *SIRA Motor Accidents Insurance Regulation Injury Management Funding Program Strategic Plan 2015-2020* maps out the strategic priorities of the Program. The Plan focuses on adopting a risk-based approach to the Department's Motor Accidents Insurance Regulatory functions. Priority areas include high frequency, high cost claims (whiplash, mild-moderate traumatic brain injury, psychological injury and orthopaedic injury) and at-risk populations (motorcyclists, pillion passengers, pedestrians and cyclists).

The strategic intent of the Program is to ensure that injured people have improved injury outcomes thereby supporting an affordable, effective and sustainable NSW CTP scheme. According to the Strategic Plan, the intent is that this objective will be achieved by:

- 'initiating relevant high quality research
- supporting evidence informed CTP scheme policy and design improvements
- facilitating evidence informed CTP insurer claims management practices
- facilitating high quality and effective acute, rehabilitation and primary health care programs
- forging key academic, research and commercial partnerships
- developing and supporting effective education programs, and
- promoting the use of research findings in drafting health policy and delivering clinical practice'.³¹

CTP claims management is a critical component of personal injury compensation systems and achieving optimum health outcomes. Poor claims management has been shown to impede recovery and or exacerbate mental health concerns in some injured people. A 2015 survey of NSW CTP claimants commissioned by MAIR found that '70 per cent of claimants perceived the Scheme as unfair and complex and 65% were unhappy with the process of claiming'.³² Thus the Program's objective to improve CTP insurer claims management is critical.

Funding for the Program is sourced from levies collected from each CTP policy. Approximately \$3 million is allocated to the Program per year. This Program budget includes \$500,000 per annum to fund the John Walsh Centre for Rehabilitation Research (JWCRR). The JWCRR is a collaborative initiative with icare Lifetime Care who contribute the same amount of funding.

³⁰ SIRA (2015) State Insurance Regulatory Authority Motor Accidents Insurance Regulation: Injury management Funding Program Strategic Plan 2015-2020.

³¹ Ibid

³² Ibid.

The funding process for the MAIR Program includes competitive open grant funding rounds (bulk of the funding), commissioned projects, expressions of interest, direct negotiation, partnerships, fellowship programs, sponsorships and internal projects. Projects are only funded when stringent criteria are met following review by an expert panel. The criteria include evidence of the need for the project; the likely return on investment; the potential for the project to maximise injury outcomes; the ability for the project to contribute to overall scheme performance; the project is founded on evidence or best practice, and the project does not duplicate an existing service or product.³³

Approved projects are required to report on progress and deliverables that have been met, with funding being contingent on the project meeting specified outcomes and reporting requirements.

According to the Program's strategy, the MAIR Injury Management Funding Program has invested approximately 58 cents per CTP policy annually during the past four years. This equates to 0.14 per cent of CTP premiums collected per annum being invested in research and development projects.³⁴

Between 2011 and 2016, an estimated 77 projects have been funded under the MAIR Injury Management Program to an approximate total value of \$9.5 million. During this period postdoctoral fellowship funding was also provided.³⁵

In 2014/15 a 37% underspend was reported with \$1.9 million being expended. The Department notes that this was as a result of the fact the major grant round did not yield suitable projects. In addition to this, other projects did not progress and no new funding was awarded following new administrative arrangements with the establishment of SIRA from September 2015. In 2015/16 there was a 56% underspend of the budget with \$1.26 million being expended. This was due to funds only being awarded to previously committed projects and no new funding being awarded as a result of this Review being conducted.³⁶

The outcomes and impact resulting from each of the projects funded under the MAIR Injury Management Program were clearly articulated and described in the information made available to the Review. These were also clearly linked back to the strategic objectives and priorities of the Program which suggests that the Program has been able to maintain its targeted focus and deliver effectively on its strategic objectives.

Notable examples of high impact grants under the MAIR Injury Management Program include.³⁷

- a randomised controlled trial that demonstrated the effectiveness of internet based chronic pain treatment
- novel cohort inception study of 2,400 participants to investigate health outcomes within the CTP scheme
- the John Walsh Centre's participation in a NHMRC Centre of Research Excellence
- validation of an assessment tool to identify mild brain injury which has now been implemented in NSW Health as policy
- participation in an NHMRC Partnership grant to conduct a randomised controlled trial about a clinical pathway for acute whiplash
- Postdoctoral Fellowship – A MAIR-funded Fellow is now an NHMRC Research Fellow in injury management, and
- a second Postdoctoral Fellow funded by the MAIR program is now working in NSW Health as a trauma research Fellow.

³³ Better Regulation Division (2016) MAIR additional information sought – information provided via email, 16 September 2016.

³⁴ SIRA (2015) State Insurance Regulatory Authority Motor Accidents Insurance Regulation: Injury management Funding Program draft Strategic Plan 2015-2020.

³⁵ Better Regulation Division (2016) MAIR additional information sought – information provided via email, 16 September 2016.

³⁶ Better Regulation Division (2016) MAIR under spend – information provided via email, 5 July 2016.

³⁷ Better Regulation Division (2016) MAIR additional information sought – information provided via email, 16 September 2016.

The Review noted in the materials provided that ‘impact of the program has been difficult to quantify outside of the academic framework of citations and publications and the time required for implementation and related behavioural change’.³⁸ Some extra quantifiable impacts have included:

- direct input of research findings to CTP Scheme reform and policy (injury guidelines, promotion of early intervention, reporting frameworks for service providers, initiation of the Lifetime Care Support Scheme)
- CTP scheme outcome measurement, injury recovery and claimant experiences, and
- capacity and capability building through training and education activities.

It is also noted that the MAIR Injury Management Program seeks to leverage collaboration at a national and international level. This is achieved through several partnerships. Firstly the John Walsh Centre has a memorandum of understanding with Monash University, University of Queensland and Griffith University to collaborate on recovery after road trauma, which is achieved principally through each of the parties’ involvement in the NHMRC Centre for research Excellence. The Centre’s Director, Professor Ian Cameron also works closely with the Toronto Institute of Work and Health, University of Amsterdam, University of Groningen’s Institute of Public and Occupational Health, and the Liberty Mutual Research Institute for Safety. Collaboration also occurs between Australia and New Zealand through the injury management research sub-group of the Heads of Motor Accidents Insurance Scheme Conference. The intent of the research group is to identify and assess common strategic, operational interests and issues relating to the administration of CTP schemes in Australia and New Zealand.³⁹

2.2.5 SafeWork Sponsorship Program

The SafeWork Sponsorship Program was introduced in 2008. This followed the operation of a similar previous program of stakeholder engagement and partnerships.

SafeWork, and previously WorkCover, ‘has traditionally had a role influencing industry through its stakeholder engagement programs, of which its Sponsorship Program forms a part’.⁴⁰ The objective of the Sponsorship Program is to facilitate interaction with industry and heighten the visibility of SafeWork and safe work practices more generally. Sponsorships offer the opportunity for SafeWork to engage with target industries and form strategic relationships. In regional NSW, sponsorships are a key mechanism to enable SafeWork to reach and engage with rural businesses and communities through local business chambers and industry associations.⁴¹

Approximately \$350,000 in funding is allocated to the SafeWork Sponsorship Program annually which is provided from the SafeWork operating budget and derived from fees and nominal insurer contributions.

Table 2: SafeWork Sponsorship Program Expenditure/Year

Year	Expenditure	Approximate # sponsorships
2008-2009	\$283,000	11
2009-2010	\$204,600	15
2010-2011	\$192,000	24
2011-2012	\$208,000	20
2012-2013	\$184,600	16
2013-2014	\$183,739	30
2014-2015	\$232,181	25
2015-2016	\$227,159	32

³⁸ SIRA (2016) MAIR additional information sought 16/452 – information provided via email, 6 June 2016

³⁹ Ibid.

⁴⁰ Better Regulation Division (2016) WorkCover Assist, BRD Research Grants and Sponsorships additional information sought – information provided via email, 17 September 2016.

⁴¹ Ibid.

SafeWork NSW assesses and manages the SafeWork Sponsorship Program independently of the Corporate Sponsorships Program. Managers identify potential sponsorship opportunities which are submitted to the SafeWork Executive for consideration and allocation, which occurs annually in June. A briefing note is developed for approval by the Executive Director for each event. Each briefing notes is required to outline the case for sponsorship and identify how the event aligns with SafeWork's target industries and overarching corporate goals.⁴² The Department indicates that the Program is reviewed internally annually.

SafeWork listed the below industry associations as examples of high impact sponsorship partnerships to-date:⁴³

- NSW Farmers
- Housing Industry if Australia
- Master Builders Association
- Master Plumbers Association
- Livestock & Beef Carriers Association

While all the sponsorships SafeWork has entered into between 2008 and 2016 are clearly documented, no evidence was provided to the Review on the outcome or impact of these sponsorships. Such information would enable greater strategic targeting of sponsorship partnerships. This would be particularly beneficial given that the sponsorship program appears to be of high value to SafeWork, especially in light of its relative low cost to the organisation when compared to the cost of other programs.

2.2.6 Corporate Sponsorship Program

The Corporate Sponsorship Program was introduced to build and maintain a 'positive and consistent corporate image'⁴⁴ and is managed by the Communications Group.

\$54,000 funding is allocated per year to the Corporate Sponsorship Program and applications for sponsorship are assessed according to the WorkCover Sponsorship Procedure and Policy. The Policy incorporates principles and guidelines from the ICAC Guide to Sponsorship in the Public Sector although the Department notes that this policy is not applied consistently across the organisation.⁴⁵

Availability of sponsorships is not advertised or promoted and only a small number of sponsorships are provided. Applications are assessed and approved by the Communications Group as and when needed. Approval is dependent on completion of an evaluation matrix that rates the proposal against benefits and risks.⁴⁶

2.2.7 Paralympian Speakers Sponsorship Program

The Paralympian Speakers Sponsorship Program was introduced in July 2000 by the then Minister Della Bosca who was 'interested in exploring linkages between the Olympics and workplace safety'.⁴⁷

The Program was an annual sponsorship between WorkCover and the Australian Paralympic Committee and ran until 2016, at which time the Program was re-named and transferred to the newly formed iCare NSW.

The Program was targeted at NSW employers and supervisors in identified high risk work environments who are not fully engaged in work, health and safety practices. Paralympic

⁴² Better Regulation Division (2016) WorkCover Assist, BRD Research Grants and Sponsorships additional information sought – information provided via email, 17 September 2016.

⁴³ Ibid.

⁴⁴ Better Regulation Division (2016) Review of BRD Sponsorships, Incentives, Grants and Strategic Research, Terms of Reference, Appendix A, p1.

⁴⁵ Ibid.

⁴⁶ Ibid.

⁴⁷ Better Regulation Division (2016) Paralympian Program additional information sought – information provided via email, 19 September 2016.

athletes who were injured in a workplace accident would visit high-risk NSW businesses to tell their stories about how they were injured and their journey since then. The intention of the engagements was to increase workers' risk awareness and motivation to engage in positive safety practices at work. It was thought that hearing the personal stories of high profile Paralympic athletes would demonstrate the journey from injury to achievement and would highlight the value of safe workplaces and effective return to work practices.

Due to the success of the Program, the decision was made by WorkCover in 2008 to become a major sponsor of the Australian Paralympic Committee.

During the course of the sponsorship period, which lasted 16 years in total, agreements were entered into between WorkCover and the Australian Paralympic Committee either annually or every 2-3 years. Speaking engagements, at a cost of \$1,000 per engagement, would be paid out of the sponsorship funds at no cost to the business requesting the event. In the instance that sponsorship funds were exhausted for the financial year, NSW could still request a speaking engagement, however at a fee.⁴⁸

Since its inception, the funding for the Program has been provided from the WorkCover Corporate Communications budget. Total expenditure for the program from July 2000–July 2016 was \$4.2 million, which facilitated a total of 1,649 events being held. The direct cost of the Program over the last four years came to approximately \$450,000 per year, not including travel costs which were funded separately. Information provided to the Review indicates however that the annual budget allocated to the Program has been \$370,000 which indicates the Program has been oversubscribed.⁴⁹

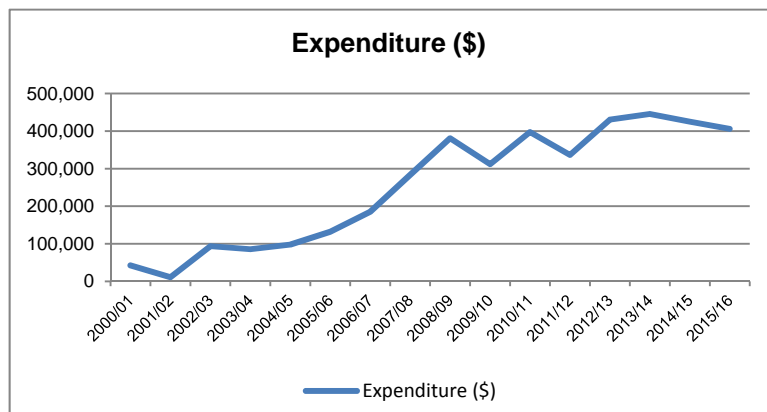


Figure 2: Expenditure of the Paralympian Speakers Program 2000-2016

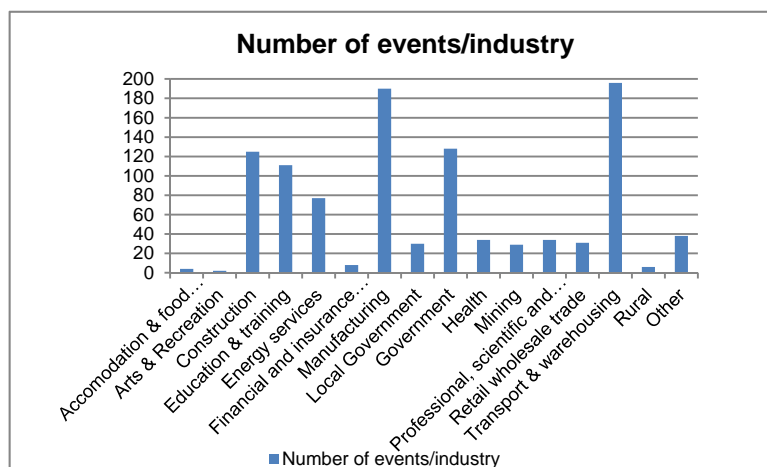


Figure 3: Speaking engagements/industry between 2009-2016

⁴⁸ Better Regulation Division (2016) Paralympian Program additional information sought – information provided via email, 19 September 2016.

⁴⁹ Ibid.

The most recent agreement (2015-16) covered 178 engagements at workplaces across NSW over a 12-month period, with an average of 100 attendees at each engagement, therefore reaching an estimated 17,800 participants within the 12 month period.

Reporting was not a requirement of the sponsorship agreement, however WorkCover conducted market research in 2010 to test the outcomes of the program with the clients that requested speaking engagements. Some key findings from the survey research included:⁵⁰

- businesses were more aware of how a work-related injury could impact on not only themselves, but also their friends, family and work colleagues
- 68% advised that there was a visible improvement to workplace health and safety as a result of the workplace visit
- 95% said they would recommend the program
- 64% showed a willingness to pay for a speaker to attend their workplace
- 98% said if given the opportunity they would attend another Paralympian Speakers Program event.

2.3 IMPACT OF THE PROGRAMS

A large range of education and training grants, rebates, incentives, research grants and sponsorships exist within the Better Regulation Division which can be divided into two broad categories with two overarching purposes, that is:

- 1) improving workplace safety and the ability for workers to return to work in a timely manner, and
- 2) improving the injury outcomes of CTP claimants to support a sustainable CTP Scheme.

During the period analysed by the Review, relatively small amounts of funding have been distributed to applicants for each of the programs. The programs have a comparatively small total funding amount and each program has different processes which govern each funding framework. Thus there are relatively high administrative overheads for the value and impact of the schemes (see Appendix 2).

The Review observed that in many cases where funding has been granted, there has only been a very sketchy knowledge of:

- what the outcome of the funding has been
- what the impact of the funding has been
- how this has linked back to the programs' objectives, and
- whether these outcomes and impacts have been communicated to the stakeholders. This feedback mechanism is of particular importance given the levy structure of most of the programs.

More specifically there is little evidence exists which illustrates how the inputs have translated to outputs that align with the stated strategic intent of each of the programs.

Evidence is also lacking on how the outcomes from each of the programs has directly influenced the underpinning policy framework, strategic design and implementation of the relevant overarching programs being delivered by the Department.

An exception to the above findings is the MAIR Injury Management Program, which has been able to articulate clearly the outcomes and impact resulting from each of the projects funded under the Program. Each of these outcomes and impacts clearly link back to the strategic objectives and priorities of the Program demonstrating that the Program has been able to maintain its targeted focus and effectively deliver on its strategic objectives.

⁵⁰ Better Regulation Division (2016) Paralympian Program additional information sought – information provided via email, 19 September 2016.

2.3.1 Legacy programs

Given the above, have some of these programs, several of which were introduced over 15 years ago, become legacy programs? While their design and purpose may have been relevant at the time of introduction, it appears that the context in which they now operate has changed as the strategic priorities of both the Department and the Government have shifted.

Also we note that over the period 2005-15, seven different Ministers have had responsibility for these programs.

2.4 BEST-PRACTICE EXAMPLES WITHIN THE PORTFOLIO

The Review's analysis has identified numerous programs within the portfolio that have worked well.

2.4.1 The John Walsh Centre for Rehabilitation Research

The John Walsh Centre, which is part of a National Health and Medical Research Council (NHMRC) Centre for Research Excellence in collaboration with Victoria and Queensland, is funded by the MAIR program in partnership with iCare (Lifetime Care and Support).

The interdisciplinary Centre of academic excellence in injury-related disability, rehabilitation and the impact of compensation on recovery, has led a broad range of clinical trials and studies across identified priority areas of injury and rehabilitation. These studies have resulted in over 40 papers being published and the development of practical education tools for the rehabilitation and management of patients.

While the Centre is out of scope of this Review, we note that there is limited information available publicly about how these studies have been used to improve service delivery and the recovery of patients. This is a significant area in which the Government has an opportunity to communicate the positive impact of the work of the Centre on communities.

2.4.2 Motor Accidents Insurance Regulation Injury Management Program

Between 2011 and 2016, an estimated 77 projects have been funded under the MAIR Injury Management Program to an approximate total value of \$9.5 million.⁵¹ As previously noted, for each of these projects the Department has been able to articulate clearly the outcomes and impact resulting from it. In addition to this, the impact on policy design and delivery clearly links back to the strategic objectives and priorities of the Program.

2.4.3 Rebate programs

This Review's analysis of the Department's various rebate programs has identified that the programs have achieved tangible outcomes across a range of high risk industries which have linked back to identified objectives effectively.

The evaluation conducted on the small business rebates programs in 2016 identified that participation in the rebate program has had a range of impacts on risk reduction beyond basic compliance, with these rippling out from the object purchased with the rebate funds through to business culture, systems and processes, staff attitude and in some cases, business competitiveness.⁵²

⁵¹ Better Regulation Division (2016) MAIR additional information sought – information provided via email, 16 September 2016.

⁵² Hall & Partners (2016) Evaluation of Small Business Rebate Program, May 2016.

3 CONCLUSION

The Review makes the following conclusions.

- 1) The Review notes that of the suite of programs examined, some have been well managed and are still highly relevant, while others are less relevant but still achieving good outcomes.
- 2) While aspects of each of the programs still align and support the two overarching pieces of legislation, as a suite of programs they do not provide a coherent set.
- 3) Their administration no longer fits neatly with the structure of the Department.
- 4) The programs show only limited evidence of leveraging the very extensive research base that exists in Australia and internationally that is relevant to their subject areas. And they don't use their potential leveraging powers from what is a major portion of money to get even better quality research happening systematically. The only program that really does this is MAIR and the John Walsh Centre, which is outside the scope of this Review.
- 5) There hasn't been a story told which seeks to keep levied stakeholders engaged and to help these stakeholders understand how their levies have been used to the benefit of the community. This is unlike the communications developed for agricultural levies, which is managed through the rural research and development corporations. A notable example being the Grains Rural Research and Development Corporation.
- 6) The Department has evolved from having a strong focus on compliance, enforcement and regulation, to a Department in the words of its strategic plan, which places the 'citizen and customer at the centre of service design and delivery, whereby government needs to be innovative and agile to meet their changing expectations'.⁵³ Any suite of programs within the Better Regulation Division therefore has to embody the culture of doing just that.

⁵³ DFSI (2016) DFSI Strategic Plan 2016-2019, p2. https://www.finance.nsw.gov.au/sites/default/files/DP0009_0.pdf

4 RECOMENDATIONS

The Review has noted that some of the programs have worked well and some haven't, but almost none of the programs now align completely with the current structure and purpose of the Better Regulation Division. Probably the time has come to think about the programs as a coherent set. The current set of programs should be abolished and instead a simpler set of programs with really clear goals, processes and reviewing mechanisms be put in place. Accordingly the Review recommends the following.

Recommendation 1

That the current suite of programs be amalgamated into a wider pool of funding, possibly called the Strategic Commissioning Fund, divided into the two categories targeted at 1) improving workplace safety and the ability for workers to return to work in a timely manner, and 2) improving the injury outcomes of CTP claimants to support a sustainable CTP Scheme.

Recommendation 2

That the Better Regulation Division (BRD) "commission for a purpose" to ensure that all approved funding initiatives link directly to the behavioural modification being sought. It is further recommended that:

- i. BRD establish a process for direct commissioning which facilitates funding being allocated to areas where BRD has identified that there is a need for further information or specific research to be done
- ii. as part of this process, BRD consult with relevant stakeholders to stress test the identified need to ensure that the research is being targeted at solving the 'right' problem
- iii. the direct commissioning of projects and all outcomes from these projects be included in an annual reporting process
- iv. where levies are collected, the impact and outcomes relevant to the levied stakeholders be identified and reported on as part of the annual reporting process and communicated to the levied stakeholders.

Recommendation 3

That in addition to meeting an identified need, the direct commissioning of projects also focus on research capacity building, innovation and wider capacity building in the system.

Recommendation 4

That the design of rebates have a greater focus on achieving maximum impact, ensuring that current data, business intelligence and research directly inform what industries and specific hazards are targeted. Target communities should be involved in the design and evaluation phases.

Recommendation 5

That a Data Analytics Centre (DAC) project be commissioned to track and coordinate all sponsorships provided across Government agencies in order to address the issue of multiple sponsorships being provided from several agencies to the same stakeholders.

Acronyms

BRD	Better Regulation Division
CTP	Compulsory Third Party insurance
DDB	Dust Diseases Board
DFSI	Department of Finance, Services and Innovation
LTCSA	Lifetime Care and Support Authority
MAIR	Motor Accident Insurance Regulation
NHMRC	National Health and Medical Research Council
OECD	Organisation for Economic Cooperation and Development
RDC	Rural Research and Development Corporation
SIRA	State Insurance Regulatory Authority
SRWS	Safety, Return to Work and Support
WHS	Work, Health and Safety

APPENDIX 1 TERMS OF REFERENCE

Review of sponsorship, incentive, grant and strategic research programs – Better Regulation Division

Following recent significant structural reforms, there is a need to review existing sponsorship, incentive, grant and strategic research programs. At the request of the Better Regulation Division (BRD), the NSW Chief Scientist & Engineer will conduct a review on the effectiveness of current sponsorship, incentive, grant and strategic research funding models against other alternatives with a focus on ensuring the best use of resources and a consistent approach across BRD.

Objective

In order to achieve these objectives it is expected that the NSW Chief Scientist and Engineer will:

- Review funding models/mechanisms currently in use by the Better Regulation Division business areas to provide for sponsorships, incentives, grants and strategic research programs
- Advise on areas for improvement having regard to funding models/mechanisms in use in other areas of NSW Government and other national and international jurisdictions
- Review governance frameworks underpinning these models and supporting strategic plans
- Interview key internal and external representatives about the current programs.

Project Scope

The following programs will be included in this review:

- Corporate Sponsorships
- Paralympian Speakers Sponsorship Program
- SafeWork NSW Sponsorships
- SafeWork NSW Rebates Program
- WorkCover Assist Program
- BRD Research Program which is comprised of: strategic (commissioned) research; applied research grants; seed funding; and capacity building funding
- MAIR Injury Management Program (Initiatives funded under the Program between 2011 -2016)

Deliverables

It is expected that the findings from the review will:

- Provide options for the future funding models for sponsorships, incentives, grants and strategic research that will enable support of high quality initiatives that can be applied for maximum impact to BRD focus areas
- Recommend changes to or adoption of frameworks for BRD sponsorships, incentives, research and grants programs
- Provide a report on the findings of the review and recommendations

Timeframe

The review is scheduled to commence in May 2016 and be completed by 31 July 2016. The preliminary report will be provided to Minister Dominello in July 2016 and made publicly available.

APPENDIX 2 COMPARATIVE ANALYSIS OF THE PROGRAMS

	WorkCover Assist Program	BRD Research Program (previously WorkCover Research Program)	SafeWork Rebates Program	MAIR Management Program
Date program introduced	2001	2013	2007	2011
Rationale for funding project	<p>Funding made available to registered employer associations and trade unions to assist in the development and implementation of effective, relevant and practical industry specific education and information programs following major legislative reforms.</p> <p>Expanded in 2011 to include non-registered employer associations and registered not-for-profit group training organisations.</p>	<p>To invest in relevant research in order to:</p> <ul style="list-style-type: none"> - facilitate evidence based practice in the prevention and treatment of workplace illness, injury and disability and workplace rehabilitation, - improve the cost effectiveness and efficiency of the Workers Compensation Scheme, - foster critical thinking and innovative ideas and strategies to address existing and emerging issues, and - add to the body of knowledge in WorkCover's priority focus areas. 	<p>Designed to align with WorkCover's Small Business Strategy on the <i>Focus on Industry</i> priority program.</p> <p>Aims to address the top high risk hazards, injuries and illnesses with the greatest frequency of injury across NSW industries.</p> <p>Provides money back to eligible businesses that purchase and install eligible safety equipment.</p>	<p>To ensure injured people have improved injury outcomes to support an effective and sustainable CTP scheme.</p> <p>Initiatives that assist evidence based service delivery in relation to the care and treatment, rehabilitation, long term support and other services for people injured in motor vehicle accidents.</p>
\$ allocated/ Year	\$5 million	\$1.3 million	\$1 million	\$3 million (an additional \$2.58 million allocated to John Walsh Centre)
\$ spent/year	~ \$4.2 million	\$1.8 million spent over 3 years ~ \$600,000/yr	2007-2012 (SB rebate only) \$725,800 in rebates @ av. approx. \$145,000/yr 2012/13 - \$199,330 2013/14 - \$18,233,630 2014/15 - \$550,600 2015/16 - \$261,400	\$1.26 million in 2015/16 (58% underspend) \$1.9 million in 2014/15 (37% underspend)
Total spend	\$42 million in education, training and applied research grants provided since 2001	\$1.8 million since 2013	\$19,970,760	\$9,551,819
Estimated administrative cost	2.5 FTE at the height of the program (2 x FTE 7/8; 0.5 x FTE 9/10)	1.5 FTE (1 x FTE 9/10; 0.5 x FTE 11/12)	2.6 FTE During the Focus on Industry program 2013-14 up 30 x FTE due to size of the program.	1.5 FTE
Source of funding	Levies collected by the Workers Compensation Nominal Insurer	Levies collected by the Workers Compensation Nominal Insurer	SafeWork operating budget.	Levies collected from each CTP policy (0.14% of CTP premiums collected per annum is invested in research and development projects)

Number of projects funded/year	See graph 1. 2004-05 (52) 2005-06 (50) 2006-07 (38) 2007-08 (43) 2008-09 (40) 2009-10 (40) 2010-11 (47) 2012 (40)	13	Information not provided.	77 projects funded between 1/1/2011 – 1/2/2016
Funding process	Competitive open tender rounds	<ul style="list-style-type: none"> - Commissioned strategic research - Applied research grant funding rounds - Seed funding and - Research capacity building initiatives 	Rebate proposals are approved through the Work, Health and Safety Division Executive and are assessed on merit according to the funding criteria which includes – adequate resourcing; supporting evidence that rebates are the correct regulatory solution to address the problem; and that the initiative is furthering the organisation’s regulatory goals and is value for money.	<ul style="list-style-type: none"> - Competitive open grant rounds (bulk of funding) - Expressions of interest - Direct negotiation - Commissioned work - Partnership arrangements - Fellowship programs - Sponsorships - Internal projects <p>Projects only funded if a proposal meets criteria:</p> <ul style="list-style-type: none"> - Based on evidence of need - Return on investment - Maximises injury outcomes - Contributes to scheme performance - Founded on evidence or best practice <p>Does not duplicate an existing service or product</p>
Reporting conducted	Progress and final reports were completed. 2010 Review commented on the need for better, more efficient reporting of outcomes.	Unclear from the documentation available.	Unclear from the documentation available.	Periodic reporting conducted. A 2015 survey of NSW CTP claimants commissioned by MAIR found that 70% of claimants perceived the Scheme as unfair and complex and 65% were unhappy with the process of claiming.

<p>Link to strategic priorities</p>	<p>Nil link to strategic priorities illustrated in documentation.</p>	<p>Nil link to strategic priorities demonstrated.</p> <p>The scope of funding for the research framework was established prior to the operational realignment of the Workers Compensation Insurance Division into the regulatory and commercial functions, and since that time the splitting of WorkCover into 3 discrete agencies. This has impacted on organisational and research priorities. Impacts included planned research activities not going ahead, such as grant funding rounds not being offered and a proposed research colloquium being put on hold. Various research projects approved for commissioning were also cancelled before commencement. This accounts for much of the under spend.</p>	<p>Recently it was determined that all rebates must now be associated with an eligible educative interaction before being paid. This is aimed at building capacity, capability and influencing sustained behaviour change.</p>	<p>Linked to strategic priorities.</p> <p>It was noted in the materials provided that impact has been difficult to quantify outside of the academic framework of citations and publication rates and the time required for implementation and related behavioural change.</p> <p>Some quantifiable impacts include:</p> <ul style="list-style-type: none"> - Direct input of research findings to CTP Scheme reform and policy (injury guidelines, promotion of early intervention, reporting frameworks for service providers, initiation of LTCSS) - CTP scheme outcome measurement, injury recovery and claimant experiences - Capacity and capability building through training and education activities
<p>Data sources used</p>	<p>Unclear from the documentation available.</p>	<p>Unclear from the documentation available.</p>	<p>Program business intelligence including:</p> <ul style="list-style-type: none"> - WSMS incident data - Industry and SafeWork NSW field staff consultation - Claims and injury data - Rebate claims over the past 3 years 	<ul style="list-style-type: none"> - MAIR Personal Injury Register (CTP claimants – data provided by insurers on all claims) - Public hospital data provided under the Purchasing Agreement for Public Health Services with the NSW Ministry of Health (Emergency department, acute, rehabilitation and ambulance data) - Acute trauma data from the institute of Trauma and Injury Management NSW Ministry of Health - Prior MAIR research - Literature reviews/meta-analysis

	SafeWork Sponsorship Program	Corporate Sponsorships	Paralympian Speakers Sponsorship Program
Date program introduced	2008	Information requested.	2000
Rationale for funding project	To facilitate interaction with industry and heighten the visibility of SafeWork and safe work practices more generally.	Build and maintain a positive and consistent corporate image.	Targeting NSW employers and supervisors in identified high risk work environments who are not fully engaged in WHS practices.
\$ allocated/ Year	\$345,188	\$54,000	\$370,000
\$ spent/year	2008-2009: \$283,000 2009 - 2010: \$204,600 2010-2011: \$192,000 2011-2012: \$208,000 2012-2013: \$184,600 2013-2014: \$183,739 2014-2015: \$232,181 2015-2016: \$227,159	Information requested.	~\$445,000/year Total expenditure for the program from July 2000 – July 2016 was \$4.2 million.
Estimated administrative cost	Information requested.	Information requested.	Noting the above, \$25,000 in travel and expenses for speakers funded from Communications team core budget. 0.8 x FTE 7/8 for administration.
Source of funding	SafeWork operating budget and derived from fees and nominal insurer contributions.	Information requested.	Funding for the Program has been provided from the WorkCover Corporate Communications budget.
Number of projects funded	173	Information requested.	1,649 events held. In the last 12 month period, there were 178 engagements at workplaces across NSW with an average of 100 attendees at each event, therefore reaching 17,800 people.
Funding process	Applications assessed separately to the Corporate sponsorships policy.	Sponsorship requests are assessed according to the WorkCover Sponsorship Procedure and Policy. BRD notes that the policy is not consistently applied across the organisation. Availability of sponsorships is not advertised or promoted and only a small number are undertaken. Applications are assessed and approved as and when needed. Approval is dependent on completion of an evaluation matrix that rates the proposal against benefits and risks.	Has its own policies and procedures. Further information about these procedures were not provided.
Reporting conducted	Unclear from the documentation available.	Unclear from the documentation available.	Nil reporting required.

Link to strategic priorities	Nil link to strategic priorities demonstrated.	Nil link to strategic priorities demonstrated.	Nil link to strategic priorities demonstrated.
Data sources used	Unclear from the documentation available.	Unclear from the documentation available.	Unclear from the documentation available.