



ISCRR

Institute for Safety, Compensation
and Recovery Research

Strategic Plan 2010-2015

LEADERSHIP
INTERNATIONAL
OUTCOMES
ACTIONABLE
PROGRESSIVE
COLLABORATIVE

ISCRRR's business is concerned with being excellent in planning, conducting and translating research into injury prevention, rehabilitation and compensation practice.

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Introduction

The 2010 -2015 Strategic Plan for the Institute for Safety, Compensation and Recovery Research (ISCRR) defines the first period of our operation following our set up in mid 2009 and provides a base for subsequent development.

ISCRR was set up as a joint initiative of the Transport Accident Commission (TAC), WorkSafe Victoria (WorkSafe) and Monash University (Monash) to provide a sound research and evidence base to improve compensation scheme policy, practice and performance.

The collaboration provides an opportunity to achieve a best practice model in multi-disciplinary industry-led research and to provide real support for TAC and WorkSafe strategic directions and future operations.

It is an exciting opportunity to add real value to the businesses of our industry funding partners by providing “tactical” support to address the issues of concern today but equally importantly, to provide longer term “strategic” support to identify and address emergent issues of tomorrow.

This plan sets out our strategic direction over the next five years. It is a challenging agenda, and we at ISCRR all look forward to addressing the challenges and delivering the plan.

Professor Niki Ellis
Chief Executive Officer
May 2010

Context

The Institute for Safety, Compensation and Recovery Research was established in April 2009 as an unincorporated joint venture between WorkSafe Victoria (WorkSafe), the Transport Accident Commission (TAC) and Monash University.

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The Institute is governed by a Board with representation from the three partners. Operationally the institute is part of Monash University and is subject to its governance procedures and policy.

Initially the institute has a five year commitment with options to extend, and has core funding of around \$25 million. Institute activities conducted with WorkSafe and TAC funding must assist WorkSafe and the TAC to achieve their objectives and perform their functions as described in the relevant Victorian Acts (generally the Accident Compensation Act 1985 and the Transport Accident Act 1986). The partners have however agreed that the outcomes of ISCRR research should be available to benefit the Victorian community generally rather than be commercialised for profit.

Under the terms of the collaboration agreement, ISCRR Board must produce a five-year strategic business plan and also annual research plans and budgets. Based on initial consultations between ISCRR and various stakeholders, two clear sets of principles have arisen of relevance to development of the plans:

- WorkSafe and the TAC expect that ISCRR research is user driven and clearly relevant to their needs; and
- Monash University expects that the research program undertaken will be best practice in multidisciplinary research and demonstrate leadership in industry partnership models.

Following the appointment of its first permanent CEO in January 2010, ISCRR has now developed this strategic plan to cover the period 2010/11 to 2014/15.

The research strategy, outlining research priorities, will be provided in a companion document to the strategic plan.

Overview of Strategic Plan

MISSION

Create a Centre of Excellence conducting research aligned with scheme issues and objectives; and

Facilitate the translation of research evidence into policy and practice that will lead to:

- Fewer and less severe occupational injuries and diseases; and
- Improved health, vocational and social outcomes.

GOALS

Have high impact on compensation scheme performance.

Set, deliver and translate a research agenda that will positively impact on WorkSafe and TAC scheme operations and performance, both in the short and long-term.

Create a model of excellence for industry led research.

Create a best practice model for multi-disciplinary, industry-driven research based on strong stakeholder engagement and supported by a broad funding base.

Be acknowledged leaders in compensation scheme research.

Maximise the value of research undertaken by driving local and overseas partnerships and leading the national research effort in our areas of focus.

MEASURES OF SUCCESS

The key Measures of Success aligned to these goals will be in terms of:



ISCRR's business is concerned with being excellent in planning, conducting and translating research into injury prevention, rehabilitation and compensation practice.

The **strategic model** to be adopted (depicted below) can be characterised as delivering the core business of facilitating and conducting excellent research supported by the twin pillars of:

- Setting an evolving, dynamic and evidence-informed research agenda; and
- Driving the establishment of best practice in the WorkSafe and TAC businesses and their stakeholders by the optimal translation of research.

The strategic model is underpinned by **ongoing communications and engagement** with relevant stakeholder communities, including:

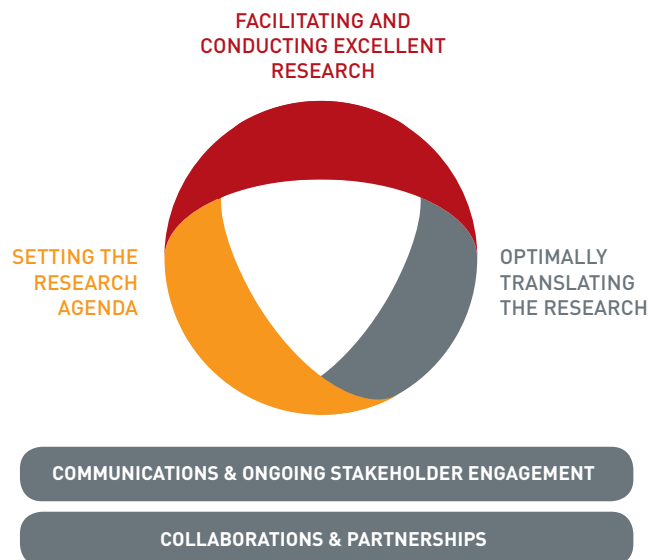
- WorkSafe and the TAC;

- WorkSafe and TAC stakeholders, e.g. unions, employer organisations, health professionals and members of the legal profession;
- Monash University and its researchers; and
- The broader research community.

The strategic model will also be built on strong **collaborations and partnerships with other:**

- Research centres both nationally and internationally, who will collaborate with ISCRR on individual projects and also in periodic "ThinkTanks"; and
- Compensation scheme participants who will be invited as partners in research program planning and delivery.

The model is also based on progressively expanding operations to include other funding sources, both public and private, to enhance our quality, credibility and sustainability.



The **strategic model** is underpinned by ongoing communications and engagement with relevant stakeholder communities

The **research strategy** will be built around “research themes” led by academic experts partnered with scheme experts, delivering a mixture of shorter term “tactical” projects of immediate value to the schemes and projects of longer term “transformational” opportunity. The research themes will be priority areas for scheme success.

The delivery of the research program will be built on a combination of **insourced and outsourced activity**:

- Utilising best academic research capabilities from Monash and other universities as appropriate;
- Retaining knowledge of the schemes and custodianship of data as core in-house expertise;

- Providing project management in a “value-added” manner ensuring maximum research relevance and practicality;
- Developing in-house capabilities and expertise in setting “futures based” research agendas; and
- Ensuring findings make a difference with a strong in-house focus and expertise in best practice knowledge transfer.

The following sections detail the strategic plan for the next five years based on the above focus areas and operating principles.

Focus Area	Setting the Research Agenda	Facilitating and Conducting Excellent Research			Optimally Translating Research
Research Themes	Knowledge Needs	Safety	Compensation	Recovery	Optimally Translating Research

Detail on priority themes and projects will be published in annual research plans.

Summary of Strategic Approach in Key Focus Areas

A summary of the strategic approach in key focus areas is shown below and more detail on all focus areas, objectives, strategies and initiatives follows.

Focus Areas	Setting The Research Agenda	Facilitating And Conducting Excellent Research	Optimally Translating The Research
Objective	Establish an on-going evidence-informed research agenda.	Establish a nationally and internationally recognised program of excellent research.	Drive best practice in the WorkSafe and TAC businesses and that of their stakeholders based on sound research.
Approach	Set a research agenda which will meet the knowledge needs of today and the future for WorkSafe and TAC. Alert WorkSafe and TAC Boards to emerging issues. Be an international centre of excellence for horizon scanning and futures studies in compensation health.	Deliver excellent research through mutually satisfying partnerships. Deliver research by engaging national and international leaders.	Deliver knowledge in a form likely to assist WorkSafe and TAC and industry participant processes and decision-making. Be an international centre of excellence for translation of research.
Strategies	Future studies, including horizon scanning of academic and grey literature. Environmental scanning. Workshops and conferences. Tracking State and National policy priorities. Establishing relationships with similar institutes.	Commissioning research with the best research groups at ISCRR, Monash University and elsewhere. Leadership in knowledge of WorkSafe and TAC information sources, and research relationships. Leading edge database management / quantitative capability.	Undertake research on knowledge translation and dissemination of research. Facilitate links between research teams, WorkSafe, TAC and their stakeholders. Measurement of the impact of ISCRR research on policy and its implementation. Embed translation in all parts of the research process.
Communications and Stakeholder Engagement	Develop a broad community of interest – policy makers, providers and academics. Leading edge management of stakeholder engagement via social networking.	Draw on community of interest to assist to facilitate research in a way best suited to each project.	Maintain continuous engagement with stakeholder groups to facilitate translation of research findings into business practice.
Collaborations and Partnerships	WorkSafe, TAC and their stakeholders. Monash University researchers and other leading national and international experts.	Monash University researchers and other leading Australian researchers in relevant fields. Similar institutes and research organisations elsewhere in the world.	WorkSafe, TAC and their stakeholders. Research Teams.

CHALLENGE
INNOVATIVE
LEADERSHIP
INNOVATIVE
INTERNATIONAL
OUTCOME
LABORATORY

Focus Area One: Setting the Research Agenda

OBJECTIVES

Establish an on-going evidence-informed research agenda.

APPROACH

ISCRR will set a research agenda that will meet the knowledge needs of the TAC and WorkSafe both now and into the future.

The research agenda will be based on known “issues of today” facing the compensation schemes and also on “issues of tomorrow” determined by long-term environmental scanning and futures studies.

A “Think Tank” will provide thought leadership and support to all our work through structured evidence-informed dialogue, including on the identification of knowledge needs (more information provided in stakeholder engagement section).

ISCRR will develop core expertise and become a recognised centre of excellence in the practice of setting evidence informed, user-driven research agendas. In the longer term, ISCRR will seek to leverage skills across related industries and jurisdictions.

STRATEGIES

- Engage with ISCRR stakeholders on knowledge needs in relation to current and emerging trends and issues and develop an interim research agenda.
- Regularly commission research to inform the development of on-going research agendas based on horizon scanning, environmental scanning, systematic literature reviews and futures studies.
- Regularly engage with State and National policy makers in health, legal and related areas to identify policy and/or social trends of relevance.
- Build core expertise on ISCRR staff in setting research agendas and maintain relationships with other centres of expertise.

KEY MEASURES OF SUCCESS

- Acceptance of initial and on-going research agenda by Schemes and related stakeholders.
- Research output in the research agenda setting area.

Focus Area Two: Facilitating and Conducting Excellent Research

OBJECTIVES

Establish and deliver a nationally and internationally recognised program of excellent research.

APPROACH

ISCRR will establish a research program to meet the current and emerging priorities of WorkSafe and the TAC.

The program will be managed by ISCRR staff and delivered utilising the best available capabilities of Monash University and the broader academic community and will include competitively funded projects.

The program will leverage available knowledge, data and information to create a user-driven research program with outputs that will impact compensation scheme performance.

ISCRR will support research capability development in the sector to improve long term sustainability and become a recognised leader in facilitating and conducting multi-disciplinary industry driven research. In the longer term, ISCRR will seek to leverage skills across related industries and jurisdictions.

STRATEGIES

- Implement a structured on-going strategy for the capture of scheme knowledge, policies, procedures and data to optimise design of research projects.
- Establish a research theme leaders' forum to lead key areas of work and to drive high quality multi-disciplinary research across the full program.
- Add value to research projects by maintaining internal research expertise in key areas (e.g., compensation data) and ensure project governance and management practices assist researchers to deliver quality outputs and provide value for money.
- Periodically assess the quality of ISCRR research (e.g., via external peer review) and maintain a focus on academic outputs including international standard publications and presentations and competitive grant funding.
- Build capacity in areas of focus via ISCRR-branded research training and scholarship programs and maintain strong collaborative relationships with other centres of excellence.

KEY MEASURES OF SUCCESS

- Publication of journal articles, conference papers, technical reports, books and book chapters.
- Awarding of competitive research grants.
- Active engagement of WorkSafe and TAC and research opinion leaders in ISCRR research activities.

Focus Area Three: Optimally Translating the Research into Practice

OBJECTIVES

Drive policy and practice change within WorkSafe, TAC and their stakeholders based on sound research.

APPROACH

ISCRR will ensure a core focus is maintained on transferring research outputs into the business practices of WorkSafe, the TAC and stakeholders.

Conventional information dissemination techniques will be maintained as well as more creative and direct approaches such as involving end-user stakeholder input throughout project lifecycles.

Projects will be structured with a high level of interaction with WorkSafe and the TAC and with a culture of open knowledge exchange.

ISCRR will develop core expertise and become a recognised centre of excellence in the translation of research evidence into practice. In the longer term, ISCRR will seek to leverage skills across related industries and jurisdictions.

STRATEGIES

- Through the Think Tank and other communications, establish continuous engagement with WorkSafe, the TAC and their stakeholder groups on individual projects to facilitate translation of evidence into business policy and practice.
- Through the Think Tank and other communications, establish open exchange of knowledge to promote a common understanding of evidence gaps and translation opportunities.
- Embed knowledge translational activities throughout the research project process, including on-going requirements of researchers to assist with knowledge transfer.
- Undertake formal knowledge dissemination activities including workshops and seminars aimed at WorkSafe and TAC staff and stakeholder groups.
- Build core expertise on ISCRR staff in knowledge transfer and maintain relationships with other centres of excellence.

KEY MEASURES OF SUCCESS

- Impact on the policies and practices of WorkSafe, the TAC and stakeholder organisations.
- Active engagement between WorkSafe, TAC, stakeholder groups and the academic community in knowledge translation activities.
- Research output in the knowledge translation area.

Focus Area Four: Communications and Stakeholder Engagement (including the Think Tank)

OBJECTIVES

Maximise the potential impact of our research by optimising our engagement with stakeholders in setting the research agenda, conducting research and translating research into policy and practice.

APPROACH

Central to our stakeholder engagement strategy will be the formation of a Think Tank supported by leading edge social networking and structured information analysis.

The purpose of the Think Tank will be:

- To contribute to the setting of a user-driven research agenda which will meet the knowledge needs of today and the future for WorkSafe and TAC; and
- To optimise the translation of research into policy and practice by maintaining stakeholder engagement from the beginning to end of the research process.

The Think Tank will bring together policy makers and academics from our core partners, along with a broader range of stakeholders. In addition to our program leads and other researchers in Monash, thought leaders from other universities and institutions in Australia and around the world will be invited to contribute. Discussions in the Think Tank will be focussed and structured. Where appropriate and possible, evidence-informed inputs will be a starting point for discussion.

In addition to the Think Tank, we will have a broader communications strategy, based on the segmentation and needs of our stakeholders.

A key feature of the broader communications strategy will be the provision of a dynamic, interactive website to enable the broader academic community and the general public to be able to follow the work of ISCRR.

STRATEGIES

- Implement an innovative information management strategy which will provide efficient and effective support for our stakeholder engagement through the Think Tank and to meet our project management needs.
- Implement a broad communications strategy both 'internal' between ISCRR staff and WorkSafe, TAC and Monash (and other academic providers) and 'external' with our core partners' stakeholders and the broader academic community and general public.
- Establish protocols for Think Tank operations, including governance and interactions with other activities.
- Maintain a dynamic Think Tank community to encourage focused dialogue and interactive discussions with broad ISCRR stakeholder groups on all aspects of ISCRR operations.

KEY MEASURES OF SUCCESS

- Active engagement by our stakeholders in Think Tank activities.
- Stakeholder satisfaction with broader communications strategy.

Focus Area Five: Collaborations and Partnerships (including business development)

OBJECTIVES

Achieve growth and excellence by building mutually satisfying partnerships.

APPROACH

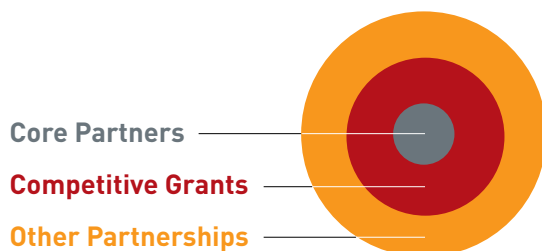
ISCRR's core partnerships will be with WorkSafe, TAC and Monash. These relationships will be fundamental to all aspects of our work.

While TAC, WorkSafe and Monash will remain our core funders over the period of this plan, it will be important to expand beyond this funding pool. Of immediate priority will be attracting federal competitive research grants. This will assist with establishing our reputation and be important in attracting the best research collaborators to work with us on projects.

Through the Think Tank and other means, relationships with broader stakeholders will be formed. As relationships are made, some will evolve into partnerships beyond TAC and WorkSafe for funding, conducting or translating research.

Collaboration with other jurisdictions nationally will prevent duplication of research effort and will be necessary for some projects in order to achieve the study populations required for research quality.

We will also seek to increase the funding pool for research through donations from philanthropic organisations and private sector organisations in this sector.



STRATEGIES

- Develop a set of principles for mutually satisfying partnerships and ensure they are reflected in ISCRR systems for governance, project management and development.
- Invest in development of large projects of national benefit and with potential benefits outside compensation health, likely to attract NHMRC and ARC Linkage grants.
- Develop relationships with compensation schemes in all jurisdictions in Australia and New Zealand and their key researchers and lead the development of a nationally co-ordinated research strategy in compensation scheme research.
- Leverage off existing international relationships developed by WorkSafe and TAC, and the international research infrastructure and support available through Monash, and potential relationships through the Think Tank, to establish international research collaborations.
- Explore broader sources of funding through private sector partnerships, especially with the workers compensation and health insurance industries, and through grants from philanthropic organisations.

KEY MEASURES OF SUCCESS

- Number of formal partnership agreements, by type of partner.
- Research income from sources other than TAC and WorkSafe.



INTERNATIONAL

OUTCOMES

COLLABORATIVE

LEADERSHIP

RELEVANT

QUESTIONABLE

CUSTOMER-DRIVEN

INSIGHT

PROGRESSIVE

Supporting the Plan

GOVERNANCE OF ISCRR

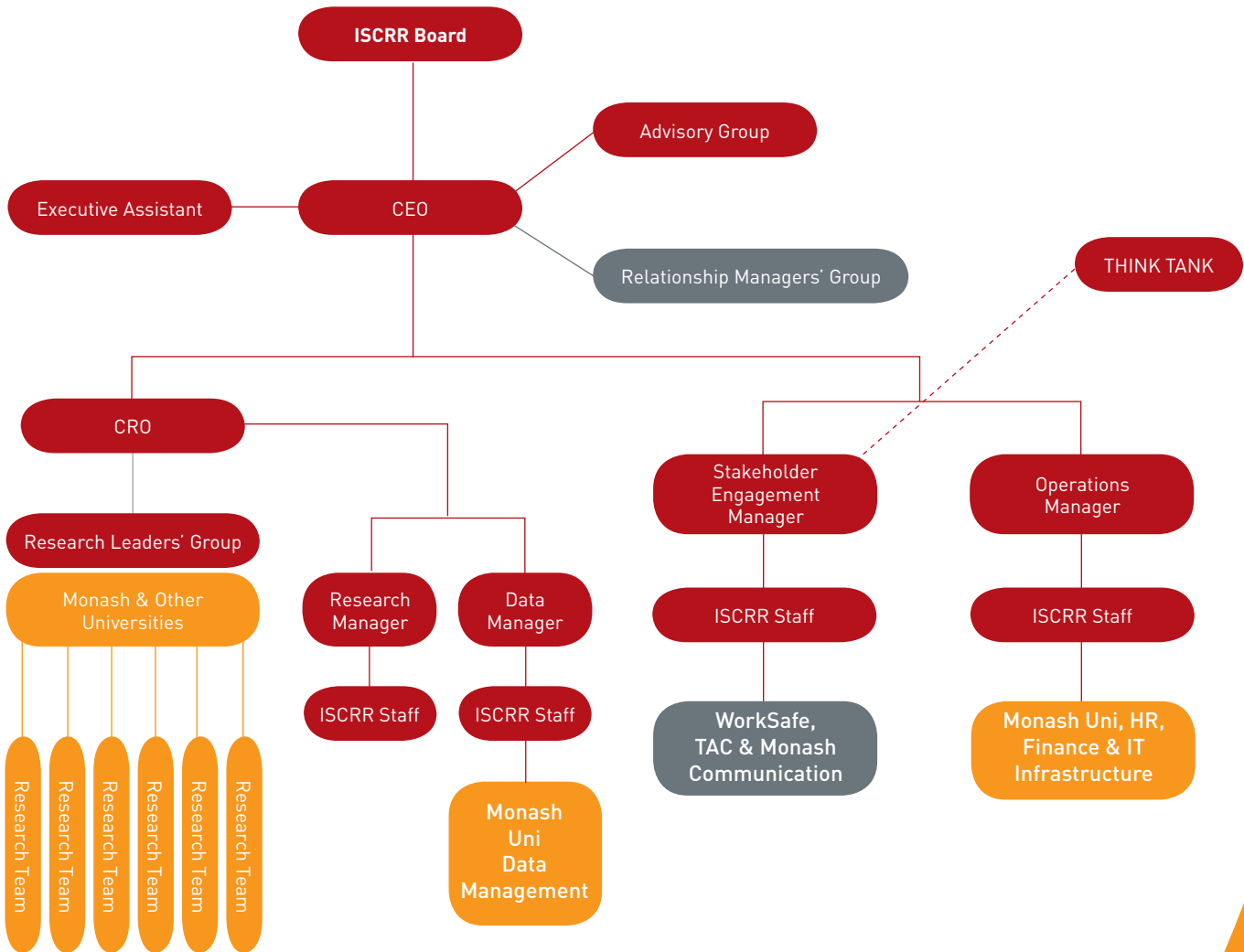
To ensure effective and efficient operations, a governance model will be agreed with the funding partners for the period of the plan.

Key features of the model will include:

- ISCRR operations governed by a Board comprised of representatives of each of the funding agencies and one independent director;
- ISCRR Board exercising full powers delegated by the Vice-Chancellor as an independent centre within Monash University;
- ISCRR Board accountable to prepare and deliver strategic plans and annual research plans and budgets for funding agency Board (or equivalent) approval;
- ISCRR Board accountable for preparing annual progress reports to the funding agencies;
- Senior relationship managers in each funding agency appointed to coordinate operations of funding agencies and ISCRR;
- Research Leaders' Group to act as an executive body for research project development and management; and
- High level advisory group to advise ISCRR CEO on research strategy development and quality.



An outline organisational structure is shown below:



OPERATING MODEL FOR ISCRR

The vision for ISCRR operations is to be based on a mixture of in-house and external resources depending on expertise and need. There will also be significant interaction between ISCRR and the broader research and industry community in a number of areas. It is envisaged that resources for core activities will be broadly sourced as follows:

Core Focus Areas	Setting The Research Agenda	Conducting Excellent Research	Translating Research Findings
In sourced	<p>Program design and management.</p> <p>Industry knowledge and expertise.</p> <p>Research Agenda setting expertise.</p>	<p>Program and project management.</p> <p>Corporate data ownership and management.</p> <p>Program evaluation capability.</p> <p>Industry knowledge and expertise.</p>	<p>Program design and management.</p> <p>Industry knowledge and expertise.</p> <p>Knowledge translation expertise.</p>
Out sourced	<p>Futures studies expertise.</p>	<p>Conduct of most research projects.</p>	<p>Industry policy development expertise.</p>
Joint ISCRR / research community / industry activity	<p>Research and industry expertise provided via Think Tank or community of practice.</p>	<p>Program design.</p>	<p>Knowledge translation activity.</p>

To support operations, ISCRR will also maintain core internal expertise in business development, communications, and corporate services such as finance and facilities management. Key support activities for the planning period include delivery of necessary IT and office infrastructure and the establishment of appropriate finance and risk management protocols.

PHASING OF STRATEGIC PLAN

To optimise successful implementation of the plan, phasing of initiatives will occur over the planning period in line with strategic priorities:

STRATEGIC PRIORITIES

2010

- Establish core processes e.g. think tank, knowledge translation.
- Focus on scheme priority research “quick wins”.
- Establish framework for long term success.

“Set up Phase”

2011 – 2012

- Establish longer term research agenda.
- Establish alliances and partnerships.
- Deliver short term value to schemes.

“Development Phase”

2013 – 2015

- Continuous improvement in core processes.
- Focus on new scheme horizons.
- Demonstrate long term value to schemes.

“Consolidate Phase”

Over the five years of the Strategic Plan, research activity will increase substantially (in particular as growth occurs beyond the “core” WorkSafe and TAC funding base). Progressively increasing budgets in each year will be met by core TAC, WorkSafe and Monash funding and by grants from other public and private sources.

To support the five-year strategic plan, annual operational plans (including budgets and funding plans) and detailed research plans will be prepared. Additionally, annual progress reports and periodic benchmarking reviews will also be published.



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2010
2015



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Institute for Safety, Compensation
and Recovery Research

Contact details

**Institute for Safety Compensation
and Recovery Research (ISCRR)**

Level 6, 499 St Kilda Road
Melbourne, Victoria
Australia 3004

Telephone	+61 3 9097 0610
Fax	+61 3 9097 0699
Email	info@iscrr.com.au
Web	www.iscrr.com.au
Design	www.studio131.net

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