

WorkWell Mental Health Improvement Fund

Funding Round 2

Guidelines



WorkSafe Victoria
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Executive Summary

Overview

WorkSafe Victoria (WorkSafe), in partnership with the Department of Health and Human Services (DHHS), launched the *WorkSafe WorkWell* (WorkWell) program on 11 April 2017. The WorkWell program has allocated \$17 million dollars over five years through the WorkWell Mental Health Improvement Fund (the Fund) to promote mental health & wellbeing and prevent mental injury & illness amongst vulnerable populations. Vulnerable populations identified as a target for the WorkWell Program are young workers, ageing workers, industries in transition (rapid growth and decline) and front line workers.

Purpose

The Fund aims to promote mental health & wellbeing and prevent mental injury & illness amongst vulnerable populations by providing high-value investment to create long-term and sustainable industry-wide change.

This may include change through:

- 1. Workplace cultures;**
- 2. Workplace practices, policies and systems; and**
- 3. Individual behaviours**

Funding will be made available to applicants aiming to:

- Expand and scale up existing initiatives that have proven to be successful and achieve outcomes,
- Trial initiatives with new industries/sectors and target groups that have proven to be successful and achieve outcomes in other industries/sectors,
- Encourage new ways of working.

Funding Principles

The Fund is underpinned by the following funding principles:

- **Prevention focused**
- **Creating systems level change**
- **Working in partnership**
- **Sustainability**
- **Knowledge creation and dissemination**
- **Encouraging innovation**

Applications for Round 2

Applications will be processed through a two-stage process.

Organisations are encouraged to submit an Expression of Interest (EOI) through an open process. Shortlisted applicants from the EOI process will then be invited to complete a comprehensive application.

1. About WorkSafe Victoria (WorkSafe)

WorkSafe's vision is that *'all Victorian workers return home safe from work every day'*. To deliver this vision, WorkSafe actively works with the community to deliver outstanding workplace safety and return to work programs, together with insurance protection.

1.1 WorkSafe 2030

WorkSafe is currently embarking on WorkSafe 2030 (the Strategy), a new strategy which aims to create safer and healthier Victorian workplaces. The strategy will deliver greater social and economic value to the Victorian community through the regulation of workplace health and safety and delivery of the worker's compensation scheme.

A key theme of WorkSafe 2030 is 'Prevention-Led'. The strategy will see us further strengthen our focus on preventing injury and illness from occurring in the workplace, and, where an injury or illness does occur, prevent further harm to an injured worker. Being prevention-led will mean WorkSafe invests more in proactive initiatives to stop incidences of workplace injury and illness. Our resources and programs will better target employers and workers most at risk. The WorkWell program, including the Fund, closely aligns to this theme.

2. About the WorkWell Program

2.1. WorkWell Strategic Goals

WorkWell aims to support workplaces proactively create safe and mentally healthy environments so employees thrive and the risk of work-related psychological harm or mental injury is reduced.

Long-term program outcomes include:

- Increased employee mental health and wellbeing
- Increased workplace OHS compliance
- Improved workplace culture
- Reduced rates of occupational stress, bullying and harassment, employee mental injury

2.2. Promoting mental health and wellbeing and preventing mental injury and illness

Promotion considers the positive aspects of work. This may include building positive organisational cultures, ensuring work is meaningful, positive leadership and communication practices, and taking a strengths-based approach¹.

Prevention refers to reducing work-related factors that can influence work-related stress and may lead to employees sustaining a mental injury or illness. This includes compliance

¹ University of Tasmania 2016, An integrated approach to workplace mental health: Nine priorities for implementation in Australia, University of Tasmania, <http://www.utas.edu.au/__data/assets/pdf_file/0008/972395/WHW-Network-White-Paper.pdf>.

with the Occupational Health and Safety (OHS) Act 2004, and considering organisational factors such as:

- Work demands
- Low levels of control over work
- Poor levels of support by people leaders and colleagues
- Lack of role clarity and conflict
- Poorly managed relationships
- Poorly managed change, and
- Incivility².

Further information about preventing and managing work-related stress can be found in the WorkSafe [guidebook](#) for employers.

3. The WorkWell Mental Health Improvement Fund

3.1. Purpose of the WorkWell Mental Health Improvement Fund

The purpose of the Fund is to promote mental health & wellbeing and prevent mental injury & illness amongst vulnerable Victorian working populations. Vulnerable populations include young workers, ageing workers, industries in transition, and front line workers.

This will be achieved through changing cultures and practices in Victorian workplaces. This will be achieved through providing high-value investment to create long-term, sustainable and industry-wide change.

This includes:

- 1) Workplace cultures** (this relates to the Eliminate and Substitute of the Hierarchy of Controls as referenced in section 3.3) – including improved leadership, organisational culture, and health & safety culture.
- 2) Workplace practices** (this relates to Redesign of the Hierarchy of Controls as referenced in section 3.3) – including long-term and sustainable improvements in health and safety, human resources and mental health promotion.
- 3) Individual behaviours** (this relates to Educate and Encourage of the Hierarchy of Controls as referenced in section 3.3) – increased awareness, knowledge, skills and attitudes regarding promoting mental health & wellbeing and preventing mental injury & illness across industries and sectors (including at the workplace level within leadership, executives, people managers, workers, human resources and safety representatives).

As the Fund intends to enable changes in workplace cultures and practices, funding will be focused on industries and sectors, rather than individual workplaces and individual behaviours. This will enable the Fund to begin to create industry and sector-wide long-term change.

² WorkSafe Victoria 2017, 'Preventing and managing work-related stress: A guidebook for employers', WorkSafe Victoria, <<http://www.worksafe.vic.gov.au/pages/forms-and-publications/forms-and-publications/preventing-and-managing-work-related-stress-a-guidebook-for-employers>>

Funding will be made available to applicants aiming to:

- Expand and scale up existing initiatives that have proven to be successful and achieve outcomes,
- Trial initiatives with new industries/sectors and target groups that have proven to be successful and achieve outcomes in other industries/sectors,
- Encourage new ways of working.

3.2. Taking an integrated approach to worker health, safety and wellbeing

To tackle the complex issue of workplace mental health and wellbeing, an integrated approach has been adopted by the WorkWell program. This model, referred to as Total Worker Health, was developed by The National Institute for Occupational Safety and Health (NIOSH) in the US. Further information about the integrated model through Total Worker Health can be found [here](#).

The integrated approach to worker health, safety and wellbeing combines OHS with human resources (HR) and health promotion to change organisational environments and create a healthy workplace. The integrated approach considers how to manage health and safety through a traditional risk management approach whilst also promoting the health and wellbeing of workers through organisational systems and cultures. It moves beyond traditional health and safety risk management processes by recognising that work and the workplace itself can influence health and wellbeing both positively and negatively.

By taking an integrated approach and considering each of these elements, changes can be built into organisational structures and cultures. This helps to create long-term change.

It is an expectation that applications through the Mental Health Improvement Fund will use the Integrated Approach.

3.3. Hierarchy of Controls

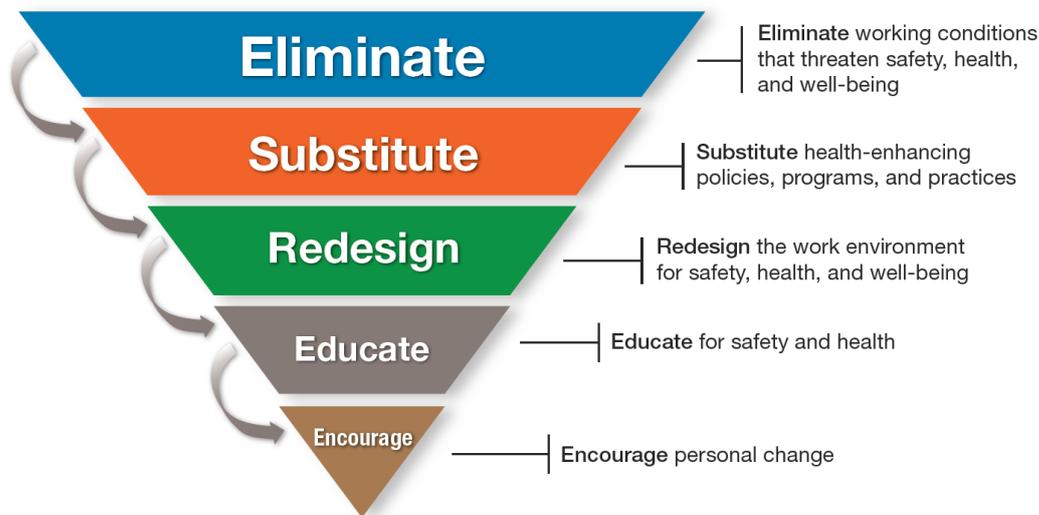
Total Worker Health Hierarchy of Controls³

The Total Worker Health hierarchy of controls is a modified version of the traditional occupational health and safety hierarchy of controls.

The Total Worker Health hierarchy of controls provides a model for workplaces to identify where to focus efforts to promote mental health & wellbeing in the workplace and prevent mental injury & illness for workers.

It is an expectation that applications through the Mental Health Improvement Fund will target the higher orders of control as mentioned in Total Worker Health.

³ NIOSH 2016, Fundamentals of total worker health approaches: essential elements for advancing worker safety, health and wellbeing, U.S. Department of Health and Human Services, Center for Disease Control and Prevention, National Institute for Occupational Safety and Health. https://www.cdc.gov/niosh/docs/2017-112/pdfs/2017_112.pdf



4. Funding Principles

The Fund is underpinned by the following Principles:

- Prevention focused:** Programs/approaches will be supported that promote mental health & wellbeing and prevent mental injury & illness amongst the identified vulnerable working populations.
- Creating systems level change:** The Fund aims to drive systems level change in workplace cultures and practices, by supporting programs/approaches that influence systems within sectors and industries. Programs/approaches don't necessarily have to be large scale to start with, consideration will be given to smaller programs that intend to be well evaluated and have a strategy for scaling up across an industry or sector.
- Working in partnership:** We encourage collaboration and partnerships that facilitate combining expertise, knowledge and resources to achieve the shared aims of programs/approaches. Applicants should look to build on and utilise existing expertise and work with other influencing bodies in their sector and industry.
- Sustainability:** Long term sustainability of programs/approaches is critical. Programs/approaches selected will have potential impacts well beyond the period of funding.
- Knowledge creation and dissemination:** We promote and encourage the creation of new knowledge and evidence about workplace mental health and wellbeing that can be shared with the working Victorian population.
- Encouraging innovation:** We seek to fund programs/approaches that trial new ways of working to solve problems, especially those that can be expanded and scaled up, or that have been demonstrated to be successful and can be trialled with new industries, sectors and target groups.

It is an expectation that applications through the Mental Health Improvement Fund will demonstrate how their proposal meets all the Funding Principles.

Appendix 1 provides links to a range of best practice evidence and information that may be helpful to consider when designing programs/approaches.

5. Funding Rounds

The funding round will be advertised on the WorkWell website (<http://workwell.vic.gov.au/>) These Guidelines apply to funding Round 2. Criteria for subsequent rounds may be tailored and targeted.

5.1. Level and duration of Funding

The following funding terms will apply for Round 2:

- Funding is available for up to a maximum of three years (36 months).
- WorkWell invites applications for a minimum of \$250,000 up to \$2 million (excluding GST).
- The actual amount granted to successful applicants may be outside these amounts, based on a negotiated agreement of the final deliverables.
- Applicants are required to fully and clearly justify their requested budget. The WorkWell Improvement Fund Evaluation Committee will evaluate the requested budget, duration of program/approach and proposed outcomes and may adjust the project timeframe, deliverables and budget to ensure the program/approach can be achieved, whilst ensuring value for money and alignment with the Funding Principles.

6. Eligibility Criteria

The WorkWell Mental Health Improvement Fund is underpinned by a strict set of eligibility requirements and conditions. Please consider these carefully prior to drafting an expression of interest and comprehensive application.

6.1. Requirements

In order to meet eligibility requirements, an application must:

- Be aligned to WorkWell Strategic Goals (section 2.1) and the Funding Principles (section 4).
- Target Victorian workplaces (the applicant can be based in other jurisdictions; however the program/approach must focus exclusively on Victorian workplaces).
- Be from an organisation registered for GST and who has an ABN.
- Include best practice/evidence based approaches.
- Deliver programs/approaches that promote mental health & wellbeing and prevent mental injury & illness amongst the identified vulnerable Victorian working populations (young workers, ageing workers, frontline workers and industries in transition).
- Be from an organisation that can demonstrate an understanding of the mental health and wellbeing of their target population and can demonstrate their connection to industry to deliver programs at scale.

- Demonstration of how an integrated approach to worker health, safety and wellbeing (section 3.2) and the higher orders of control (section 3.3) has been considered.
- Include evidence of support for the program/approach from all proposed partner organisations. Evidence of support can be in the form of a letter on the partner/s letterhead.
- Include project implementation time that is a minimum of 50% of the total project timeframe.
- Allocation of an appropriate % of project budget towards monitoring and evaluation.
- Allocation of an appropriate % of project budget, according to scale and scope, towards FTE costs (not including engagement with subject matter experts or professional services).

6.2. Exclusions

Applications falling into any of the following categories will be considered ineligible for funding:

- Programs/approaches that will be delivered to workplaces outside Victoria.
- Programs/approaches that seek funding to develop a proposal (e.g. seed funding).
- Programs/approaches that are to be delivered by an individual such as a consultant.
- Retrospective funding – funding for programs/approaches that are already underway or which will commence prior to the date of contracting.
- Applications that intend to auspice another organisation to manage the program/proposal – the organisation applying must be the one that will run the program/approach. This does not prohibit the use of subject matter experts in the delivery of your program/approach.
- Programs/approaches that will use the funds to provide grants to workplaces or individuals.
- Programs/approaches that will be delivered on a “for-profit” basis.
- Programs/approaches not deemed to be ethical in their design or delivery.
- Academic research. Only applications for funding to undertake a translational piece of work to apply the knowledge learnt from research already undertaken will be accepted.

7. Standard Funding Conditions

The Fund is subject to a set of Standard Funding Conditions.

1. Successful applicants must use the whole amount of the funding provided exclusively for the program/approach as described in the funding agreement and not for any other purpose.
2. Prior to execution of the funding agreement, successful applicants will be required to provide a Program Management Plan detailing key milestones and deliverables.
3. If the program/approach is not completed by the end date specified on the application or by any extension of the completion date approved in writing by WorkSafe, no part of the funding may be paid out or otherwise used after the completion date without approval in writing from WorkSafe.
4. Successful applicants must promptly advise WorkSafe of any material change which may affect the successful applicant’s ability to undertake or complete the program/approach within the specified period.

5. Successful applicants will expend the funding only within Victoria (Australia).
6. Successful applicants must keep detailed financial records to enable the use of funding to be reviewed as required. Independently audited financial statements must be provided to WorkSafe annually on the date specified in the funding agreement.
7. Successful applicants must submit progress reports at the intervals specified in the funding agreement. A progress report template will be made available.
8. Successful applicants must establish a suitable governance committee or utilise existing governance arrangements within their organisation for the management of the program/approach.
9. Successful applicants must provide WorkSafe with a financial acquittal and a final report upon completion of their project. A report template will be made available, and must be provided by the due date specified in the funding agreement.
10. Successful applicants will be required to participate in evaluation activities and work with the WorkWell Program evaluators (including external research organisations) as required. This may include utilising, as part of the program approach, specific evaluation tools such as a partnership analysis tool, employee health and wellbeing survey, social network analysis and case studies as directed by WorkWell.
11. There is an expectation that successful applicants will participate in sharing learnings and outcomes both during and post program implementation. Knowledge translation activities may be contracted to continue post the end of the program/approach such as presentations at industry events. This will be determined on an individual basis.
12. Successful applicants will be required to participate in a Learning Network throughout the funding period. This Learning Network will include all successful applicants from the respective round and will provide an opportunity for continuous learning and collaborating with other recipients.
13. Successful applicants must acknowledge the support of WorkSafe in any published material related to the program/approach. Any material related to WorkSafe or the Fund must be approved by WorkSafe prior to publication.
14. Successful applicants must ensure that all rights, consents, licences and permissions have been obtained prior to submitting images to WorkSafe. Images sent to WorkSafe should include captions, names of any people pictured and any acknowledgements required. The provision of information and images will be taken as permission to reproduce and publish.
15. Intellectual property created as part of the program will vest in WorkSafe.
16. These Standard Funding Conditions apply subject to such variations, deletions and additional conditions as may be stipulated by WorkSafe to the successful applicants in individual funding agreements.

8. Application Process

The Fund utilises a two-stage application process.

8.1 Stage 1: Expression of Interest (EOI) (open application process)

Organisations may submit an EOI, outlining:

- Information about the applicant organisation.
- Which vulnerable populations will be targeted and why.

- The proposed program/approach.
- The amount of funding requested and how it will be allocated across the program/approach.
- Expertise to deliver the program/approach (internally and with partners).
- Alignment to the Funding Principles (section 4).

Letters of support for the listed partner organisations must also be provided in the EOI.

Questions during the EOI stage can be made through:

improvement_funds@worksafe.vic.gov.au. Questions and answers will be made available on the Mental Health Improvement Fund page of the WorkWell website:

<http://workwell.vic.gov.au/>.

8.2 Stage 2: Comprehensive Application (by invitation only)

Following the EOI process, shortlisted applicants will be invited to complete a comprehensive application submission. Comprehensive applications will require detailed information which is divided into the following categories:

- Overview of the Program/Approach
- Program/Approach Design and Strategy
- Program/Approach Phases and Key Milestones
- Monitoring and Evaluation
- Sustainability and Translation of Outcomes
- Stakeholders, Partnerships and Resourcing
- Budget, Governance and Risk Management

Questions during the comprehensive application stage can be made through

improvement_funds@worksafe.vic.gov.au. Questions and answers will be made available to all organisations invited to submit a comprehensive application.

8.3 Key Dates

Applications can only be submitted during these timeframes via the online grants management system utilised by WorkSafe platform. There are no exceptions and late applications will not be accepted.

Date	Stage	Milestone
19 July 2018	Stage 1	EOI open at 9.00am AEST
16 August 2018		EOI close at 5.00pm AEST
8 October 2018		All applicants notified of outcome
8 October 2018	Stage 2	Comprehensive applications open for invited organisations
1 November 2018		Comprehensive applications close at 5.00pm AEST
17 December 2018		All applicants notified of outcome

Please note: these dates are subject to change at WorkSafe's discretion. The most up to date Round 2 dates can be found on the WorkWell website.

8.4 How to Apply

Stage 1: EOI

To apply, all applicants must complete stage 1 of the application process. This EOI is to be completed through an online grant's management system, accessible via the Mental Health Improvement Fund page of the WorkWell website: <http://workwell.vic.gov.au/>. Applicants will be required to create an account in order to submit their EOI. EOIs not submitted through this online system will not be accepted.

Completed EOIs must be received by the due date and receipt of EOI will be acknowledged by a confirmation email to both the applicant and the WorkWell team.

Stage 2: Comprehensive application

Applicants that are successful in the EOI stage will be invited to complete a comprehensive application.

The comprehensive application must be completed via the online grants management system also. Each applicant will receive an email with a unique link to their comprehensive application form. Comprehensive applications not submitted through the online system will not be accepted.

Completed comprehensive applications must be received by the due date and receipt of the comprehensive application will be acknowledged by a confirmation email to both the applicant and the WorkWell team.

8.5 Supporting Documentation

The following supporting documentation will be required at each stage of the application process:

Stage 1: EOIs

EOIs must include evidence of support for the proposed program/approach from any identified partner organisations. This support should be in the form of a signed letter of support.

Stage 2: Comprehensive application

In stage 2, applicants will be required to complete supporting documentation which includes a series of templates. These templates will be provided to applicants who reach the comprehensive application stage, and will be used to create consistency across applications. Where a template is provided, attachments in different formats will not be considered.

- Attachment 1: Reference list
- Attachment 2: Program Logic
- Attachment 3: Evaluation Plan
- Attachment 4: Knowledge Translation Plan
- Attachment 5: Risk Management Plan
- Attachment 6: Budget

8.6 Assessment Process

EOIs and comprehensive applications will be competitively reviewed in line with the eligibility criteria (section 6) and assessment criteria (section 8.7).

Applications will be assessed by the Evaluation Committee. This committee will be made up of WorkSafe staff with subject matter expertise to evaluate each of the required criteria.

EOIs submitted in stage 1 will be short-listed based on the eligibility criteria and an abridged version of the assessment criteria (aligned to the EOI questions).

Comprehensive applications submitted in stage 2 will be reviewed in line with both the eligibility criteria and assessment criteria.

8.7 Assessment Criteria

Applications will be assessed against a set of assessment criteria. When completing the EOI and comprehensive application, applicants are advised to consider how the proposal will address the following criteria:

Assessment Criteria					
Alignment to WorkWell Strategic Goals	Significance of the Expected Outcomes and Innovation of Concept	Quality of Proposal	Sustainability and Knowledge Translation	Experience and understanding	Budget and Risk Management
The objective(s) and outcome(s) for the program/approach are aligned with the Improvement Fund Purpose, WorkWell Strategic Goals and WorkSafe's mission.	An innovative or creative approach is taken, and/or the program/approach looks to expand and scale up initiatives that have been successful in other industries or with different target populations.	The scope of program/approach is well reasoned and appropriate.	The proposal considers and plans for sustainability during implementation (e.g. if involved staff leave the organisation, loss of other funding sources).	The applicant(s) have previous experience undertaking large-scale programs/approaches.	The proposal includes a fully developed and high quality budget. Other additional funding sources have been identified (where appropriate).
The program/approach is strongly aligned to the Funding Principles.	The proposal fills an identified, justified, and significant gap.	There is a strong case for investment with a clearly identified and demonstrated need for the program/approach. Workers, employers, and other relevant parties were appropriately consulted during proposal development.	The proposal considers and plans for sustainability post- implementation (e.g. ensuring benefits/outcomes are maintained once funding is completed).	The applicant(s) demonstrates significant understanding of the target group and industry and/or has worked with the target group previously.	The proposal includes a fully developed and high quality risk register which articulates appropriate management strategies.
The program/approach is strongly informed by the integrated approach to worker health, safety and wellbeing.	A clear strategy is articulated to show how intended outcomes (benefits) will be achieved, and a definition of 'success' is clearly described.	The program/approach is informed by a strong evidence-base.	The proposal includes a well thought-out and high quality Knowledge Translation plan, which is realistic and achievable.	The applicant(s) demonstrate strong working relationships with the target group.	The budget accurately reflects the scope and scale of the program/approach.
The objective(s) for the program/approach are clearly articulated and SMART.	The outcome(s) (benefits) for the program/approach are clearly articulated and SMART.	The proposal includes a comprehensive and achievable Monitoring & Evaluation Plan prepared to measure process, impacts and outcomes. Key evaluation questions are well articulated with identified indicators and measures.	Knowledge translation considers appropriate end users, audiences, formats/channels of communication, and timing for knowledge translation activities.	The applicant(s) demonstrate strong working relationships with all other agencies/partners involved in the program/approach.	The program/approach represents good value for money.
The program/approach aims to promote mental health and wellbeing and/or prevent mental injury and illness, with focus on higher order controls.	The proposed outcomes (benefits) have the potential to inform future programs and/or thinking.	The proposal includes achievable and feasible timelines and key milestones that are well-planned and realistic.	The program/approach has translation and knowledge sharing embedded throughout, not just at the conclusion.	The team delivering the program/approach are experienced and well placed to deliver the program/approach.	The key roles and responsibilities for delivering the program/approach are clearly articulated (for both single and multi-agency applicants).

Appendix 1 – Examples of best practice evidence and information

The following list provides links to a range of best practice evidence and information that may be helpful when designing programs/approaches. This list is not exhaustive, and is suggested as a guide only.

- An integrated approach to workplace mental health: Nine priorities for implementation in Australia – University of Tasmania
http://www.utas.edu.au/_data/assets/pdf_file/0008/972395/WHW-Network-White-Paper.pdf
- Controlling OHS hazards and risks: A handbook for workplaces – WorkSafe Victoria
<https://www.worksafe.vic.gov.au/resources/controlling-ohs-hazards-and-risks-handbook-workplaces>
- Heads Up – Beyondblue
<https://www.headsup.org.au/>
- Leading Well Vic – Victorian Workplace Mental Wellbeing Collaboration
<http://leadingwellvic.com.au/>
- Preventing and managing work-related stress: A guidebook for employers – WorkSafe Victoria
<https://www.worksafe.vic.gov.au/resources/preventing-and-managing-work-related-stress-guidebook-employers>
- Psychological health and safety in the workplace: a national guide – Safe Work Australia
<https://www.safeworkaustralia.gov.au/media/psychological-health-and-safety-workplace-national-guide>
- The Achievement Program (Workplaces) – Cancer Council Victoria & Department of Health and Human Services
<http://www.achievementprogram.health.vic.gov.au/workplaces>
- Total Worker Health – The National Institute for Occupational Safety and Health
<https://www.cdc.gov/niosh/twh/>

Contact

For questions and queries regarding the Fund please email
improvement_funds@worksafe.vic.gov.au

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