



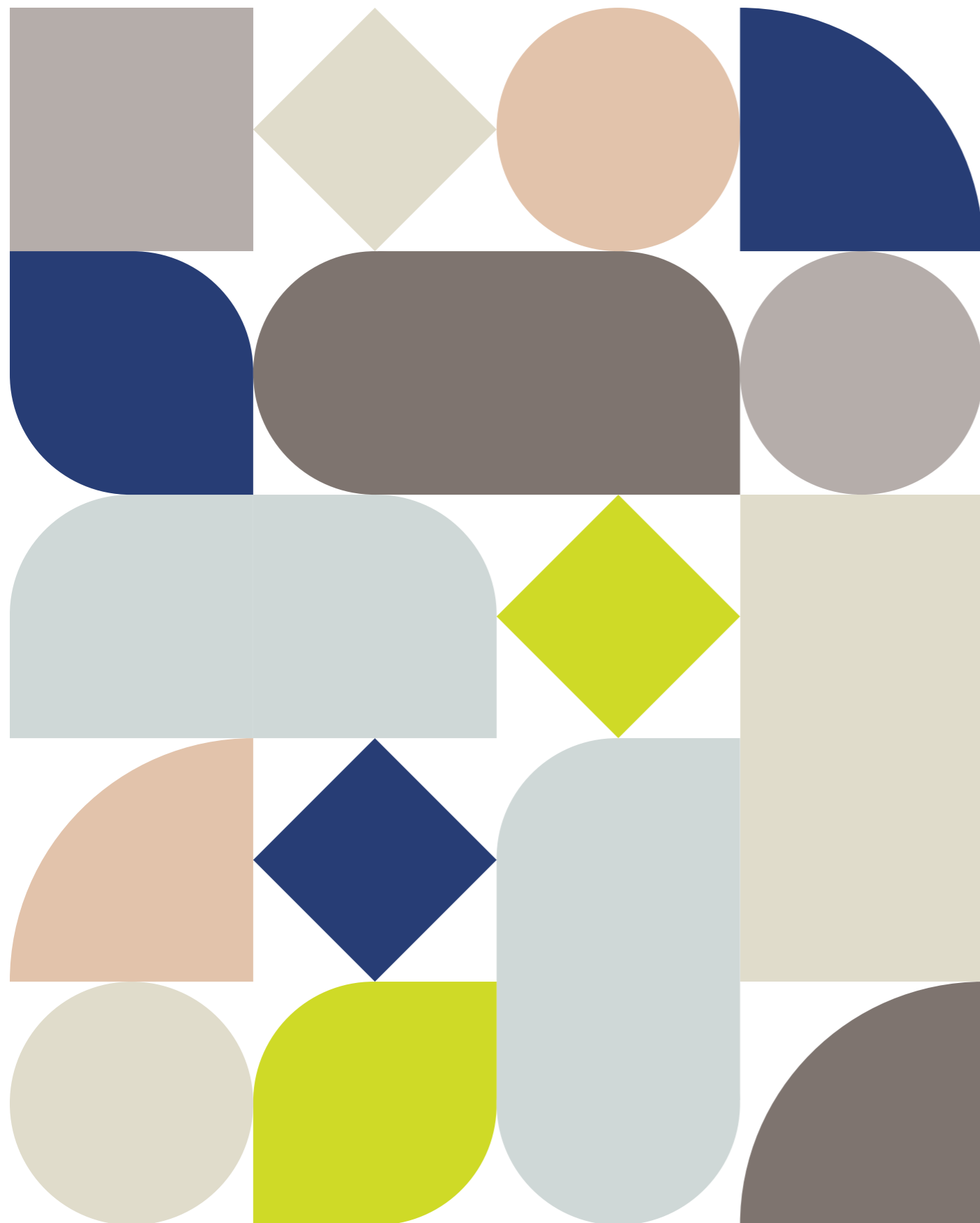
# Creating a collaborative: How to build an industry-led initiative

Series on industry initiatives supporting  
mentally healthy workplaces

Paper 1



Australian Government  
National Mental Health Commission



# Industries are pivotal to mentally healthy workplaces

Industry groups play an important role in helping create mentally healthy workplaces. These groups are taking action in a range of areas, from encouraging people to reach out for help, to facilitating campaigns that highlight how consumer aggression can negatively impact workers' mental health.

The National Mental Health Commission is working with the Mentally Healthy Workplace Alliance to implement a new nationally consistent approach to mentally healthy workplaces through the National Workplace Initiative.

As this guide shows, industry-led initiatives across Australia can help raise awareness, support organisational change, and shape systemic factors such as funding and policy.

The Commission is pleased to showcase these initiatives and their experiences to catalyse change and inspire others to take action.

**Christine Morgan**

Chief Executive Officer, National Mental Health Commission

# Demonstrating leadership at multiple levels

Since the Mentally Healthy Workplace Alliance formed in 2012, we have seen the power of national organisations and industry groups collaborating on workplace mental health.

The Alliance, which includes members from business, union, mental health, workplace health and government sectors, is pleased to present the work of national organisations and industry groups in this guide.

These industry initiatives highlight the potential for collective action to identify and act on issues, especially at the system level, which can help organisations provide greater support to staff, strengthen their workplace culture and grow their business.


We hope this guide encourages all industries to initiate collective action, and look forward to supporting these groups as Australia progresses its nationally consistent approach to mentally healthy workplaces.

## **Lucinda Brogden AM**

Chair, National Mental Health Commission  
Chair, Mentally Healthy Workplace Alliance




“ I’ve watched a lot of poor mental health happen around me and to me... We started a community to look at all the gaps that exist in the industry that aren’t being addressed, stuff that we all know but we just assume is going to happen. Mental health is very much at the top of that list.”

 **Andy Wright**, Co-chair, Mentally Healthy Change Group

“ My insight for any other industry group is get super darn clear very early on who your customer is and what the pain point is that you are trying to solve here, because honestly it has tied us up in knots for a decade.”

 **Margo Lydon**, CEO, SuperFriend

“ People sometimes feel like they're doing it on their own, and they don't know where to go, and they don't really have an idea of where to start. If people are coming together and talking about it, then that's probably a really good place to start.”

 **Tom Reid**, Head of Policy and Public Affairs

“ Mates in Construction didn’t just happen overnight, it was the culmination of 10 years of hurt and pain, and people saying ‘someone should be doing something about this because it’s not right’. It took that report for us to realise that the ‘someone’ was actually us; if we wanted change then we had to create change ourselves.”

 **Jorgen Gullestrup**, Co-founder, Mates in Construction

“ This is a collective of organisations who have come together around a common good issue... It makes me feel incredibly proud of the work that has been done here, because it is about us genuinely sorting out our own house as an industry.”

 **Nicola Grayson**, CEO Consult Australia

## About these guides

These guides are a three-part series developed for anyone seeking to lead change in their industry to support mentally healthy workplaces. You might be from a peak association or union, or a passionate leader or individual who recognises the value of working together to solve common mental health challenges. You may also be a policy maker, regulator or researcher interested in understanding how industry-led approaches can create large-scale impact.

We also encourage readers to see the collection of case studies from industry-led initiatives in *Stories from the field* and the *Industry-led initiatives: Plan on a Page* tool.

## Why these guides were developed

These guides emerged as part of the National Workplace Initiative after early research and consultation highlighted the value of industry-led initiatives. Many industries are at different stages of creating approaches that work for them. We saw value in bringing these approaches together to amplify the great work already underway and the lessons they have learned.

These principles and purposes blend published research, insights from experts and the stories of people who have started and refined industry-led initiatives for mentally healthy workplaces. We have received a lot of valued input throughout the development of this guide, and we thank people who have contributed.

## What these guides do

- ◆ Share the journey of existing industry initiatives. This includes how and why they formed, the outcomes so far, the key lessons learned and advice for others taking industry-led action.
- ◆ Present insights of advisors who have helped groups set up industry initiatives, including the approaches they have seen work best.
- ◆ Distill common principles from these stories and insights to guide future initiatives.

## Acknowledgements

Our special thanks to the following individuals who have advised us as we developed this guide:

**Michael O’Hanlon**

Principal, MOH Advisory and former Wellness and Prevention Engagement Manager, Beyond Blue

**Associate Professor Karina Jorritsma**

Curtin University, Future of Work Institute

**Mark Leopold**

Head of Policy and Strategic Alliances, SuperFriend

**Jorgen Gullestrup**

Owner of Semicolon Consulting and co-founder of the Mates in Construction program

**Jen Low**

Work Health & Safety and Workers’ Compensation Director Work Health & Safety Policy at the Australian Chamber of Commerce and Industry

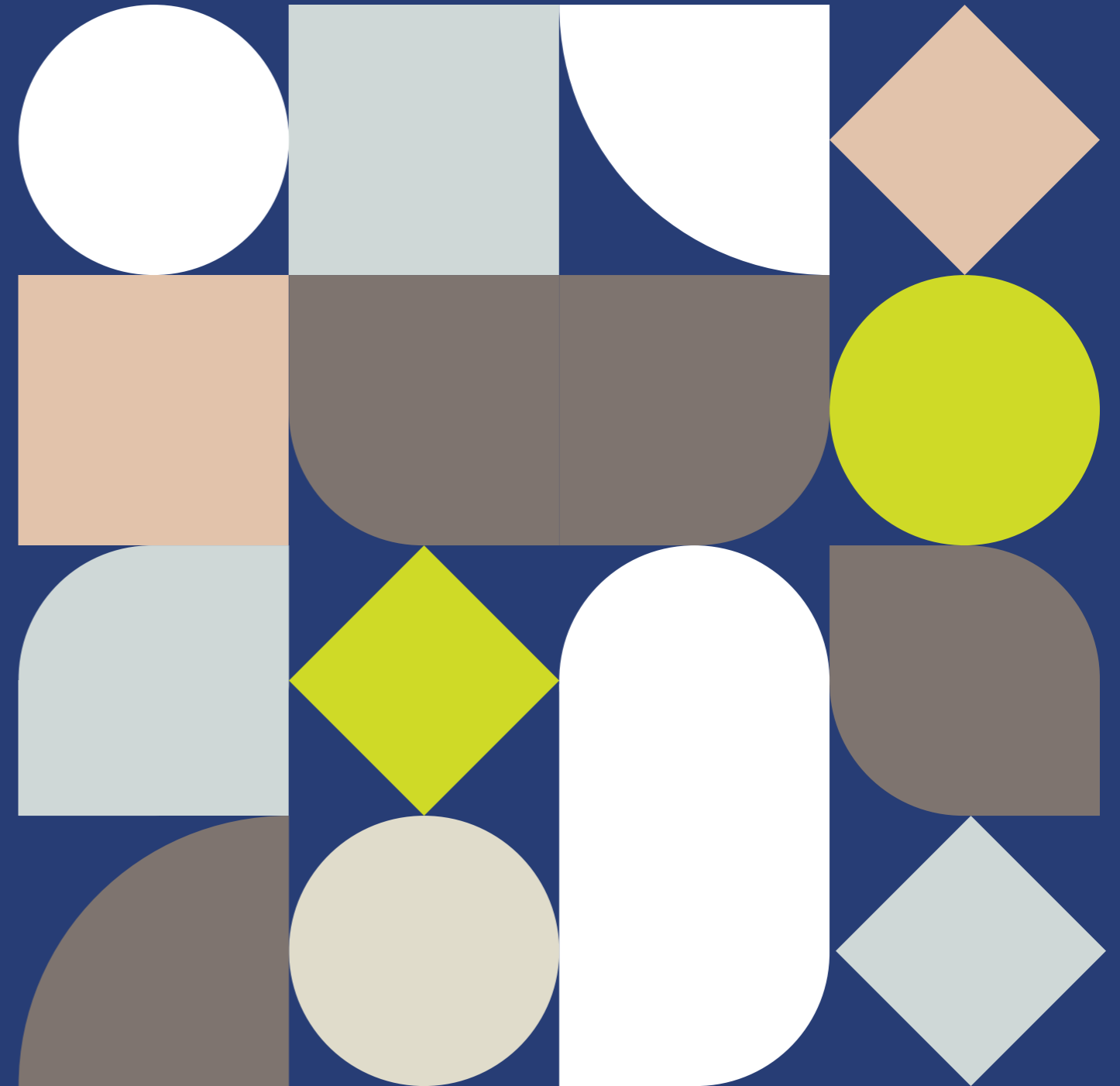
**Dr Teri Lillington**

Occupational and Environmental Physician, Australasian Faculty of Occupational & Environmental Medicine

**Mark Goodsell**

Head, National WHS Policy, Ai Group

**The Wellness and Prevention Team at Beyond Blue**





# The value of an industry-led approach

From construction, mining and media to sport, the arts and transport and logistics, a growing number of industries in Australia are focusing on creating and supporting mentally healthy workplaces.

Industry-led initiatives provide unique opportunities for impact because they are connected to the pulse of the organisations, businesses and supply chains that influence everyday work. They can bring these groups around the table to collaborate and create a shared vision of how to approach the unique mental health challenges within their industry.

They can collectively explore the issues impacting mental health at work in their industry, such as remote work or dealing with customer aggression. They can create efficiencies by pooling resources or sharing knowledge to reduce duplication. They can also work together to create innovative solutions to address ongoing challenges or gaps in knowledge or support.

Industry-led initiatives can bring credibility and a rich collective knowledge to draw on. By bringing together people across the industry, these initiatives can identify what supports and resources are likely to work, and which have been tried before.

Industry-led initiatives are particularly valuable in supporting people who frequently move between worksites or employers, whether it is an elite sports player moving between clubs or tradespeople working across multiple construction sites. Having a consistent approach across many organisations can also benefit smaller businesses that work alongside larger employers.

Many industries already have a strong infrastructure to support change, including existing communication channels, advisory services, training programs and conferences. By providing information through groups that are already trusted by organisations and businesses, industry-led approaches can build momentum quickly.

## What is industry?

There are many definitions and classifications of industry available. In this guide, we use a broad definition of industry as a group of organisations or people doing similar work. Some industry-led initiatives may aim to cover large groups, such as anyone working in the transport and logistics industry. Others may be more targeted to specific types of professions (e.g., hairdressers) or specific people within a broader industry (e.g., professional AFL players).

Industry-led initiatives may also bring together organisations with similar challenges (e.g., national employers) that work across industries.

## Creating an industry-led initiative

Because every industry is different, industry-led initiatives can look different. At a quick glance through the companion paper, *Stories from the field: Case studies of pioneering industry action*, you can see how industries have taken an approach that works for them. Some have established independent bodies to deliver their approach, with formal arrangements around their governance and funding. Others have found a more informal approach based on collaboration and sharing.

There is no one-size-fits-all model to setting up and running an industry-led initiative because each industry has different needs, challenges, awareness of mental health and readiness for action.

Although each approach will be different, there are common principles shared across industry-led initiatives and expert insights collated in the creation of this guide. These principles can guide thinking and action for future industry-led initiatives. We have summarised these lessons from others below, as well as in the Industry-led initiative: Plan on a Page tool.

# Vision and need

## Define your why

There needs to be a powerful *why* behind every industry-led initiative. It is the reason that drives effort, investment and gets attention from others. This *why* may be different across industries as a result of trends, external factors or emerging concerns.

## Use data and stories to support the case for change

Bringing together different sources of information and data can help support the case for change. Numbers and figures from reports, datasets or research papers can show the scale of the problem. You may be able to bring together information from existing Government, industry or academic reports or commission new research. In-depth consultations or personal stories can also provide rich examples of the case for change that are relatable and engaging. Similarly, discussions with key groups and individuals in the industry has been shown to help.

## Create a shared vision of what you want to achieve

It is also important to define a shared vision of success and understanding of where the industry wants to focus. Having an end state in mind and a clear idea of the current gaps will help you take a more strategic approach.

Some of the drivers behind industry-led initiatives we heard include:

- High rates of suicide or mental ill-health within the industry.
- National or international trends that threaten financial or job security within the industry, as financial distress can negatively impact mental health. Examples include economic downturns, technological disruption or COVID-19.
- Increasing awareness of risks and hazards that impact mental health in specific roles, such as within emergency services or fly-in, fly-out workforces.
- Rising number and cost of workers' compensation claims within the industry.
- Difficulties attracting and retaining talented people across the industry because of negative cultures or conditions.
- People with lived experience sharing their stories to create a movement for change.
- Collectives of individuals wanting to create a more positive environment for themselves and their peers.




### Resource tip:

Data and benchmarking from sources such as Safe Work Australia, SuperFriend's Indicators of a Thriving Workplace and the Australian Workplace Barometer can be useful.

[www.safeworkaustralia.gov.au](http://www.safeworkaustralia.gov.au)  
[www.superfriend.com.au/resources/itw/](http://www.superfriend.com.au/resources/itw/)  
[www.stresssafe.com.au/](http://www.stresssafe.com.au/)

“We called 52 industry leaders together at a national level in Sydney and essentially asked, are we happy being the ambulance at the bottom of the cliff or do we look at what we can do further upstream?”

 Jorgen Gullestrup, Co-founder, Mates in Construction



## Foundations of mentally healthy workplaces

The National Workplace Initiative has identified three areas for action to create mentally healthy workplaces:



### Protect

Identify and manage work-related risks to mental health.



### Respond

Build capability to identify and respond to support people experiencing mental ill-health or distress.



### Promote

Recognise and enhance the positive aspects of work that contribute to good mental health.

Exploring how the industry is performing in these three areas and what supports are available can help you identify areas for action. For instance, some industries realised they had many activities to *Promote* mental health but were taking limited action to *Protect* mental health at work.

Find out more about mentally health workplaces in the [Blueprint here](#)

## Understand what is already out there

In addition to building a collective vision for change, it is also important to gain a clear understanding of what is already available for workers and happening on the ground. Creating duplicate resources and services can result in organisations and individuals feeling overwhelmed and confused. It also reflects wasted opportunities to invest in new initiatives that address gaps in the industry.

Assessing what is already available can also give you some early pointers on what is working or not working. This can give you some early ideas about how different types of services and supports are working to shape your approach. Reporting on the resources and services you found in your review can be a quick win that already helps people in your industry find relevant information and supports.

By researching and consulting around the vision and need for your industry-led approach you are also likely to get a sense of how ready the industry is for certain kinds of initiatives. How is the awareness of mental health across the industry? Employers have obligations to comply with occupational health and safety laws that relate to mental health and safety. Are employers in the industry complying with these laws and regulations?

**“It’s about groups clarifying what they mean by mental health and wellbeing. That may be prevention and tackling psychological hazards around work. It may be the early detection, help seeking and support for people currently experiencing mental ill-health. Or it might be more around the workplace-related thriving and growth.”**



**Karina Jorritsma,**  
Associate Professor, Future of Work Institute,  
Curtin University

Some questions others have asked to clarify their vision and need:

- What is the “why” driving our approach?
- What do mentally healthy workplaces look like in our industry?
- What are the mental health trends in our industry?
- What are the issues impacting organisations and people in our industries?
- What data and stories do we have to show this need?
- What are we doing well to create mentally healthy workplaces and where are there gaps?
- What is it that we want to achieve or change?
- What could we be doing better to improve mental health across the industry?
- What programs and supports are already available?
- Where are there gaps in existing supports?
- What is working, and not?
- Are we complying with relevant laws and regulations relating to psychological safety at work?



# Key audiences and collaborators

One of the clearest messages from existing industry-led approaches was the importance of getting the right people around the table from the outset. This includes everyone from the workers on the ground through to leaders and representative bodies such as peak associations and unions. This helps create approaches that are fit for purpose and supported by everyone who will be involved in their promotion and delivery.


The importance of engaging a range of audiences and collaborators highlights how creating mentally healthy workplaces takes a systems approach. Different people have a different role to play, and bring a unique perspective and value to your approach. Examples of people that have been included in other initiatives include:

- **Workers:** Your approach will need to be grounded in a deep understanding of what they need and whether your approach is practical and relevant to them. A range of different types of workers across the industry can identify common problems, needs and solutions. Workers will need to feel safe to share their experiences, and that the engagement is genuine and will be followed up on.
- **People with lived experience of mental ill-health and/or suicide:** Representatives with lived experience can help you ensure your approach is also compassionate and non-stigmatising.
- **Volunteers:** Some industries have a shadow volunteer workforce; these unpaid workers can often have a different experience to paid workers and offer valuable insights.
- **Business owners and leaders:** Engaging decision makers early is often critical for the long-term success of initiatives, particularly if your approach requires people to invest money, time or other resources. These audiences also have legal responsibilities, to workers and the business, that they need to see reflected in your approach.
- **Managers, human resources, workplace health and safety and legal professionals:** In many organisations, these are the people who shape the day-to-day reality for many workers. They often design policy, manage risk or manage and support workers.

- **External service providers:** Organisations that already have deep connections and influence in your industry can be useful to engage as part of a shared solution. This could include peak associations, unions, chambers of commerce or mental health service providers.
- **External experts:** Your approach may benefit from engaging experts to ensure your approach is grounded in research and best-practice. This may include experts in mental health, suicide prevention, organisational design, communication or organisational change.

---

That is something we would do differently – we had excellent support through the working group but wanted more of the business leaders to step onto the ambassadors’ group. You have to make sure you have those leaders brought in on the journey, as early as possible.”

 **Gerry Doyle**, President, Consult Australia.

---

Also consider how you are including the voice of small businesses, regional or rural locations, those from diverse backgrounds and vulnerable workers such as those in insecure employment who may not be comfortable sharing their experiences. Investing time in identifying and engaging a wide range of stakeholders helps ensure you do not create an approach that only works for a few people.

## Key audiences and collaborators

### Neutrality: An important stance

Many industry-led initiatives highlighted the importance of taking a neutral or bi-partisan approach. By explicitly stating that your initiative is not aligned with a specific audience or group makes it easier to get all parties onside.

### Consulting and collaborating

Listening and being open to involving a range of people early in your approach means you get the value of many different ideas. You can quickly balance perspectives about what will work and will not work to find a solution that works for everyone who will be involved in your industry approach. Balancing the needs of management is just as important as balancing the needs of workers in ensuring longevity and effectiveness.

**“It’s about bringing people together because they tend to be siloed, keeping them connected and helping them understand they’re looking at the same thing, just with different perspectives, and they can all contribute.”**

**Caroline Dingle**, Principal Consultant – Wellbeing Programs, Office of the Commissioner for Public Sector Employment (SA).

### Engaging champions

By engaging people who are already strong champions for mental health in your industry, you can build on existing knowledge and passion within the industry. They may be people with lived experience or a strong passion for change. These champions often have a strong awareness of needs and the current state of mental health in the industry, and will also help you engage and connect people with your approach further down the track.

### Notes on consultation

There can be power imbalances that can make it hard for people to feel they have an equal voice around the table. You may need to create safe places for workers to talk away from managers, involve impartial, external facilitators or offer a range of anonymous ways to provide input and feedback. It is important to ensure that people feel they can talk about their needs and challenges in the industry without facing negative consequences at work for their views.

Consider how you balance diversity in advisory groups and set clear terms around engagement between people in different positions. Where there can be historic tensions between different groups in your industry, an impartial and expert facilitator can be helpful.

Workers fill out many surveys, some of which may not result in action, leading to cynicism. It is important to show you will follow up on feedback received from workers.

**“Be open to engaging with others. Reaching out to peak organisations first and getting them to give their support really helps. Whoever you can engage in those early steps to lend you some credibility to what you’re trying to achieve.”**

**Katie Biddlestone**, National Industrial Officer and National Women’s Officer, Shop, Distributive and Allied Employees Association (SDA union).



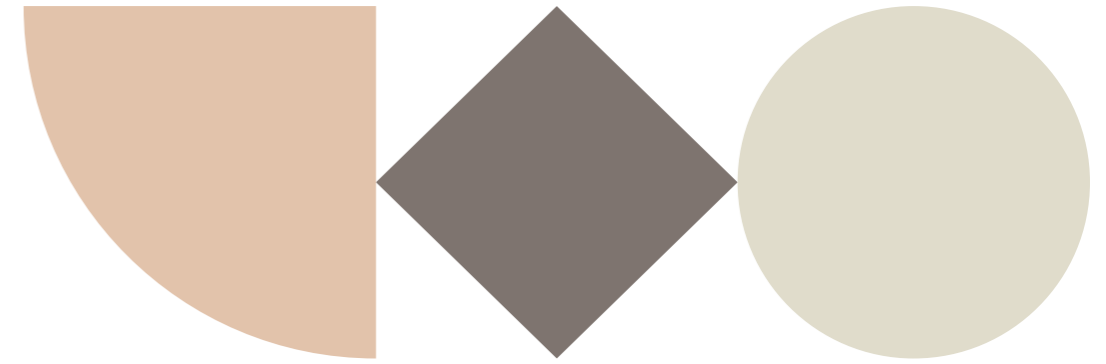
Some questions others have asked to identify who they need to engage in creating their approach include:

- Who are the key people we are trying to reach?
- Who needs to be involved in designing our approach?
- What are the needs, barriers and behaviours of our key audiences?
- How do our different audiences interact?
- How are we considering lived experience of mental ill-health and suicide?
- Who do we need to engage and/or co-design with?
- Is there cohesion among the groups we need around the table?
- How will we get these groups together?
- How can we facilitate trust and openness during consultation?
- Who is already an active supporter of mental health in our industry?
- How can we leverage great work already happening?


# The industry edge

Industry-led initiatives can have unique advantages over approaches that focus on organisations or individuals. These include:

- **Reach:** By using existing channels and networks, industry-led initiatives can quickly reach large audiences.
- **Credibility:** Being led and championed from within the industry creates a credibility that generic programs may not achieve.
- **Relatability:** Initiatives designed and tailored for specific needs and groups can use language and approaches that are more relatable.
- **Consistency:** Bringing consistency of approaches or interventions across an industry can help ensure that positive change happens uniformly. It can also create opportunities for industry-wide measurement of activity and outcome.
- **Collective power:** From pooled resources to power in numbers, a shared voice can also influence broader reform such as policy, funding, training standards or board decisions.
- **Knowledge:** Industry leaders understand their sector and the current and future issues impacting mental health at work. They know what has worked in the past, and what has not.
- **Support:** Industry-led initiatives can also influence mental health within supply chains and small businesses who work closely alongside larger organisations.



“Our office is sitting in a really good space to do this work because we have a role to support all different agencies across the public sector in how they deliver their services and support their staff.”

 **Helen Galindo**, Principal Consultant, Office of the Commissioner for Public Sector Employment (SA)

Some questions others have asked to clarify the value of taking an industry-led approach include:

- How does an industry-led approach create a unique advantage for us?
- What is our collective impact opportunity?
- Where are the opportunities to pool resources or insights?

By defining your unique value as an industry-led initiative, you can gain a clearer picture of what needs to be included in your approach.

# The unique approach


Once you have considered the industry's needs and current state, and consulted with a range of different people and stakeholder groups, you can begin shaping what your industry-led approach will offer. Most importantly, you can shape how your offering will differ to what has come before.

## Elements of industry-led initiatives


The elements included in industry-led initiatives vary greatly. They range from discrete or one-off actions through to ongoing campaigns and activities. Your approach may include:

- **Research:** understanding the issues in a sector, what actions are already underway and their effectiveness, what people think would be helpful.
- **Strategy:** collaboratively producing a strategic framework for creating mentally healthy workplaces in the sector.
- **Awareness:** activities to promote awareness of mentally healthy workplaces, and an understanding of the different components that contribute to it.
- **Training:** supporting organisations and staff with the skills and knowledge needed for various aspects of mentally healthy workplaces.
- **Providing or tailoring information:** producing tailor-made resources and materials to suit the industry needs and context. This could be anything from template policies and ideas for reasonable adjustments through to wellbeing information for individuals.
- **Services:** providing tailored supports to people in the industry such as crisis support services.
- **Monitoring and evaluation:** tracking the effectiveness of industry initiatives and using the results to drive continuous improvement.
- **Advice and expert support:** providing expert advisory services to organisation leaders and business owners about things such as legislated requirements or procurement decisions.
- **Advocacy:** this could be advocating for changes in procurement, legislation, service funding or customer awareness to support people in the industry.

“Challenges were also presenting in relation to gaps in governance, policies and protocols. Pleasingly, we knew from stakeholders that there was terrific intent, everyone wanted to do better, though some just didn't know how. We needed to take a deep dive to get a true understanding of the landscape and map a clear way forward from there.”

 **Brent Hedley**, former Head of Mental Health & Wellbeing, ALF Players' Association.

“We were really clear about doing work that wasn't being done elsewhere; we did a lot to understand the environmental landscape so we were not replicating what others were doing or what was already available for us to refer to, or use.”

 **Margo Lydon**, CEO, SuperFriend





## Testing and learning to refine your approach

It is important to hold ideas lightly and be prepared to change your thinking based on testing and feedback. Many of the people who have led existing industry-led initiatives highlighted the value of starting with small pilots, looking at what worked and which ideas fell flat. Being open to negative feedback about ideas helped some initiatives find services that have stood the test of time.

Some questions others have asked to clarify what should be in their industry-led initiative include:

- How are we going to address the key needs identified?
- What is unique about our approach? How is it different from what already exists?
- What resources, products, services or supports will we offer?
- How will approaches vary across different audiences?
- Is our approach short-term, or are we designing a long-term approach?
- How are we going to pilot our approach?
- What would make us confident our initiative is ready to roll-out industry-wide?

“Our approach was to test and trial lots of different things, and continually get feedback to inform the direction we should take. It was constantly testing and trialling and listening to what was going on to see what we might be able to do together.”



**Tracy Margieson**, former Head of Program,  
Arts Wellbeing Collective

In addition to providing early insight about how people are responding to your approach, pilot testing can also provide information about likely costs, staffing requirements and outcomes. Your initial testing may also highlight that the best focus area is not on providing new things, and instead a more co-ordinated approach to supporting and connecting to existing services. It is important to test, learn and be curious.

# Timing and tactics

Once you have a clear idea about what your initiative will offer it is important to map out some of the specific activities and steps you need to work through. Although this is a fairly standard step, we have specifically called this out because timing can be an important consideration in how you approach some of the activities in an industry-led initiative.

Industries can vary in where they are at in terms of awareness of mental health and readiness to act as a cohesive whole. If awareness of mental health is low in some sections of the industry, you may need to work specifically with these segments before commencing other approaches.

It is also worth thinking about the timing of your approach relative to other activities in your industry. Are there activities such as end of financial year or annual grants cycles that will limit capacity for people to get involved? Are there annual awareness events such as mental health month that you could link activities to?

Some questions others have asked to clarify their optimal tactics and timing include:

- What are the key activities required to create and deliver our approach?
- How should we order activities to ensure our timing is right?
- When should we time our engagement and launch activities for maximum impact?
- Are activities ongoing, or time-limited?



# Required resources

It is also worth thinking about what resources you will require to design and roll-out any initiatives within your industry, and whether you need to reach out to external experts to provide additional support.

Some initiatives have found value in bringing in external experts or service providers to deliver services. Resources could also include creating and funding roles to run the initiative. These required resources will give an early indication about what it will take to financially sustain your initiative. It is also a good chance to reflect on whether there are existing resources that can be leveraged in your approach.

Some questions others have asked to understand the resources they require include:

- What expertise and experience do we need to create and deliver your initiative?
- What financial resources do we need to set up and run your initiative?
- Which resources already exist that we could leverage?

“What was a bit different about our approach this time was that instead of just requesting a representative from each area, we specifically chose people with particular skills to sit on a working group to develop the new framework. We had a range of people from human resources, organisational psychology, rehabilitation and injury management expertise, and consulting.”

**Helen Galindo**, Principal Consultant, Office of the Commissioner for Public Sector Employment (SA)







# Governance and operations

As you get to mapping out the practical elements of your industry-led initiative, you will also need to reflect on the type of governance and operational structure required to support your industry initiative. The type of governance and operational models are likely to depend on the type of initiative you are offering and common governance models within your industry.

Some industry initiatives have established independent entities with formal boards and management structures to oversee industry-led approaches. Other initiatives have been run by volunteer collaboratives or led by existing entities.


Things that have influenced governance structures of industry-led initiatives include how the initiative is being funded, membership models, types of activities provided within the initiative and how accountability is assigned. There are also likely to be legislated requirements that will influence the type of governance structure that is best for your initiative. For example, does your initiative wish to receive charitable donations? Will it be providing clinical services? Will it be employing staff?

Some questions others have asked to identify the best governance and operational models for them include:

- Who is accountable for our initiative?
- How is our approach financially sustainable (e.g., co-contributions, donations, membership fees, subscription fees)?
- What is the best structure for membership or involvement?
- How do our activities or stakeholders influence the type of operating model we need?
- What are common governance models within our sector that people are familiar with?

---

“That helps counteract some of the myths and fears around mental health, because it enables you to stand behind the work you do with conviction... We have an amazing governance policy and framework.”

 **Margo Lydon**, CEO, SuperFriend

---

# Evaluation

Research and evaluation can inform and contribute to successful industry-led initiative in many ways. Research and evaluation have already been highlighted above as being important for contributing to the case for change. Testing and learning are also core components of shaping and refining your approach. Evaluation of pilot programs can provide a proof of concept to secure funding or buy-in from key audiences.

To get the most value from evaluation, it is important to consider how you will measure impact throughout the creation and delivery of your initiative. Outcomes such as increased retention or reduced workers' compensation claims can take a long time to achieve. A range of other indicators can provide an early indicator of the impact of your approach. These may include number of outputs, engagement with your initiative, user satisfaction, changes in behaviour or investment, changes in awareness or knowledge.


Your initiative may benefit from working with an evaluation expert to build a model that outlines how your activities will lead to outcomes over time. This "theory of change" model will help you test which activities are working as intended to deliver long-term change.

## Resource tip:

There are free measurement toolkits, such as the UTS Social Impact Toolbox, that help initiatives evaluate the impact of their initiatives.

Find out more at [www.socialimpacttoolbox.com](http://www.socialimpacttoolbox.com)

“Importantly for our industry, being a technical-based professional services industry, we needed to demonstrate facts and figures – why this is something that is good to do from a business as well as obviously a human perspective.”

 Nicola Grayson, CEO, Consult Australia

Some questions others have asked to identify the best way to evaluate their initiative include:

- How are we going to evaluate the impact of our approach?
- How will evaluation help us refine our approach?
- Who needs to see the outcomes from our approach?
- What data do we need for our evaluation model?

# Engagement and reach



---

“The Queensland Government has it reflected in their policy to use Queensland procurement policy to ensure construction companies on Government projects have a focus on long-term mental health such as the blueprint.”



**Jorgen Gullestrup**, Co-founder, Mates in Construction

The best initiatives are only as good as their ability to reach and engage their intended audiences. Lessons learnt from other initiatives include the need for a careful consideration about how to reach and influence your intended audience.

You may use existing communication channels within the industry. It may require people on the ground to engage with people in particular locations. You may use champions or respected leaders or patrons to spread your message.

In considering your communications, you can think about the groups you are aiming to reach, the key channels and messages you are using, the aims of any communications or engagement activities and how outputs and outcomes of communication activities will be measured.

Working to make the industry approach part of business as usual or procurement processes can also help uptake and reach.

---

“Pilot clubs were incredibly appreciative of the value of their participation and advocated that all clubs deserved the opportunity to participate.”



**Brent Hedley**, former Head of Mental Health & Wellbeing, ALF Players' Association

Some questions others have asked to identify the best way to communicate and reach their target audiences include:

- How are we going to reach people in the industry?
- What existing channels can we leverage?
- Who are the key influencers in our industry?

# Additional tips from industry

## Don't go it alone:

Industry groups report there is benefit in working with advisors who could guide them through scoping and implementing initiatives. They suggest first considering the purpose of seeking such assistance as this will help in choosing the right advisor. Organisations in the mental and work health areas have different strengths – such as subject matter knowledge, research, service design and workplace training. Having a clear intent and goals has helped groups determine which advisor to work with.


## Focus on starting small

It can be easy to look at all the changes that could be made or initiatives that could be created and feel overwhelmed. It is important to remind yourself that other industry-led initiatives have taken time to create and refine. Focusing on small goals to start with can help you build momentum.

Read the other part of this series for case studies and a template for creating and refining your industry-led initiative.

[Click here to read the other papers in this series](#)

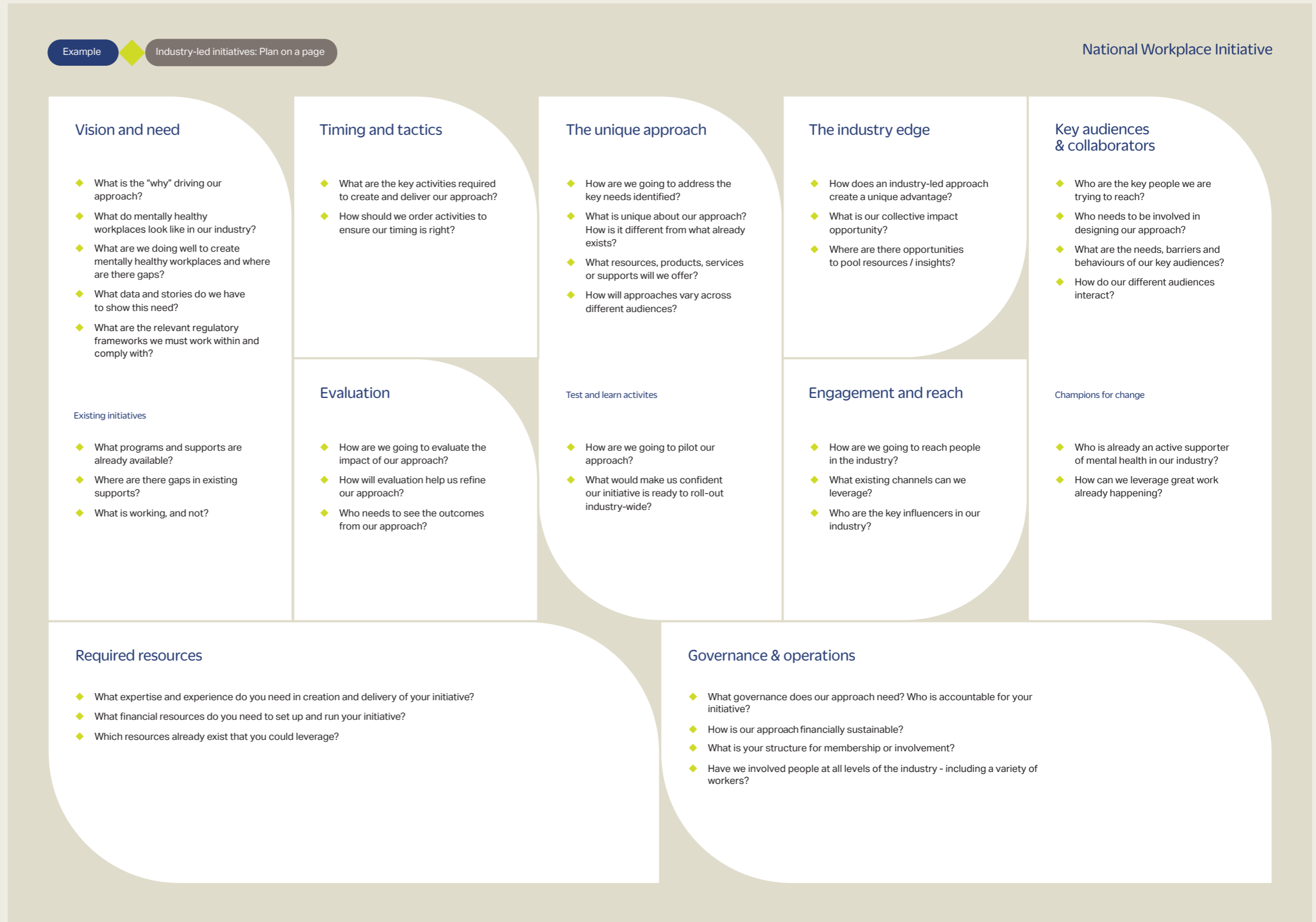
“Whether it's setting up an advisory board, working group or steering committee – do something that gets people together. People sometimes feel like they are doing it on their own, they don't know where to go, and they don't know where to start. If people are at least coming together and talking about it, that's a really good place to start.”

 **Tom Reid**, Head of Policy and Public Affairs,

[Click here to learn more about the National Workplace Initiative](#)

# Plan on a Page tool

See Paper 3 in this series for a practical Plan on a Page tool that helps step you through the guidance and considerations that have been outlined in this paper.



## Further reading

State of Victoria, **Royal Commission into Victoria's Mental Health System**. Final Report, Summary and recommendations, Parl Paper No. 202, Session 2018–21

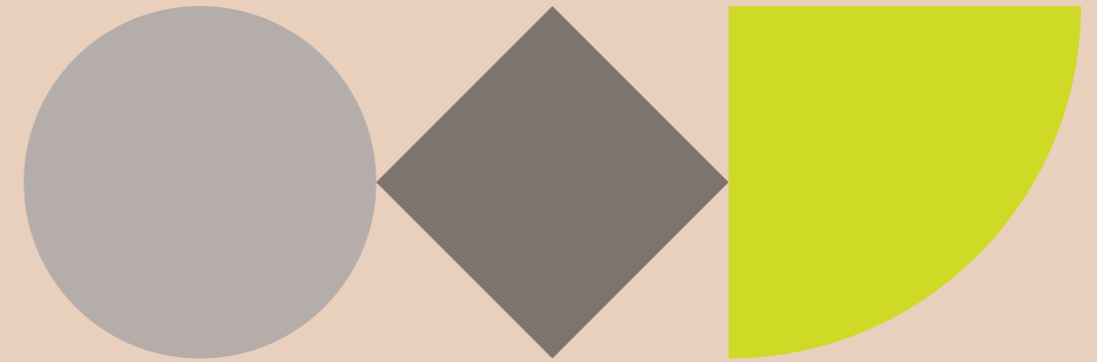
Marsh G, Lewis V, Macmillan J, Gruzin S. **Workplace wellness: industry associations are well placed and some are ready to take a more active role in workplace health**. BMC Health Services Research. 2018; 18:565. Available from <https://apo.org.au/node/306616>

LaMontagne AD, Martin A, Page KM. et al. **Workplace mental health: developing an integrated intervention approach**. BMC Psychiatry. 2014; (14) 131. Available from <https://doi.org/10.1186/1471-244X-14-131>

Jarden A. **Introducing Workplace Wellbeing to Organizations: The “Me, We, Us” Model**. *Positive Work and Organizations: Research and Practice*. 2015; 1. Available from: <https://www.ippanetwork.org/2015/12/03/introducing-workplace-wellbeing-to-organizations-the-me-we-us-model/>



# Read more in this series



Paper 2

Stories from the field:  
Case studies of pioneering  
industry action

Paper 3

Industry-led initiatives:  
Plan on a Page



[Click here to read the other  
papers in this series](#)

[Click here to learn more about  
the National Workplace Initiative](#)



© Commonwealth of Australia 2021, unless otherwise indicated.

With the exception of the Commonwealth Coat of Arms, the National Mental Health Commission's logo, all photographs and where otherwise indicated, all material in this document is licensed under a Creative Commons Attribution 4.0 International (CC BY-NC-ND 4.0) licence (<https://creativecommons.org/licenses/by-nc-nd/4.0/>).

The details of the relevant licence conditions are available on the Creative Commons website, accessible using the link provided, as is the full legal code for the Attribution 4.0 International (CC BY-NC-ND 4.0) licence (<https://creativecommons.org/licenses/by-nc-nd/4.0/legalcode>).

The Commonwealth Coat of Arms and National Mental Health Commission logo and branding must not be copied or used.

This document must be attributed as the Creating a collaborative: How to build an industry-led initiative, Series on industry initiatives supporting mentally healthy workplaces.



**Australian Government**

**National Mental Health Commission**