



How to build an industry-led initiative

Industry-led initiatives for creating mentally healthy workplaces can have unique advantages, such as reaching large numbers of workplaces quickly and pooling resources.

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Key takeaways

- ◆ There is no 'one-size-fits-all' model to setting up and running an industry-led initiative.
- ◆ Each industry has different needs, challenges, awareness of relevant issues and readiness for action.
- ◆ Some common principles guide thinking and action.

• Vision and need – Define the why

Your industry-led initiative needs a powerful why. It may be different for every industry, reflecting trends, external factors or emerging concerns (e.g. high rates of mental ill-health, difficulties attracting and retaining talented people, national or international trends affecting job security).

It also needs a shared vision of success — where the industry wants to go.

Questions to clarify need and vision:

- ◆ What do mentally healthy workplaces look like in our industry?
- ◆ What do we do well and where are the gaps?
- ◆ What are the issues impacting organisations and people in our industry?
- ◆ What do we want to achieve or change?

• Key audiences and collaborators – Involve the right people from the start

Your initiative should reflect the views of workers on the ground, leaders and relevant bodies, and representatives from small businesses, regional or rural locations and those from diverse backgrounds. An inclusive approach will help ensure your initiative is fit for purpose and widely supported.

Questions to identify the right collaborators:

- ◆ Who are the key people we are trying to reach?
- ◆ What are the needs, barriers and behaviours of our key audiences?
- ◆ How will we get these groups together?
- ◆ How can we facilitate trust and openness during consultation?

• The unique approach – Identify the elements to include

Each initiative will include different elements, such as research, strategy, awareness, training, information, services, monitoring and evaluation, advice and support, and advocacy.

Questions to identify the right approach:

- ◆ How will we address the needs identified in our industry?
- ◆ What resources, products, services or supports will our initiative offer?
- ◆ What do we want our initiative to do differently?
- ◆ When do we know our initiative is ready to roll out industry-wide?

• Timing and tactics – Identify specific actions, priorities and timelines

Once you have a clear idea about what your initiative will offer, you can plan specific activities and steps. Timing can be an important consideration in how you approach some activities to achieve greatest success.

Questions to identify the right time and tactics:

- ◆ What are the key activities to create and deliver our initiative?
- ◆ When should we time our engagement and launch activities for maximum impact? Are there typical busy periods to avoid or other industry events which the activities might be linked to?
- ◆ How should we order activities so that our timing is right?
- ◆ Are activities ongoing or time limited?

• **Required resources –**
Work out what you need

Your industry may have existing resources to draw on for your initiative, or you may need to bring in external resources (e.g. experts or service providers). This step also helps you understand the financial resources needed to run the initiative.

Questions to identify what resources you need:

- ◆ What expertise and experience do we need to create and deliver our initiative?
- ◆ What resources (e.g. financial, people, time) do we need to set up and run our initiative?
- ◆ Do we need to create and fund roles to deliver the initiative?
- ◆ What resources do we already have that we can leverage?

• **Governance and operations –**
Decide on the governance arrangements

Your initiative will need a governance structure (e.g. formal or informal) and an operational model. Several factors can affect governance structures, including how the initiative is funded, the activities included, any legal requirements and who is accountable.

Questions to identify the right governance structure and operating model:

- ◆ Who is accountable for our initiative?
- ◆ How will we sustain our initiative financially (e.g. co-contributions, donations, membership fees, subscription fees)?
- ◆ What is the best structure for membership or involvement of people in our industry?
- ◆ How do our activities or stakeholders influence the type of operating model we need?

• **Evaluation –**
Evaluate the initiative to keep it relevant

Developing measures and capturing performance information is important for shaping and refining your initiative. The evaluation can be conducted internally or externally.

Questions to evaluate your initiative:

- ◆ How will we evaluate the initiative's impact?
- ◆ Who needs to see the outcomes of our initiative?
- ◆ What data do we need for evaluation?
- ◆ How will evaluation help us refine our initiative?



• **Top tips from industry –**
Learn from existing industry-led initiatives

- 1 Know how to reach your target audience** – e.g. use existing industry communication channels, target people in particular locations, use champions.
- 2 Don't go it alone** – collaborate with others in your industry and bring in external advisors if you need to.
- 3 Start small** – focus on small goals to build momentum. You can expand and refine your initiative over time.



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