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Evaluation Framework

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1. INTRODUCTION

1.1. THIS DOCUMENT

In November 2017, SafeWork NSW commissioned Urbis to develop a Mentally Healthy Workplaces in NSW Evaluation Framework. The purpose of this Evaluation Framework is to guide the evaluation of the new NSW Mentally Healthy Workplaces Strategy 2018 – 22 (the MHW Strategy) that is being delivered between 2018 and 2022. This document will guide the development of the evaluation plans developed for the individual components of the MHW Strategy and serve as the overarching framework to provide consistency and enable evaluation of the program as a whole.

Evaluation plays a critical role in the delivery of any strategy, as this process enables organisations to measure the performance of their strategy against their goals. Evaluations also support organisations to identify and understand the factors that have influenced strategy performance. This information can then be used as evidence for the continuous development of strategy delivery, and to encourage and support future change.

This document will guide the evaluation of the MHW Strategy from its inception to 2022. It sets out the short, medium-and longer-term outcomes that the program aims to achieve over four years. It includes measures to assess implementation, outcomes and impacts, as well as mechanisms to identify emerging learnings and evidence about effective workplace interventions. A method for identifying case studies of workplace improvements is also included to develop insights about innovative workplace policies and practices that have positive impacts for employees and employers.

1.2. EVALUATION PURPOSE

The purpose of this evaluation is to review the delivery of the MHW Strategy. It incorporates a process, outcomes and economic evaluation and is underpinned by a continuous quality improvement framework. The scope of the evaluation includes the implementation of, and outcomes achieved by, the MHW Strategy between 2018 and 2022.

1.3. EVALUATION AUDIENCE

The target audience for the evaluation is SafeWork NSW, the Department of Premier and Cabinet, and both public and private sector employers and employees. The intended use of the evaluation results is that they will inform continuous development of the MHW Strategy, as well as the development and delivery of future workplace mental health strategies and initiatives undertaken by SafeWork NSW or other key stakeholders.

1.4. EVALUATION FRAMEWORK DEVELOPMENT

The MHW Strategy Evaluation Framework was originally developed in December 2017 following a review of relevant documents and consultations. This included:

- **A knowledge review** of over 40 documents relating to mentally healthy workplaces. These included policy papers, business cases, MHW Strategy documents, program guidelines, evaluations of workplace initiatives, and reviews of key literature.
- **A data analysis review** which involved identifying and reviewing existing data sets and surveys to assess their relevance to the evaluation; the extent to which they could potentially be drawn upon (or amended) to measure MHW Strategy impacts and outcomes (data sets identified as relevant are detailed in Appendix A); and their timing and frequency. To be assessed as potentially relevant, data sources and surveys had to collect benchmarking and tracking data over time and not be a 'one-off' initiative.
- **Targeted consultations** which were conducted with members of the MHW Strategy Team, the Senior Project Manager for the SafeWork NSW Evaluation Program ,and the Evaluation Manager from the Department of Finance, Services and Innovation.

- **Attendance at the Mentally Healthy Workplaces Summit** convened by SafeWork NSW in Sydney on 8-9 November 2017. The Summit was attended by a wide range of stakeholders from the government, business and community sectors as well as prominent academics in the field. All papers presented at the Summit, as well as the output of workshops, were used to inform the development of the MHW Strategy Evaluation Framework.

In early 2019, the 2017 MHW Strategy Evaluation Framework was revised in light of the finalised MHW Strategy. The following activities were undertaken to finalise this document:

- **Revision of the Program Logic** in line with amendments to the MHW Strategy and its key components. This involved removing some activities and adding some new ones, and then determining appropriate outcomes.
- **Revision of the MHW Strategy Evaluation Framework** in line with the adjustments to the Program Logic activities and outcomes. This included revision of some evaluation questions, outcome measures and indicators, and the inclusion of new primary and secondary data sources.
- **Review of the MHW Strategy Benefit Realisation Plan and Register** to assess whether it included any indicators or data sets that could be embedded in the Evaluation Framework to assist in the future measurement of predicted benefits. This involved assessing the relevance and validity of any proposed indicators for inclusion in the Evaluation Framework, taking into account timing, the availability of secondary data sources, and the ability to attribute any changes to the MHW Strategy programs and activities.
- **Review of timing and data of project evaluations** to provide guidance on how projects could capture data and feed up into MHW Strategy-level reporting. This involved scoping all current and proposed project evaluation activity (nature, purpose and timing) against MHW Strategy timeframes and potentially the development of a guide for project evaluators. This process included interviews with Project Managers from SafeWork NSW, and a desktop review of available evaluation documentation from each project.
- **Consideration of Return on Investment Analysis** data that could potentially be considered. This was completed by reviewing the available documents and data from SafeWork NSW to identify what kinds of economic analysis could be completed as part of the evaluation.
- **Consideration of the icare-managed components of the MHW Strategy,** and how these may be integrated into evaluation activities.

Relevant evaluation frameworks and guidelines

The MHW Strategy Evaluation Framework has also been shaped by three key documents.

- The **New South Wales Government Program Evaluation Guidelines** published by the Department of Premier and Cabinet in 2016. The guidelines were designed to assist government agencies to conduct consistent, transparent and high quality evaluations to support decision-making, improve programs and support the sharing of learnings. The MHW Strategy Evaluation Framework has been undertaken in line with the principles, processes and structures embodied in the guidelines as well as the key process and outcome evaluation questions.
- The **Work Health and Safety Roadmap for NSW 2022 Evaluation Framework** developed to guide evaluation and monitoring of the Roadmap over the next four years. The objectives of the Roadmap Evaluation are to:
  - measure whether there is a change in line with outcomes identified in the program logic for each action area
  - assess whether the development, design and implementation of activities under the Roadmap are effective, and which activities need improvement
  - assess the extent to which activities under the Roadmap contribute to the achievement of outcomes shared with industry, government and community partners (ARTD, 2017, p1).

The Roadmap Evaluation Framework has been structured in line with the Work Health and Safety Roadmap for NSW 2022 Strategy document. The key evaluation questions, program logic and suggested indicators to assess implementation, outcomes and learnings contained in the Roadmap Evaluation Framework have guided the design of the MHW Strategy Evaluation Framework.

- The **Business Case for the MHW Strategy** prepared by Deloitte for the Department of Finance, Services and Innovation. This sets out the case for change, proposed investment options based on best available evidence and stakeholder consultations, and potential financial and non-financial benefits to be achieved under each option. The Business Case sets out a range of benefits that will potentially be achieved through the MHW Strategy. These include a number of economic and community benefits that are likely to take a number of years to eventuate. Some of these longer-term benefits are beyond the scope of the MHW Strategy Evaluation Framework, which focusses on evaluating MHW Strategy outcomes over the next four years (2018 to 2022).

Building on what's been done to date

SafeWork NSW has commissioned four key pieces of research that provided a firm foundation for the Evaluation Framework.

The **Review of Evidence of Psychosocial Risks for Mental Ill-health in the Workplace** was published in 2017 and provides a high-level summary of the strengths of the evidence for workplace risk factors for mental ill-health and issues arising when appraising these risks. It was conducted by Professor Nick Glozier of the Brain and Mind Centre, University of Sydney.

The **Summary of Key Issues for SafeWork NSW Emerging for the Review of Risks for Workplace Mental Ill Health** was developed by Professor Nick Glozier from the Brain and Mind Centre in 2017. The document provides details of key risks to workplace mental health, trends in these risk factors and recommendations for assessing workplace mental health. The information provided is based on a literature review of relevant research regarding workplace mental health risk factors.

The **Mentally Healthy Workplace in NSW Return on Investment Study** was commissioned by SafeWork NSW and published in October 2017. The report (prepared by the Centre for Health Economic Research and Evaluation, University of Technology Sydney) reviews the evidence of effects for workplace interventions, the costs of undertaking these, and real world data on the prevalence and costs of mental ill-health amongst employees to demonstrate the potential financial impacts on employers.

The **Mentally Healthy Workplaces in NSW Benchmarking Tool** developed in collaboration with experts and advocates at SafeWork NSW to measure the capability of workplaces to create a mentally healthy workplace. The first survey was conducted in 2017 with 2,000 workplaces representative of NSW by industry, region and firm size. It is intended the survey be conducted at appropriate intervals in the future. This data collected from the Benchmarking Survey will be key to the measurement of the Workplace Interventions component of the MHW Strategy.

These three pieces of work, together with documentation on other SafeWork NSW mental health initiatives, have been extremely helpful in informing various aspects of the MHW Strategy Evaluation Framework.

1.5. LIMITATIONS OF THE MHW STRATEGY EVALUATION FRAMEWORK

There are a number of limitations of the MHW Strategy Evaluation Framework which should be taken into account, and where possible, addressed during the implementation of evaluation activities:

- The development of the MHW Strategy Evaluation Framework involved consultations with data holders within SafeWork NSW only. Additional work is therefore required to verify access to data from various data holders (as detailed in Appendix A), to assess the feasibility of extracting data in a format that meets the needs of the evaluation, and to determine the timing of data extraction (and the permissions, processes and protocols that need to be followed).
- The MHW Strategy Evaluation Framework has sought an appropriate balance between methodological rigour and available evaluation resources (both external and internal). It has also included a number of additional evaluation activities that might be considered over and above what is contained in the Framework, should these be considered appropriate to implement at a later stage. Some of these may require additional development once funding decisions for evaluation activities are made and more detail is known about the nature of the interventions.
- At the time of developing the MHW Strategy Evaluation Framework, the activities and timing of some projects under the MHW Strategy are yet to be determined. The suggested data sources and timing of evaluation activities for these projects may therefore need to be adjusted as these project-level details become finalised. All available details of project-level data can be found in Appendix C.
- There are a number of projects under the MHW Strategy which are being managed by icare. The evaluation of these projects will also be managed by icare and do not form part of this Evaluation Framework. The extent to which the icare-managed projects may be incorporated into this Evaluation Framework is yet to be determined.

2. THE NSW MENTALLY HEALTHY WORKPLACES STRATEGY 2018 – 22 (MHW STRATEGY)

2.1. MENTAL HEALTH IN THE WORKPLACE

The Work Health and Safety Roadmap for NSW 2022 and the MHW Strategy highlight the need to deal with the drivers of poor mental health at work(p7).

- More than 800,000 working age people in NSW are estimated to suffer from mental health at any given time (PwC and beyondblue, 2014, p12).
- A person with severe mental illness can have up to 42 days off work on top of their normal annual sick leave (PwC and beyondblue, 2014, p12).
- Mental illness is reported to cost NSW Businesses $2.8 billion p.a. in relation to Worker's Compensation Claims, presenteeism and absenteeism, with almost $2.5 billion of the total $2.8 billion being due to presenteeism (Yu and Glozier, 2017),
- There are also significant costs to NSW businesses from absenteeism (estimated at $1.5 billion per annum) and to the community for work-related disease ($24,800 per person) (SafeWork Australia 2015, p26 and Appendix 1 Table A1.3, p37).
- Over one in seven (15.2%) accepted Workers' Compensation claims in NSW relate to exposure to workplace or occupational violence and almost one in eight (11.6%) to exposure to a traumatic event (SafeWork, 2017, p21).

Workplace mental health can be impacted by *individual psychosocial risks* (e.g. job demands, control and insecurity, conflict and trauma, Effort Reward Imbalance, hours worked etc) and *macro psychosocial risks* (e.g.Psychosocial Safety Climate, organisational culture, climate or justice) (Discussion Paper 2017). Non-workplace risk factors such as bereavement, relationship difficulties, parenting difficulties and other life events can interact with workplace risks and exacerbate or lead to mental illness.

Both in Australia and internationally, there is a move away from addressing psychosocial risks solely at the individual level and increasingly looking to the creation of mentally healthy workplaces with a stronger focus on prevention and early intervention rather than treatment

> *'A mentally healthy workplace is one where psychosocial risks are recognised and suitable action is taken to prevent or minimise the impact of these on the mental health of workers. At the same time, protective factors are encouraged and promoted.'*
>
> *UNSW and the Black Dog Institute 2014, p12*

SafeWork NSW has developed the MHW Strategy which supports and aligns with state and national mental health reforms including:

- the Roadmap for National Mental Health Reform 2012 – 2022
- the National Workplace Mental Health Framework
- the NSW Mental Health Commission's Living Well: A strategic plan for mental health in NSW 2014 – 2024, and the NSW Mental Health Taskforce
- the Mental Health and Wellbeing Strategy for First Responder Organisations in NSW (launched in October 2016) developed in recognition that emergency services are at higher risk of developing mental ill-health due to increased exposure to psychosocial risks, including conflict and trauma.

2.2. MHW STRATEGY VISION AND OBJECTIVES

2.2.1. MHW Strategy Vision

SafeWork NSW's vision for workplace mental health in NSW is that NSW employers and workers take effective action to create mentally healthy workplaces. In practice, these workplaces will be flexible, supportive and productive, their workers will feel safe, valued and connected.

The MHW Strategy has been developed to achieve this vision, and has four guiding principles:

1. All workers, including people with lived experience, are treated with dignity and respect
2. Employers and workers have authentic conversations about mental health
3. Industry leaders, small business owners and managers 'walk the talk'
4. Any action taken will be informed by evidence-informed practice.

The MHW Strategy is primarily focussed on the private sector, although it is expected that public sector workplaces will also benefit from some of the initiatives .This is reflected in the focus and design of the Evaluation Framework.

2.2.2. MHW Strategy Objectives

The key objectives of the MHW Strategy are to:

- Reduce the impact of mental ill-health in working age people
- Improve health and social outcomes for the people of NSW
- Improve capability and increase productivity of workplaces.

The MHW Strategy will include activities across four key streams, as shown in the table overleaf.

Table 1 – MHW Strategy streams and activities overview (SafeWork NSW Mentally Healthy Workplaces Strategy, 2018).

MHW Strategy Stream	Purpose	Activities	Outcomes
Awareness Raising	Raise awareness of workplace mental health and direct employers and workers to new resources to help create mentally healthy workplaces	**Media campaign**: Increase awareness of the role of the workplace in mental health **Website:** Provide access to prevention-focussed, practical guidance and evidence-informed tools and resources **Prevention-focussed regulatory services**: For example, inspector training and collaboration with others to design and deliver initiatives **Events**: Conduct promotional activities, including mental health awareness events, wellbeing champion workshops and conference participation	Increased awareness and understanding of mentally healthy workplaces Increased capability of NSW employers to create mentally healthy workplaces Improved NSW workers' ratings that their workplaces are safe and healthy Better promoted, preserved and restored social connections within the workplace and community Improved productivity, due to reduction in absenteeism and presenteeism, improved recovery at work outcomes and employer cost savings
Evidence Informed Interventions	Implement interventions (for high-risk industries and small/micro businesses) that have demonstrated improved mental health outcomes and a positive return on investment	**Manager training**: Improve mental health literacy, increase confidence to support workers with mental illness and increase capability to design and manage work to minimise harm **Group/digital mental health skills program**: Help at-risk workers build strategies and capability to proactively manage their mental health **Recovery at work program**: Support workers through the recovery at work process	
Research	Improve the knowledge base and build workplace capability to use evidence to inform decisions	**Research investment**: Continue to improve the knowledge base about mentally healthy workplaces to inform decisions and improve outcomes **Data driven**: Help workplaces use data effectively, including the benchmarking tool, to create mentally healthy workplaces **Applied research**: Target high-risk worker populations, including small and micro businesses, frontline customer service and workers with an acquired brain injury **Action research**: Consider factors that contribute to the health, wellbeing and recovery of workers with a mental illness	
Building Employer Capability	Encourage and enable employers to build capability and take effective action through expert guidance, collaboration, recognition and leading by example	**Workplace assessment**: Expert assessments and advice on-site to build capability to assess and manage mental health risks, create a positive workplace culture and design work to be safe **Self-assessment tool**: An interactive self-assessment tool for workplaces to identify areas for improvement, enable benchmarking and inform action **Workplace collaboration and mentoring:** Create opportunities for employers to collaborate and mentor each other to build capability **Social connection**: Enable increased workforce participation and community engagement for at-risk workers	

3. MHW STRATEGY EVALUATION FRAMEWORK

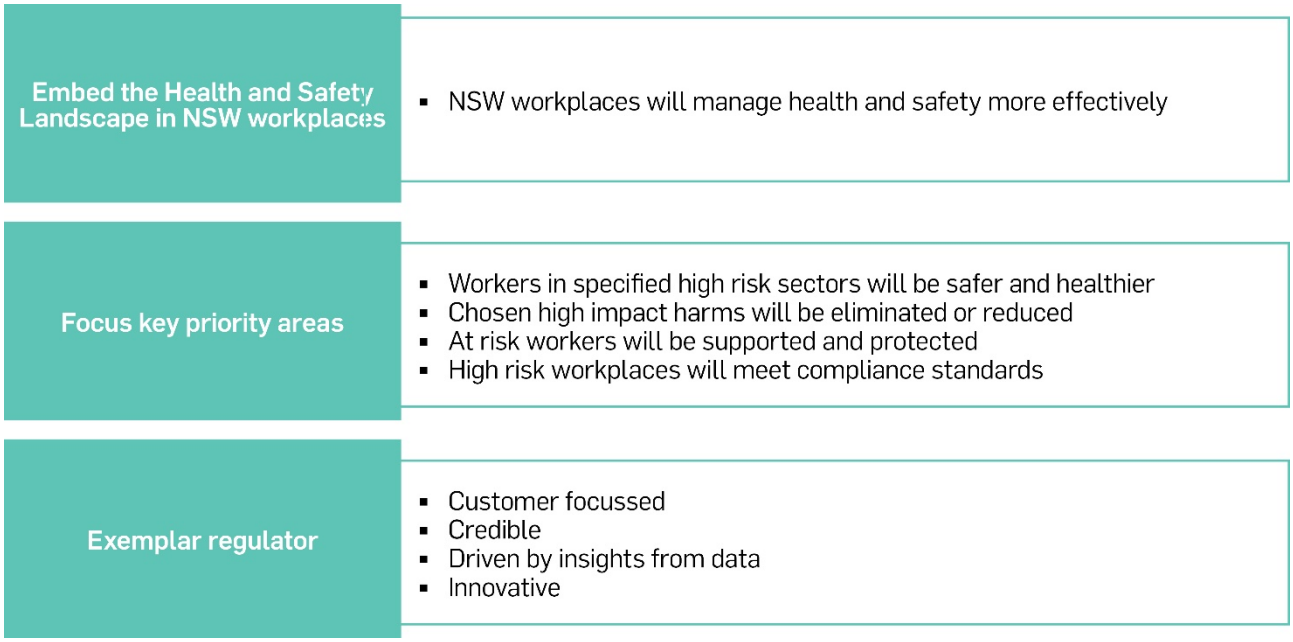
3.1. EVALUATION FRAMEWORK CONTEXT

Work Health and Safety Roadmap for NSW 2022

In September 2015, SafeWork NSW was created out of the separation of the insurance and regulatory functions of the former WorkCover, with a new identity and a clear focus on work health and safety. The primary aims of SafeWork NSW are to protect against harm, reduce unnecessary compliance costs and secure safety standards.

In 2017, the Work Health and Safety Roadmap for NSW 2022 was launched. The Roadmap is the blueprint for driving state-wide activities in improvement in work health and safety in NSW, and has the following vision, as shown in Figure 1.

Figure 1 – Work Health and Safety Roadmap for NSW 2022 Vision

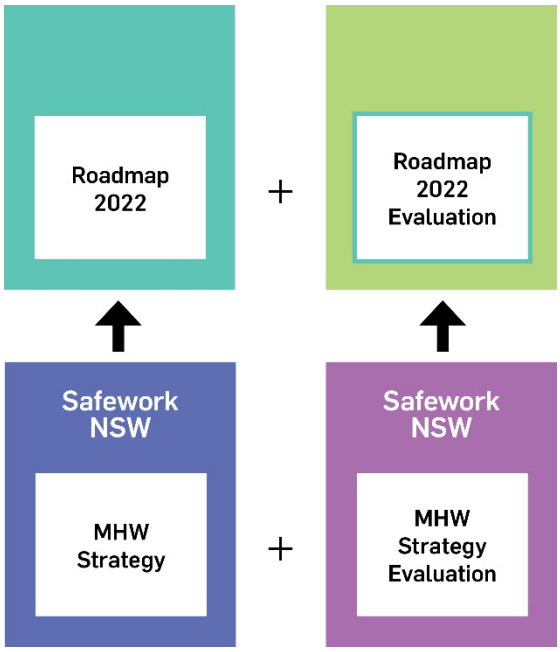


The Health and Safety Landscape as shown in the vision above is a fundamental underpinning of the Roadmap. Its focus is on:

- leadership from the top
- organisational safety capability and practices
- consultation and communication
- safe environment
- worker capability.

Continuous quality improvement is embedded in the Roadmap, whereby employees are able to *respond* to changes in technology and practices, *learn* from incidents in the workplace, *improve* Work Health and Safety systems and procedures, and *recover* to improve return to work practices. The Roadmap document will be refined and released every two years to ensure it stays relevant. The Roadmap is undergoing a separate evaluation, parallel to the evaluation of the MHW Strategy. The relationship between the Roadmap and the MHW Strategy and their evaluations is shown in Figure 2 overleaf.

Figure 2 – Relationship between the Roadmap and the MHW Strategy



The MHW Strategy Evaluation Framework is broadly aligned to the Roadmap Evaluation Framework. Relevant outcomes and key evaluation questions from the Roadmap Evaluation Framework (adjusted in some cases to fit the MHW Strategy context) have been incorporated into the MHW Strategy Evaluation (contained within Section 3.4 Performance Matrix). This will assist with assessing the contribution of the MHW Strategy towards the higher Roadmap goals and objectives.

3.2. KEY PRINCIPLES GUIDING THE EVALUATION

The Evaluation Framework has been informed by the following principles:

- **Putting the experiences of people with lived experience of mental health issues first**
  The MHW Strategy Evaluation Framework is underpinned by the philosophy of 'nothing about us without us'. This is in line with the Roadmap goal of being consumer focussed. The inclusion of employees experiencing mental health issues has been top-of-mind when investigating potential data sets and designing impact and outcome measures. This will involve interviewing or surveying people with a lived experience to obtain their feedback about the design, implementation, and outcomes of the Strategy. It is anticipated that finalised governance mechanisms for the MHW Strategy will be a key way of directly involving people with a lived experience of mental health issues in the evaluation.

- **Acknowledging complexity and diversity**
  The MHW Strategy will incorporate a range of activities across public, private and community sector employers and employees. The task of influencing organisational, cultural, practice and policy change across all employers in NSW is considerable, as is the task of supporting members of the NSW workforce at risk of mental health issues. As the risk profile varies significantly across industries, employers and locations – so too will the level of engagement and capability. Different employers are at different stages in the 'mentally healthy workplace' journey. The Evaluation Framework has accommodated this diversity and has the ability to map progress and achievement across different industry and employer contexts with a particular focus on those at greatest risk.

- **Maximising use of existing monitoring and data mechanisms**
  The MHW Strategy Evaluation Framework has focussed on maximising the use of existing data sets and surveys. There are two purposes to this approach. The first is to avoid duplication, minimise data collection overload and potentially open the door to support from data holders e.g. in generating reports for the evaluation. It is anticipated that internal (Departmental) resources will be available to assist with the extraction and analysis of data from the various data sets and surveys identified. This second purpose of this approach is to enable available evaluation funding to focus on those evaluation questions that cannot be answered by currently available data sources, but which instead require investment in the creation and delivery of new data sources and evidence.

- **Taking into account attribution and contribution**
  The MHW Strategy Evaluation Framework has been designed to ensure that the outcome measures are closely aligned both to the scope and range of the planned MHW Strategy activity and the degree of change that can realistically be expected to occur within a four-year timeframe. The higher level the outcome, the more difficult it is to attribute any improvements to MHW Strategy activity. This is especially the case in what is now a very crowded mental health policy and program landscape – with multiple interventions potentially impacting on employees, both in and outside of the workplace. It is noted however that contributions of various factors (e.g. home life, other mental health support, social networks) to the outcomes of the MHW Strategy can more easily be identified and measured. To account for the challenges in assessing attribution, the outcomes in the MHW Strategy Evaluation Framework speak directly to the objectives of the MHW Strategy (i.e. to build workforce capability and effectively manage mental health risks so workplaces are safer and more productive) rather than ultimate goals of reducing mental health costs, improving mental health and reducing business costs in the community more broadly. Assessment of contribution of various factors to the medium and long-term outcomes of MHW Strategy should still be assessed and recorded wherever possible.

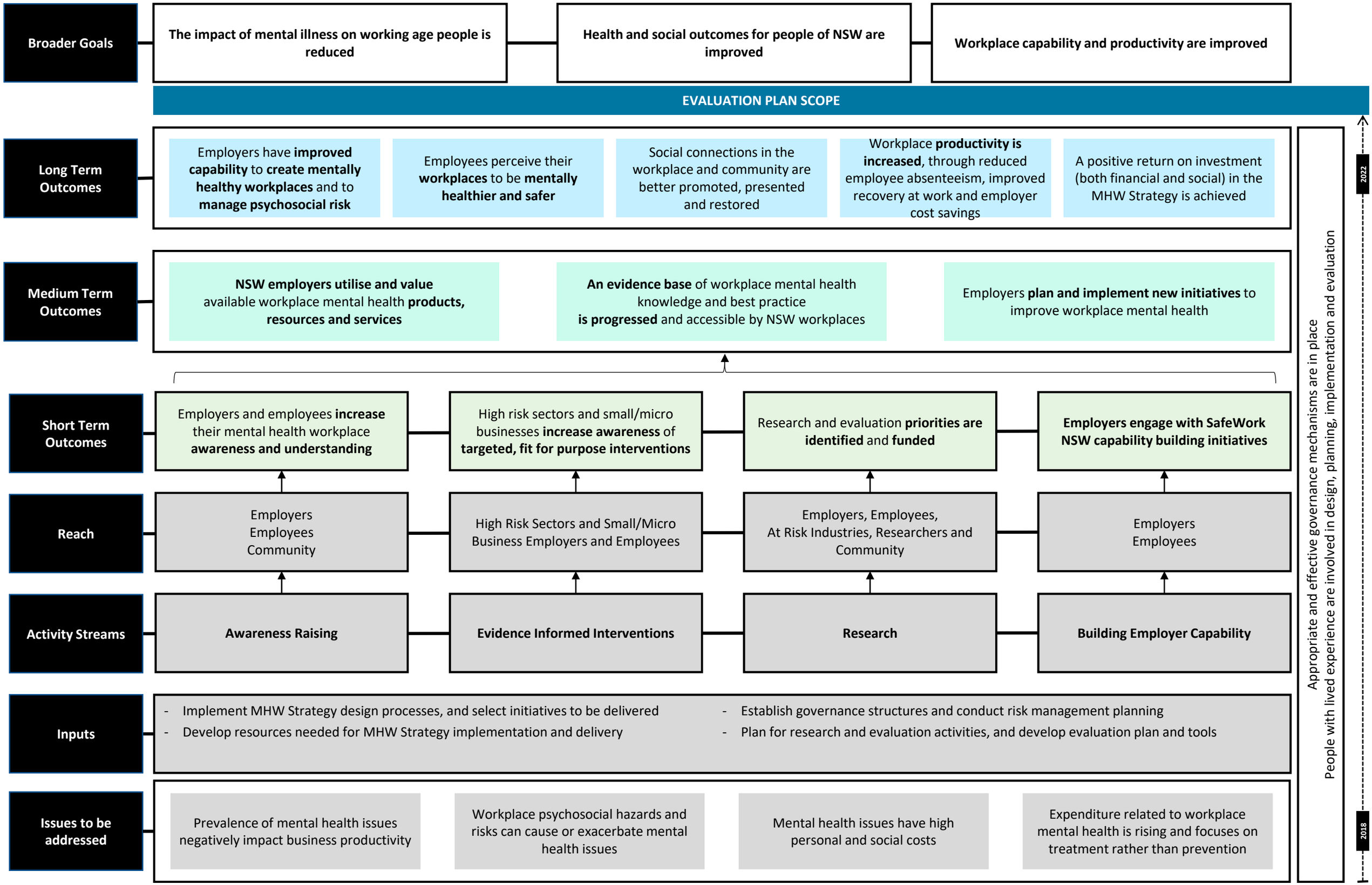
- **Incorporating both quantitative and qualitative data**
  To answer key evaluation questions, it is necessary to include both qualitative and quantitative data in the evaluation. This will enable an analysis not only of *what* and *how much* improvement is occurring, but also *why* some aspects of the program are working well and others are not, and *how* program design or implementation could be improved. The NSW Public Service is a leader in Australia in focussing on implementation, recognising that good implementation leads to good outcomes. The inclusion of qualitative enquiry in the Evaluation Framework will ensure this aspect of the MHW Strategy is fully explored.

- **Capturing innovation and insights**
  The Evaluation Framework provides an opportunity to capture innovations and learnings about what works, what doesn't and why. The MHW Strategy is a catalyst for change and it is important that information and insights about any new initiatives having positive impacts are identified, documented and disseminated. In this way, the Framework provides an opportunity to share and publicise activities, learnings, evidence and successes which can help build momentum for innovation and further improvement. The results of the evaluation will also make a contribution to the growing body of evidence on effective workplace programs and initiatives, as well as provide knowledge and insights which can inform CQI at SafeWork NSW.

3.3. PROGRAM LOGIC

The Program Logic (overleaf) provides an overview of the reach, activities and outcomes of the MHW Strategy. The evaluation will measure each individual component (box) in order to evaluate the delivery and performance of the MHW Strategy. The evaluation of each component of the Program Logic will be supported by Key Evaluation Questions, indicators and data sources specified in the Performance Matrix (table 2).

Figure 3 – MHW Strategy Evaluation Program Logic



Assumptions

- The MHW Strategy design adequately addresses the identified issues, in order to facilitate the achievement of the identified outcomes
- The MWH Strategy will have the necessary funding and resources for all inputs and activities
- Qualitative and/or quantitative data will be available to support the measurement of reach and all outcomes
- The data available will provide adequate attribution of outcomes identified to the MHW Strategy

3.4. PERFORMANCE MATRIX

The Performance Matrix is structured in line with Program Logic inputs, activities, reach, short term, medium term and long-term outcomes. It provides a detailed guide for the evaluator(s) by specifying the Key Evaluation Questions to be applied to each component of the Program Logic, as well as the key indicators, and the current and potential data sources that contain measures of progress.

All **current and potential data sources shown in the Performance Matrix are cross-referenced with data sources** contained in Appendix A, listed from A to U. Appendix A also contains **details of individual data items within each data source** that could be used to measure progress against the key indicators.

In addition, **detailed information about the project-level data sources** (reference E in the table below) is contained in Appendix C.

Table 2 – Performance Matrix

Program logic statements	Key evaluation questions	Key indicators	Current and potential data sources
INPUTS			
Inputs (not included in Program Logic)	▪ Were adequate resources allocated to research, develop and deliver the MHW Strategy? ▪ Were initiatives selected based on the best available evidence? ▪ Did input from stakeholders and people with lived experience of mental health issues shape the design of initiatives, and if so, in what ways?	▪ Total value and type of resources allocated to the MHW Strategy ▪ Total number, type and quality of evidence utilised for selection of each initiative ▪ Total number, level of engagement, and rate of input from stakeholders and people with lived experience of mental health had into the design of MHW Strategy ▪ Engagement satisfaction levels from stakeholders and people with lived experience of mental health issues	▪ (A) The MHW Strategy project budget, implementation plan and associated reports ▪ (B) Selection criteria for projects, and supporting evidence (i.e. peer reviewed literature, existing program data) ▪ (C) Stakeholder engagement records ▪ (D) Stakeholder interviews/workshops
ACTIVITIES			
The four streams of the Program Logic include: ▪ Awareness Raising ▪ Evidence Informed Interventions	▪ To what extent were the activity streams and projects implemented as intended? ▪ What barriers or risks to implementation were anticipated and how effectively were these managed?	▪ Total time and value of any slippage in activity stream and/or project implementation plans ▪ Total number, type and severity of any risks identified to implementation ▪ Reduction in ratings of risks identified post mitigation actions taken ▪ Total number, type and level of barriers and enablers to implementation identified	▪ (E) All streams' project-level monthly progress reports and any associated data ▪ (F) The MHW Strategy Risk Management Plan and associated reports ▪ (D) Stakeholder interviews/workshops

Program logic statements	Key evaluation questions	Key indicators	Current and potential data sources
▪ Research ▪ Building Employer Capability	▪ What barriers and enablers influenced implementation of the activity streams and projects, and how effectively were these addressed? ▪ To what extent did people with lived experience of mental health issues contribute to the implementation and evaluation of MHW Strategy activity streams and projects? ▪ How appropriate and effective were the governance arrangements in supporting MHW Strategy implementation?	▪ Total time and value of any changes to the project implementation plans due to identified barriers and enablers ▪ Overall performance of MHW Strategy implementation, as reported by stakeholders	
REACH			
▪ NSW employers ▪ NSW employees ▪ NSW business ▪ Community ▪ Researchers and Evaluators	▪ How effective were the activity streams in reaching their target audiences? ▪ What was the pattern of reach across all sectors, and specifically across high risk sectors?	▪ Total number and type of MHW Strategy activities/initiatives delivered ▪ Total number and sector of workplaces accessing MHW Strategy activities, particularly target sectors	▪ (E) All streams' project-level monthly progress reports and any associated data ▪ (E) All streams' project-level reach data ▪ (G) SafeWork NSW website traffic- data
SHORT TERM OUTCOMES			
Employers and employees increase their mental health workplace awareness, and understanding	▪ Has the MHW Strategy resulted in an increase in workplace mental health awareness and understanding for NSW employers, employees and the community?	▪ Number of individuals or employers who access Awareness Raising stream activities and MHW website ▪ Number of individuals or employers who report an increase in their workplace mental health knowledge, awareness ▪ Increased awareness of workplace leaders of mentally healthy workplaces	▪ (G) SafeWork NSW website traffic- data ▪ (E) Awareness Raising Stream project-level monthly progress reports ▪ (E) Awareness Raising Stream project-level evaluation reports

Program logic statements	Key evaluation questions	Key indicators	Current and potential data sources
		▪ Changes experienced in mental health awareness and understanding as a result of the MHW Strategy, as reported by stakeholders	▪ (E) Awareness Raising Stream project-level outcomes data ▪ (H) SafeWork NSW's Customer Service telephone data ▪ (I) NSW Mentally Healthy Workplaces Benchmarking Tool ▪ (J) NSW State of the Sector Agency Survey ▪ (D) Stakeholder interviews/workshops
High risk sectors and small/micro businesses increase awareness of targeted, fit for purpose interventions	▪ On what basis were investment decisions made regarding workplace interventions? ▪ Are SafeWork NSW's workplace mental health products, resources, training and services appropriate for the needs of high risk sectors? ▪ Does SafeWork NSW direct targeted communication to high risk sectors about available workplace mental health products and services? ▪ Has the distributed communication reached high risk sectors?	▪ Number, type and focus of workplace mental health products, resources, training and services developed by SafeWork NSW for high risk sectors and small/micro businesses ▪ Alignment of workplace mental health products, resources, training and services developed by SafeWork NSW for high risk sectors and small/micro businesses to the needs of target cohorts ▪ Number and type of communication activities regarding workplace mental health products, resources, training and services distributed by SafeWork NSW to high risk sectors and small/micro businesses ▪ Number of individuals or employers from high risk sectors and small/micro businesses who access SafeWork NSW's communication regarding targeted products, resources, training and services, targeted interventions ▪ Communications assessed by persons with lived experience as appropriate for their needs	▪ (E) Evidence Informed Interventions Stream project-level monthly progress reports ▪ (E) Evidence Informed Interventions Stream project-level evaluation reports ▪ (E) Evidence Informed Interventions Stream project-level outcomes data ▪ (D) Stakeholder interviews/workshops

Program logic statements	Key evaluation questions	Key indicators	Current and potential data sources
Research and evaluation priorities are identified and funded	▪ Have research priorities been identified? ▪ Has funding been allocated for workplace mental health research?	▪ Total number of research priorities identified ▪ Quantum and distribution of funding used by SafeWork NSW for workplace mental health research ▪ Total number of data-driven resources developed and published by SafeWork NSW	▪ (E) Research Stream project-level evaluation reports ▪ (E) Research Stream project-level monthly progress reports ▪ (E) Research Stream project-level outcomes data ▪ (D) Stakeholder interviews/workshops
Employers engage with SafeWork NSW capability building initiatives	▪ Have employers engaged with SafeWork NSW capability building initiatives? ▪ What has impacted on engagement with these initiatives?	▪ Number and type of employers who access SafeWork NSW's capability building initiatives ▪ Number and type of factors which have impacted on engagement with these initiatives	▪ (E) Capability Building Stream project-level monthly progress reports ▪ (E) Capability Building Stream project-level evaluation reports ▪ (E) Capability Building Stream project-level outcomes data ▪ (D) Stakeholder interviews/workshops
MEDIUM TERM OUTCOMES			
NSW employers utilise and value workplace mental health products, training, resources and services	▪ Are NSW employers utilising workplace mental health products, resources, training and services? ▪ What products, resources, training and services have the highest usage rates? ▪ Is there any difference in usage rates across employers? ▪ What value do NSW employers place in workplace mental health products, resources, training and services?	▪ Total number and sector of NSW employers utilising workplace mental health products, resources, training and services ▪ Participation/uptake rates for each product, resource and service ▪ Customer satisfaction results for each product, resource and service ▪ Increases in the value employers place in mental health products, training, resources and services, as a result of the MHW Strategy, as reported by employer stakeholders	▪ (E) All streams' monthly progress reports ▪ (E) All streams' project-level evaluation reports ▪ (E) All streams' project-level outcomes data ▪ (D) Stakeholder interviews/workshops

Program logic statements	Key evaluation questions	Key indicators	Current and potential data sources
	▪ What products, resources, training and services are the most valued? ▪ Is there any difference in value ratings across employers?		
NSW employers plan and implement new initiatives to improve workplace mental health	▪ Have NSW employers planned and implemented new initiatives to improve workplace mental health? ▪ What is the uptake/participation by employees of new workplace mental health initiatives implemented by NSW employers? ▪ To what extent are new mental health initiatives sustained by NSW employers beyond initial implementation?	▪ Total number, size and sector of NSW employers who implement new workplace mental health initiatives ▪ Type of new workplace mental health initiatives implemented across employer size and sector ▪ Extent to which employers are planning and implementing new workplace mental health initiatives as a result of the MHW Strategy, as reported by employer and SafeWork NSW stakeholders ▪ Employee participation/uptake rates for new workplace mental health initiatives implemented	▪ (E) Evidence Informed Interventions Stream project-level monthly progress reports ▪ (E) Evidence Informed Interventions Stream project-level evaluation reports ▪ (E) Evidence Informed Interventions Stream project-level outcomes data ▪ (I) NSW Mentally Healthy Workplaces Benchmarking Tool ▪ (J) NSW State of the Sector Agency Survey ▪ (K) WSMS Inspector Data (custom surveys to be developed) ▪ (L) Indicators of a Thriving Workplace Survey ▪ (D) Stakeholder interviews/workshops
An evidence base of workplace mental health knowledge and best practice is progressed and accessible by NSW workplaces	▪ Have research projects been undertaken? ▪ Have meaningful research and findings been made available to workplaces, particularly those in high risk sectors? ▪ Are employers being enabled to apply evidence in their practices through data-driven initiatives?	▪ Total number, type and value of research projects commenced, progressed and completed ▪ Total number and type of research distributed by SafeWork NSW ▪ Total number and sector of employers who have access to SafeWork NSW data-driven initiatives ▪ Total number and sector of employers applying evidence in their practice, as a result of research initiatives and support delivered by SafeWork NSW	▪ (E) Research Stream project-level evaluation reports ▪ (E) Research stream project-level monthly progress reports ▪ (E) Research Stream project-level outcomes data

Program logic statements	Key evaluation questions	Key indicators	Current and potential data sources
		▪ Extent to which NSW workplaces are accessing a workplace mental health evidence base as a result of the MHW Strategy, as reported by employee, employer and SafeWork NSW stakeholders	▪ (D) Stakeholder interviews/workshops
LONG TERM OUTCOMES			
Employers have improved capability to create mentally health workplaces and manage psychosocial risk.	▪ Have employers demonstrated a capability uplift in creating mentally healthy workplaces? ▪ Are there any areas of employer capability which are further progressed than others? ▪ What differences in capability change is evident across sectors, particularly target sectors? ▪ Are employers who demonstrate best practice recognised and rewarded?	▪ Proportion of employers who proceed to the next level of the NSW Mentally Healthy Benchmarking Tool, particularly in high risk sectors (Target 10%) ▪ Changes between pre-and post-outcome measures relating to employer capability, as measured by individual project teams ▪ Incidence rate of serious work-related psychosocial injuries and illnesses (30% reduction) ▪ Implementation of long-term incentives to drive best practice such as insurance premium reductions ▪ Implementation and take-up of best practice/innovation awards ▪ Reduction in the average time spent on Workers Compensation by people with mental-health related claims (TBC) ▪ Extent to which employers demonstrate or experience capability change as a result of the MHW Strategy, as reported by employee and employer stakeholders	▪ (E) All Streams' monthly progress reports ▪ (E) All Streams' project-level evaluation reports ▪ (E) All Streams' project-level outcomes data ▪ (I) NSW Mentally Healthy Workplaces Benchmarking Tool ▪ (M) State Workers Compensation Insurance Data ▪ (O) State Workers Compensation Customer Service Survey ▪ (H) SafeWork NSW Customer Service Telephone Data ▪ (K) WSMS Inspector Data (custom survey to be developed) ▪ (N) Household Income and Labour Dynamics in Australia Survey ▪ (P) Case Studies
Employees rate their workplaces as being mentally healthier and safer	▪ Do employees report positive workplace's mental health practices? ▪ Do employees report that workplace psychosocial risks and	▪ Total number and sector of workplaces where employee report positive workplace mental health practices ▪ Total number and sector of workplaces where employee report appropriate actions and	▪ (E) All Streams' monthly progress reports ▪ (E) All Streams' project-level evaluation reports

Program logic statements	Key evaluation questions	Key indicators	Current and potential data sources
	hazards addressed/mitigated appropriately? ▪ What differences in workplace mental health is evident across sectors, particularly target sectors according to employee feedback?	mitigations regarding workplace psychosocial risks and hazards ▪ Examples of how workplaces have become mentally healthier and safer, as reported by employee stakeholders	▪ (E) All Streams' project-level outcomes data ▪ (Q) People Matter Survey ▪ (R) NSW Agency Survey ▪ (N) Household Income and Labour Dynamics in Australia Survey ▪ (L) Indicators of a Thriving Workplace ▪ (P) Case Studies
Social connections in the workplace and community are better promoted, presented and restored	▪ To what extent do employees and employers report that social connections are improved in their workplaces and communities? ▪ What factors have influenced the changes experienced? ▪ What patterns of improvements in social connections exist for different workplaces, industries and communities?	▪ Total number and sector of employees and employers report changes in social connections in their workplace and/or community ▪ Total number and type of factors which have influenced changes in social connections in workplaces and communities, as reported by employees and employers ▪ Improvements in social connections as a result of the MHW Strategy, as reported by employee and employer stakeholders	▪ (E) All Streams' monthly progress reports ▪ (E) All Streams' project-level evaluation reports ▪ (E) All Streams' project-level outcomes data
Workplace productivity is increased, through reduced employee absenteeism, improved recovery at work and employer cost savings	▪ Has productivity increased through reduced workers' compensation claims related to mental health issues? ▪ Has productivity increased through reduced absenteeism? ▪ Has productivity increased through improved recovery at work? ▪ Has productivity increased through improved employer cost savings	▪ Incidence rate of serious work-related psychosocial injuries and illnesses ▪ Total number and sector of employers who report a reduction in absenteeism related to mental health issues ▪ Total number and sector of employers who report changes in productivity as a result of improved recovery to work processes and outcomes ▪ Total number and sector of employers who report changes in productivity as a result of improved cost savings	▪ (E) All Streams' monthly progress reports ▪ (E) All Streams' project-level evaluation reports ▪ (E) All Streams' project-level outcomes data ▪ (M) State Workers Compensation Insurance Data ▪ (S) NSW Government Workforce Profile ▪ (P) Case Studies
A positive return on investment (both	▪ What has been the financial return on investment for the MHW	▪ Comparison of MHW Strategy costs with outcomes delivered	▪ (T) MHW Strategy funding data disaggregated by

Program logic statements	Key evaluation questions	Key indicators	Current and potential data sources
financial and social) in the MHW Strategy is achieved	Strategy? ▪ What has been the social return on investment for the MHW Strategy?	▪ Operational efficiency of the MHW Strategy and related programs, as reported by SafeWork NSW stakeholders	stream and project (or lowest possible level) ▪ (U) Actual MHW Strategy costs data, including direct and in-kind cost data, disaggregated in line with funding data to stream and project to lowest possible level ▪ (E) All Streams' project-level evaluation reports ▪ (E) All Streams' project-level outcomes data ▪ (D) Stakeholder interviews/workshops

4. EVALUATION GOVERNANCE AND METHODS

4.1. EVALUATION GOVERNANCE

We suggest that the following governance and risk management roles and responsibilities be assigned to ensure the smooth delivery of the evaluation.

Table 3 – Evaluation governance and risk management roles

Evaluation Party	Governance and Risk Management Role
SafeWork NSW	▪ Commission the evaluation ▪ Oversee delivery of the evaluation activities ▪ Participate in project management meetings with the evaluator/s ▪ Provide timely feedback for incorporation into final deliverables ▪ Mitigate any strategic risks to the evaluation activities ▪ Provide access to relevant data ▪ Consider and implement evaluation findings
MHW Strategy Steering Committee	▪ Support delivery of the evaluation through engaging with SafeWork NSW as required ▪ Provide feedback on deliverables of the evaluation as required ▪ Consider and implement evaluation findings
Evaluator(s)	▪ Deliver and project manage the evaluation activity ▪ Coordinate project management meetings with evaluation parties ▪ Provide all deliverables of the evaluation activities, including production of evaluation reports as required ▪ Communicate findings of the evaluation to SafeWork NSW and the MHW Strategy Steering Committee as required ▪ Mitigate any operational risks to the evaluation through effective project management

4.2. METHODS OVERVIEW

We have suggested that the evaluation be conducted in three phases:

2018/2019	Evaluation Planning and Ethics
January to June 2020	Data Collection (inclusive of information and data from July 2018 to June 2020) Interim Evaluation Report
January to June 2022	Data Collection (inclusive of information and data from July 2020 to June 2022) Final Evaluation Report

The timetable shown in Figure 4 overleaf includes core project management, stakeholder consultations and evaluation activities to be conducted over the four years. It also includes a list of optional additional evaluation activities that can be undertaken depending on the level of MHW Strategy funding and available evaluation resources. Details of all proposed data sources can be seen in Appendix A.

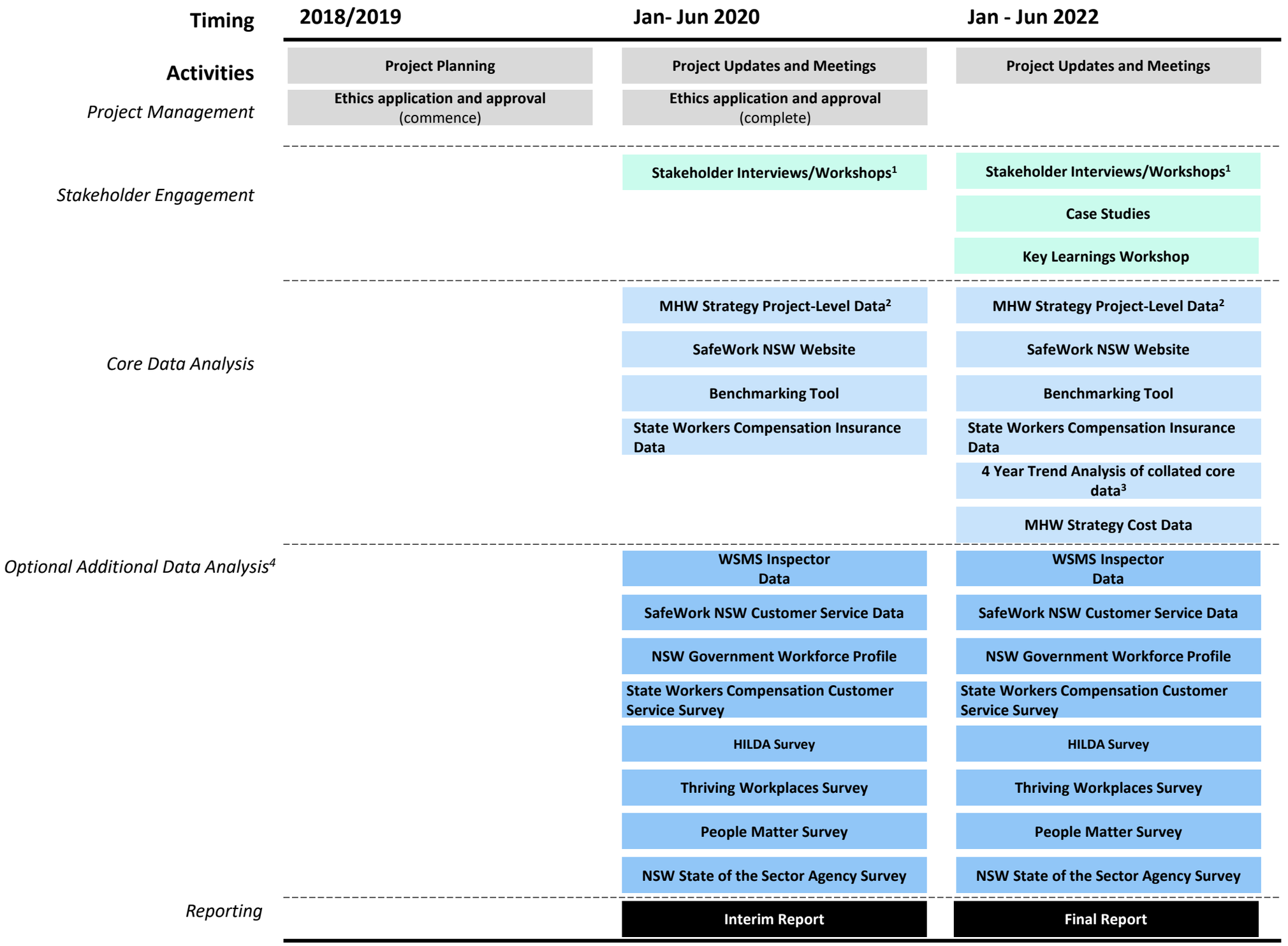
We believe that it is preferable to undertake a 'deeper dive' data at two points over the evaluation period (suggested for January to June 2020, and January to June 2022) rather than undertake data collection over each of the next four years. The MHW Strategy will take some time to 'get off the ground' and sufficient time needs to have elapsed before implementation and early outcomes be assessed.

However, this does not mean that SafeWork NSW could not, itself, undertake analysis of selected data sources on an annual basis for monitoring purposes.

Figure 4 – Overview of evaluation methods and timing

MENTALLY HEALTHY WORKPLACES IN NSW STRATEGY

EVALUATION IMPLEMENTATION PLAN



1. Ethics approval will likely be required as this evaluation will involve primary data collection relating to workplace mental health. It is recommended that a private ethics committee be approached to provide this approval (such as Bellyberry Limited www.bellbery.com.au). This process will involve the development of a Research Protocol and all primary data collection tools (i.e. stakeholder interview and focus group guides), and providing these to Bellberry for feedback and ethics approval.

2. Stakeholders consultation should include SafeWork NSW team members, WSMS Inspectors, Employers, Employees, Peak Bodies, Persons with Lived Experience. Consultation methods may include interviews or workshops as appropriate.

3. The Key Learnings Workshop should be delivered by the Evaluators to SafeWork NSW and the MHW Strategy Steering Committee in the final phase of the evaluation. at the completion of all data collection and analysis. The workshop provides an opportunity for the evaluator to share key learnings from the evaluation with SafeWork NSW and the Steering Committee. The workshop may also be used to collaboratively develop recommendations for inclusion in the final Evaluation Report.

4. MHW Strategy Project Level Data should include monthly progress reports, reach and outcomes data, and evaluation data for all SafeWork NSW managed projects under the MHW Strategy.

5. The 4 Year Trend Analysis (2019 – 2022) will enable the evaluators to assess longer-term trends across the selected data sources in the final phase of the evaluation. Collated core data will include all data sources listed in the Core Analysis section of diagram, excluding MHW Strategy Cost Data as this does not need to be trended over four years' in order to support the proposed economic analysis methods.

6. Optional Additional Data Analysis can be undertaken if resources available

4.3. PROPOSED APPROACHES TO OTHER ASPECTS OF THE EVALUATION

4.3.1. Proposed economic analysis approach

It will be possible for the evaluation to include an economic analysis. This analysis could take various forms, including a Cost-Effectiveness Analysis (CEA), a Cost-Benefit Analysis (CBA) or a Social Return on Investment Analysis (SROI), pending the nature, quality and extent of data collected.

Details of each analysis type are as follows:

- CBA is a method for organising information to provide a meaningful comparison of the impacts associated with different options or investments. Critically, costs and benefits are expressed as far as possible in monetary terms and are valued in terms of the impact they make to the community as whole.
- CEA is used as an alternative to CBA where certain outcomes or impacts cannot be monetised. It enables a meaningful and insightful comparison of alternative ways of producing the same or similar outputs and outcomes, without the need to assign dollar values to results.
- SROI is used to quantify any social outcomes delivered by an intervention. This is accomplished by assigning proxy financial measures to (non-financial) social outcomes data and provides evaluation stakeholders with an approximation of an intervention's social benefits in financial terms. This analysis is generally used when it is important to measure and communicate the social impacts of an intervention but the social impacts themselves do not result in financially-based outcomes data.

The ultimate methodology employed will be informed by the data outcomes of the evaluation. The evaluations will need to keep SafeWork NSW informed as to the rigour, robustness and reliability of data outcomes and implications for the economic analysis component during the evaluation.

4.3.2. Proposed transfer of data to support benefits realisation measurement

This Evaluation Framework has been reviewed to assess its alignment with the SafeWork NSW Benefits Realisation Plan, and where the evaluation can provide data for the future measurement of the benefits.

The 23 benefits identified in the Benefits Realisation Plan were reviewed against the following criteria to determine whether the evaluation can support their future measurement:

- **Availability of data.** The data sources specified in the Benefits Realisation Plan to measure the predicted benefits may or may not be easily accessible and/or be collected on an ongoing or periodic basis. It may therefore not be possible or appropriate to include some measures in the Evaluation Framework (e.g. the data is collected at one point in time, or no there is no dataset).
- **Cost of data collection and analysis.** The cost (in time and/or funding if contracted out) of accessing, purchasing, extracting, collecting and/or analysing data from data sets or surveys that will support the measurement of identified benefits needs to be taken into account and align with the budget and resources likely to be available for the MHW Strategy evaluation. Consultation with SafeWork about data collection priorities within the available budget will inform these decisions.

- **Attribution**. It is important to note that the Benefits Realisation Plan is a predictive tool of potential benefits, while the Evaluation Framework is a measurement tool of actual outcomes. This difference means that some predicted benefits may or may not be suitable for inclusion in this Evaluation Framework due to the question of attribution. In other words, the purpose of the evaluation is to objectively analyse data to determine the actual effectiveness of a strategy or program. The only way that a predicted benefit can be included in this Evaluation Framework, is that there is readily available data measuring outcomes that can be directly attributed to a program under the Strategy.

Based on this criteria, it was determined that the evaluation can provide data to support the measurement of 12 of the 23 benefits identified in the Benefits Realisation Plan. A further 5 of the identified benefits could also receive data from the evaluation, depending on SafeWork NSW's priorities for the evaluation. The details of this analysis are shown in Appendix D.

4.3.3. Incorporation of data from icare projects

There are 13 projects within the MHW Strategy which will be delivered by icare (note, icare delivers workers' compensation insurance for approximately 90 per cent of all public and private sector workers in NSW). At the time of writing, limited information was available about these projects. The evaluators will need to engage with icare during the evaluation planning phase to identify whether any icare evaluation findings can be shared with the MHW Strategy Evaluation.

4.3.4. Stakeholders to be consulted

A range of key stakeholders will be involved in the evaluation of MHW Strategy, to provide feedback on process and implementation outcomes, and contribute to continuous quality improvement. A preliminary list of stakeholders has been compiled, and is attached at Appendix B.

DISCLAIMER

This report is dated 20 May 2019 and incorporates information and events up to that date only and excludes any information arising, or event occurring, after that date which may affect the validity of Urbis Pty Ltd's (**Urbis**) opinion in this report. Urbis prepared this report on the instructions, and for the benefit only, of SafeWork NSW (**Instructing Party**) for the purpose of an Evaluation Framework (**Purpose**) and not for any other purpose or use. To the extent permitted by applicable law, Urbis expressly disclaims all liability, whether direct or indirect, to the Instructing Party which relies or purports to rely on this report for any purpose other than the Purpose, and to any other person which relies or purports to rely on this report for any purpose whatsoever (including the Purpose).

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All surveys, forecasts, projections and recommendations contained in or associated with this report are made in good faith and on the basis of information supplied to Urbis at the date of this report, and upon which Urbis relied. Achievement of the projections and budgets set out in this report will depend, among other things, on the actions of others over which Urbis has no control.

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This report has been prepared with due care and diligence by Urbis and the statements and opinions given by Urbis in this report are given in good faith and in the reasonable belief that they are correct and not misleading, subject to the limitations above.

APPENDIX A INFORMATION CONTAINED IN THE PERFORMANCE MATRIX

1. Existing data sources
2. Individual measures within these data sources of potential relevance to the evaluation
3. Potential new data sources
4. Case studies

LIST OF EXISTING DATA SOURCES INCLUDED IN THE PERFORMANCE MATRIX

The following data sources have been identified in the Performance Matrix as potentially providing evidence of progress towards achieving MHW Strategy outcomes. These include internal agency program data sets, public sector surveys (the public sector being the largest employer in NSW), and population level and workplace surveys. Details of each data source target population, method, frequency and data owner are contained in the tables below. Each of these data sources have been reviewed for relevant measures to include in the Evaluation Framework, Selected/potential measures are detailed below. These need further review and a decision needs to be made as to which ones would speak most directly to workplace mental health and safety. In addition, a number of potential new data sources have been identified and are detailed below. These are primarily qualitative, reflecting the need to assess implementation, process and learning outcomes.

Reference (as specified in Performance Matrix)	Name	Respondents	Method	Frequency	Administration	Mental Health Data
A	The MHW Strategy project budget, implementation plan and associated reports	It is anticipated that SafeWork NSW will hold relevant documents and data relating to the implementation of the MHW Strategy for use in this evaluation.				
B	Selection criteria for projects, and supporting evidence (i.e. peer reviewed literature, existing program data)	It is anticipated that SafeWork NSW will hold relevant documents and data relating to the selection of funded projects under the MHW Strategy for use in this evaluation.				
C	Stakeholder engagement records	It is anticipated that SafeWork NSW will hold relevant documents and data relating to the consultation of stakeholders in relation to the development of the MHW Strategy for use in this evaluation.				
D	Stakeholder interviews/workshops	Various, please see details Appendix B				
E	Project-level data	Various, please see details in Appendix C				
F	The MHW Strategy Risk Management Plan and associated reports	It is anticipated that SafeWork NSW will hold relevant documents and data relating to the risk management of the MHW Strategy for use in this evaluation.				
G	SafeWork NSW website traffic data	Various	Quantitative	As required	SafeWork NSW	No

Reference (as specified in Performance Matrix)	Name	Respondents	Method	Frequency	Administration	Mental Health Data
H	SafeWork NSW Customer Service Telephone Data	TBD	Quantitative	Ongoing data, available as required	SafeWork NSW and State Insurance Regulatory Authority (SIRA)	Yes
I	Mentally Healthy Workplaces in NSW Benchmarking Tool	NSW employers	Quantitative	Annual	SafeWork NSW	Yes (see details on table below)
J	New South Wales Agency Survey	Public sector departments and agencies	Quantitative (n=105 agencies)	Annual	Public Service Commission	Yes
K	WSMS Inspector Data	Quantitative	Ongoing data, available as required	SafeWork NSW	Potential for mental health data to be collected	Yes (see details on table below)
L	Indicators of a Thriving Workplace	Australian workplaces (national sample)	Quantitative (n=5,000)	Annual	SuperFriend	Yes (see details on table below)
M	State Workers' Compensation Insurance Data	NSW employers	Quantitative	Ongoing – data available as required	State Insurance Regulatory Authority (SIRA)	Yes (see details on table below)
N	Household Income and Labour Dynamics in Australia (HILDA) Survey	Australian labour market participants (national sample)	Quantitative (n=70,000)	Annual	Administered by Melbourne Institute Funded by Department of Social Services	Yes (see details on table below)
O	State Workers' Compensation Customer Service Survey	NSW employees who have lodged a Workers Compensation claim	Quantitative	Previously delivered in 2015. Unclear if it is ongoing	WorkCover	Yes (see details on table below)

Reference (as specified in Performance Matrix)	Name	Respondents	Method	Frequency	Administration	Mental Health Data
P	Case studies of workplace mental health improvement (see details below)	NSW Workplaces	To identify improvements: ▪ Interviews to collect evidence ▪ Use of WSMS Inspector Data and Mentally Healthy Workplaces Benchmarking Tool Data To develop case studies: Consult with clusters and people with lived experience of mental health issues	Interim and final evaluation stages	SafeWork NSW / evaluator	Yes
Q	People Matter Survey	Public sector employees	Quantitative (n=110,000)	Annual	Public Service Commission	Yes (see details on table below)
R	New South Wales Agency Survey	Public sector departments and agencies	Quantitative (n=105 agencies)	Annual	Public Service Commission	Yes (see details on table below)
S	New South Wales Government Workforce Profile	Public sector employees	Quantitative (n=393,442)	Annual	Public Service Commission	Yes (see details on table below)
T	MHW Strategy funding data disaggregated by stream and project (or lowest possible level)	It is anticipated that SafeWork NSW will hold relevant documents and data relating to funding of the MHW Strategy for use in this evaluation.				

Reference (as specified in Performance Matrix)	Name	Respondents	Method	Frequency	Administration	Mental Health Data
U	Actual MHW Strategy costs data, including direct and in-kind cost data, disaggregated in line with funding data to stream and project to lowest possible level	It is anticipated that SafeWork NSW will hold relevant documents and data relating to MHW Strategy costs for use in this evaluation.				

INDIVIDUAL DATA ITEMS FROM EXISTING DATA SOURCES (PROGRAM DATA SETS AND SURVEYS) RELEVANT TO THE EVALUATION

Potentially relevant data items for data sources I, M, O, K, Q, S, R, N and L are shown in the table below.

Name	Data Segments Available	Items	Data Purpose
Mentally health Workplaces in NSW Benchmarking Tool	▪ Region ▪ Sector ▪ Size (based on employee number)	We anticipate that the evaluation will utilise the complete Mentally Healthy Workplaces in NSW Benchmarking Tool. There are numerous measures in this survey that will speak directly to the achievement of workplace interventions. SafeWork NSW is going to provide targets for the upward movement in benchmark scores, which will be incorporated into the Evaluation Framework.	▪ Identify the proportion of NSW Employers who progress through the five levels of the benchmarking tool comparative to baseline data. ▪ Identify whether these trends can be correlated to the Strategy initiatives through triangulation with the Strategy implementation and website data
State Workers' Compensation Insurance Data	▪ Age ▪ Gender ▪ Industry ▪ Occupation ▪ Nature of illness (7 natures of illness included) ▪ Mechanism of illness (i.e. event that resulted in onset of the illness) (16 mechanisms included) ▪ Agency of illness (i.e. object, substance or circumstance directly involved in inflicting the illness) (23 agencies included) ▪ Severity of illness (3 severities included)	▪ Total minor mental illness related claims per annum ▪ Total major mental illness related claims per annum ▪ Incidence rate of claim related to mental illness per 1000 employees ▪ Mental health related claims as a percentage of all accepted claims ▪ Gross costs incurred for minor mental illness related claims ▪ Gross costs incurred for major mental illness related claims ▪ Time lost (weeks) for mental health related claims	▪ Identify key trends in mental health related workers compensation claims comparative to baseline data. ▪ Identify whether these trends can be correlated to the Strategy initiatives through triangulation with the Strategy implementation, website and communications data

Name	Data Segments Available	Items	Data Purpose
Customer Service Telephone Data	TBD	▪ Call content/topic: - Mental Health - Mentally Healthy Workplace Program and Summit - Callers threatening self-harm or suicide - What is work related stress and what are the benefits of preventing it - What is workplace bullying and what can be done about it - Workplace stress and making a claim for workers compensation - How can PCBUs, duty holders and workers manage work-related stress	▪ Identify trends in customer service enquiry content and whether these trends can be correlated to the Strategy initiatives through triangulation with the Strategy implementation, communication and website data
WSMS Inspector Site Visit Data	TBD	Specific items can be developed by Evaluation team as required. It is suggested that a checklist or guide be developed for WSMS Inspectors to utilise during site visits in order to identify workplace psychosocial risk and hazard practices/mitigations. These may include evidence of Employee Assistance Program signage, workplace mental health as an agenda item on team meetings, and innovative initiatives to address workplace mental health. WSMS Inspectors should also be supported to identify workplaces where there have been significant improvements in workplace mental health practices, or examples of best practice being delivered. Feedback from WSMS Inspectors can then be collated focus groups, facilitated by the evaluator.	▪ Evidence of NSW Workplaces implementing SafeWork NSW's Mentally Health Workplaces Initiatives to mitigate/reduce workplace psychosocial risks and hazards ▪ Identification of workplaces demonstrating significant practice improvements, or best practice to participate in Case Studies

Name	Data Segments Available	Items	Data Purpose
People Matter Survey	▪ NSW Public Sector Clusters ▪ Gender ▪ Age ▪ Language other than English ▪ Tenure ▪ Aboriginal and/or Torres Strait Islander status ▪ Disability status ▪ Mental health condition ▪ LGBTIQ status ▪ Seniority Type of work	▪ Q1a – I understand what is expected of me to do well in my role ▪ Q1b – I have the tools I need to do my job effectively	▪ Identify trends across the NSW Public Sector of employee job resources, and whether these trends can be correlated to any the Strategy initiatives through triangulation with SafeWork NSW implementation and website data
		Q2h – People in my workgroup treat each other with respect	▪ Identify trends across the NSW Public Sector of respectful workplace culture, and whether these trends can be correlated to any of the Strategy
		▪ Q6b – I feel that senior leaders effectively lead and manage change ▪ Q6d – Senior managers encourage innovation by employees ▪ Q6g – I feel that senior managers keep employees informed about what's going on ▪ Q6h – I feel that senior managers listen to employees	▪ Identify trends across the NSW Public Sector of effective leadership in NSW workplaces, and whether these trends can be correlated to any of the Strategy initiatives
		▪ Q7f – I feel that change is handled well in my organisation	▪ Identify trends across the NSW Public Sector of effective change management in NSW workplaces, and whether these trends can be correlated to any of the Strategy initiatives
		▪ Q8b to f – Cultural background, age, disability, sexual orientation or gender are not barriers to success in my organisation ▪ Q8i – How satisfied are you with your ability to access and use flexible working arrangements (response scale: very satisfied to very unsatisfied)	▪ Identify trends across the NSW Public Sector of inclusive workplace culture, and whether these trends can be correlated to any of the Strategy initiatives
		▪ Bullying behaviour experienced, including: - Unjustified criticisms or complaints - Withheld information vital for effective work performance - Shouted or expressed anger	▪ Identify trends across the NSW Public Sector of workplace bullying, and whether these trends can be correlated to any of the Strategy initiatives

Name	Data Segments Available	Items	Data Purpose
		- Deliberate exclusion from workplace activities or opportunities - Spread misinformation or malicious rumours - Abusive, insulting or offensive language - Repeatedly hassled or gave unwanted attention - Threatened job loss or restricted job opportunities - Sent offensive phone, text, email, written or online messages - Threatened physical harm - Sexual harassment or abuse ▪ Physical harm	
New South Wales Government Workforce profile	▪ Employment type (e.g. full time, part time) ▪ Gender ▪ Age ▪ English as a second language ▪ Racial, ethnic, ethno-religious groups ▪ Disability status ▪ Aboriginal and/or Torres Strait Islander status ▪ Seniority ▪ NSW Public Sector Group Occupations	▪ Unscheduled absence (sick or personal leave)	▪ Identify trends across the NSW Public Sector of absenteeism, and whether these trends can be correlated to any of the Strategy initiatives
New South Wales State of the Sector Agency Survey	▪ Agency size based on headcount ▪ No other data segmentations specified	▪ Q6 – Did your agency implement any initiative specifically designed to improve employee engagement in the last year (response scale: no; being developed; yes – part agency; yes – for whole agency) ▪ Q15 – In the last year, did your agency offer any training to improve employees' awareness of diversity and inclusion for any of the following: - Aboriginal and Torres Strait Islander or cultural competency	▪ Identify trends across the NSW Public Sector of employee engagement activities, and whether these trends can be correlated to any of the Strategy initiatives ▪ Identify trends across the NSW Public Sector of inclusive workplace culture specifically related to mental health, and whether these trends can be

Name	Data Segments Available	Items	Data Purpose
		- Mental illness - People with disability (physical or intellectual) - People from culturally and linguistically diverse backgrounds - Gender ▪ Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI)	correlated to any of the Strategy initiatives
Household Income and Labour Dynamics in Australia (HILDA) Survey	▪ Whether respondent has a lived experience of mental health issues ▪ Employment status ▪ Employment type (e.g. full time, part time) ▪ Occupation ▪ Location (to nearest capital city or state) ▪ Age ▪ Gender ▪ Marital Status ▪ Country of Birth ▪ Education attainment ▪ Dwelling type	▪ Specific questions not identified, however it is understood that the HILDA Survey Data can provide insights into mental health prevalence in the Australian workforce, which can be segmented by state.	▪ Identify trends across the Australian labour force in prevalence of mental health issues, and whether these trends can be correlated to any of the Strategy initiatives
Indicators of a Thriving Workplace	▪ Work role (business owner, non-manager, manager) ▪ Number of employees in the organisation ▪ Industry ▪ Location (state) ▪ Gender ▪ Age	**Leadership** ▪ Managers make sure employees have the resources to do the job ▪ There is praise and recognition for good performance and achievement ▪ There is effective team working and a supporting team environment ▪ Managers support and facilitate flexible working to meeting individual needs **Connectedness**	▪ Identify trends across private NSW Employers in leadership, connectedness, and mental health awareness, and whether these trends can be correlated to any of the Strategy initiatives

Name	Data Segments Available	Items	Data Purpose
		▪ People greet each other in the morning, smile, make eye contact and say thank you – it's common courtesy ▪ Leave is monitored and managed to make sure people get regular holidays **Policies and Practices** ▪ There is access to confidential external support services such as Employee Assistance Programs (EAP) ▪ There are internal counselling or support services that employees can use ▪ There are workplace programs to improve mental health and wellbeing ▪ There are regular workplace health and wellbeing audits and action plans implemented ▪ Has good return to work policies and practices for those who have had time off with mental health problems ▪ Has managers who are committed to promoting the mental health and wellbeing of staff **Capability and Culture** ▪ Mental health awareness training is provided for all employees ▪ Employees with mental health problems, like anxiety or depression, feel comfortable discussing their mental health issues with their manager ▪ Training is provided for all managers in how to support employees with mental health issues ▪ The culture encourages open discussion about issues that affect mental health and wellbeing ▪ People with known mental health issues would have an equal chance of employment or promotion	

PROPOSED NEW DATA COLLECTIONS

A number of proposed new data collections have been identified in the Performance Matrix which would provide valuable data in the evaluation. These are qualitative in nature and time limited.

Name	Respondents/ Subject	Method	Frequency	Administration/ Responsibility	Data specific to mental health
Qualitative Tool #1	NSW Employee Networks (sector specific)	Focus groups / workshops	Interim and final evaluation stages	Evaluator	Yes
Qualitative Tool #2	Mental health peak and advocacy groups	Focus groups / workshops	Interim and final evaluation stages	Evaluator	Yes
Qualitative Tool #3	Mentally Health Workplaces Program Committee/ Leadership Team	Focus groups	Interim and final evaluation stages	Evaluator	Yes
Qualitative Tool #4	NSW employers	Case sudies (see below for further details)	Final evaluation stage	Evaluator	Yes

CASE STUDIES OF WORKPLACE MENTAL HEALTH IMPROVEMENT

It is proposed that a number of case studies be written to identify instances of where MHW Strategy initiatives have driven substantial positive changes to workplace mental health.

The MHW Strategy Evaluation Framework includes three opportunities to identify instances of workplace mental health improvement driven by the MHW Strategy:

- WSMS Inspector Data
- SafeWork NSW Mentally Healthy Workplaces in NSW Benchmarking Tool Data
- Dedicated interviews with sector representatives.

Following this collection of evidence, SafeWork NSW (together with any evaluator) and selected stakeholders would identify which instances represented the most significant changes in relation to workplace mental health. These instances would then be developed into case studies.

It is proposed that people with a lived experience of mental illness be involved in identifying and in selecting case studies to be showcased and also providing feedback and insight as participants in selected case study workplaces.

APPENDIX B KEY STAKEHOLDERS

KEY STAKEHOLDER GROUPS

Key stakeholder groups to be engaged in the evaluation should include:

- People with a lived experience of mental illness
- Industry representatives (peak bodies and organisations)
- Employee representatives (unions; vulnerable workers)
- Academic advisors
- Mental health advocates
- Government stakeholders
- Strategic partners

APPENDIX C MHW STRATEGY PROJECT SPECIFIC DATA

PROJECT-LEVEL CONFIRMED AND POTENTIAL DATA SOURCES

The following project-level data sources were identified from a desktop review of available evaluation plans for individual projects, as well as stakeholder interviews with project managers.

At the time of writing, not all projects had planned evaluation activities, and some projects were still under development. In those instances, only potential data sources could be identified based on planned project activities. These will need to be confirmed in the future by the evaluators.

Activity Stream	Project	Known data sources	Identified potential data sources
Awareness Raising	Website (including microsite, website, Public Commitment and Recognition)	▪ Microsite user experience data ▪ Microsite behaviour insights data ▪ Website traffic data (available each fortnight) ▪ Public Commitment reach data (number of pledges, number of businesses signed up, number of individuals supported, reach of business ambassadors, and demographics of each including, industry type, size of business and region) ▪ Project monthly progress reports	▪ User Experience data may be available for main website ▪ Data sources for Recognition sub-project not yet determined, but may relate to number and type of nominations, and comparison of nominations and awards to original benchmarking tool data.
	Campaign	▪ Campaign creative concept testing for pilot campaign ▪ Pre-campaign market testing data ▪ Campaign reach data (e.g. number of screens, impressions, click-throughs, website hits) ▪ Campaign outcome data (online capability tool use data) ▪ Campaign evaluation report ▪ Project monthly progress reports	
	Prevention-focussed Regulatory Services	▪ Project monthly progress reports	▪ Reach data ▪ Possible outcomes data from Inspector feedback, based on their advisory visits
	Events	▪ Project being delivered by icare. It is anticipated that icare will manage evaluation activities for this project.	

Activity Stream	Project	Known data sources	Identified potential data sources
Evidence Informed Interventions	Workplace Mental Health and Wellbeing Manager Training	▪ Reach data (from marketing and registration data) ▪ Outcomes data (pre, post and six months' follow-up measures relating to confidence and possible behaviour change) ▪ Draft and final evaluation report	
	Group/digital mental health skills program	**MH Skills Program Evaluation Data:** ▪ Implementation review data ▪ Reach data (including marketing tracking, number of people engaged, industries, program type, app (HeadGear) engagement, as well as data from Learning Management System) ▪ Training outcomes data relating to knowledge, confidence, application of knowledge, and levels of stigma (pre, post and follow-up program self-report evaluation survey, with age, region, gender and industry details available) ▪ Differential analysis data (assessing whether different patterns of outcomes could be seen across demographics, industries or regions) ▪ Qualitative data from interviews with training recipients ▪ Participant feedback data ▪ Final evaluation report (including data on reach, engagement and behaviour change) **HeadGear App Evaluation Data:** ▪ Implementation review data ▪ Reach data ▪ Program engagement ▪ Outcomes data (depression and self-rated mental fitness outcome measures at sign-up to Headgear app, and 30 days post) ▪ Participant feedback data ▪ Differential analysis data (assessing whether different patterns of outcomes could	

Activity Stream	Project	Known data sources	Identified potential data sources
		be seen across demographics, industries or baseline symptoms) **Other** ▪ Feedback data from training facilitators ▪ Monthly progress reports Note, detailed information about these measures and data sources is provided in the SWNSW MH Skills Training Evaluation Plan_Draft 3	
	Recovery at Work	▪ Project under development at time of writing, limited information about data sources available.	▪ Reach and outcomes data may be available in the future
Research	Data-Driven	▪ Website traffic data ▪ User experience data from website users and WSMS Inspectors	▪ Webinar reach data ▪ Outcome/post-measures for website users ▪ User experience data from WSMS Inspectors
	Research Investment	▪ Project under development at time of writing, no information about data sources available.	
	Applied Research	▪ Project being delivered by icare. It is anticipated that icare will manage evaluation activities for this project.	
	Action Research	▪ Project being delivered by icare. It is anticipated that icare will manage evaluation activities for this project.	
Building Employer Capability	WHS Advice (workplace assessment)	▪ Implementation Review Report, with ongoing quarterly presentations ▪ Reach data ▪ Engagement data (e.g. employer program progression, drop-out rates, cancellations, face-to-face or telephone engagement) ▪ Effectiveness of development plans (qualitative data only) ▪ Outcomes data (e.g. changes in capability) ▪ Weekly and monthly snapshot reports, which include KPI tracking ▪ End of Project Evaluation Report	
	Self-assessment tool	▪ Project under development at time of writing, no	

Activity Stream	Project	Known data sources	Identified potential data sources
		information about data sources available.	
	Workplace Collaboration and Mentoring Project	▪ Reach data for mentorship program ▪ Outcomes data via case studies	▪ There may be data in the future in relation to collaboration initiative and events
	Social connection	▪ Project being delivered by icare. It is anticipated that icare will manage evaluation activities for this project.	
NA	Government Sector Best Practice	This project is not funded under the MHW Strategy, but can provide the following data if needed: ▪ Reach data ▪ Pre-and post-capability check for public sector agencies	

APPENDIX D ALIGNMENT OF THE MHW STRATEGY EVALUATION FRAMEWORK TO THE BENEFITS REALISATION PLAN

ALIGNMENT OF THE MHW STRATEGY EVALUATION FRAMEWORK TO THE BENEFITS REALISATION PLAN

The following table outlines how the Evaluation Framework aligns to the Benefits Realisation Plan. Specifically, this table shows all 23 identified potential benefits from the Benefits Realisation Plan, and which of these could utilise data from the evaluation for the purposes of measuring actual benefits.

Identified Benefits from Benefits Realisation Plan	Relevant Program Logic component	Can receive data from the evaluation (yes/no)	Reason/s Identified Benefit cannot receive data from the evaluation
Reduction in health expenditure - Employee	Aspirational Outcome – the impact of mental illness on working aged people is reduced	No	This level of outcome is beyond the evaluation scope, and would need investment in specific data collection and analysis to accurately assess any changes in personal health expenditure by employees, and the attribution of these changes to the MHW Strategy.
Decrease in income foregone - Employee	Aspirational Outcome – the impact of mental illness on working aged people is reduced	No	This level of outcome is beyond the evaluation scope, and would need investment in specific data collection and analysis to accurately assess any changes in income foregone, and the attribution of these changes to the MHW Strategy.
Reduction in absenteeism – NSW Business	Long term outcome – workplace productivity is increased, through reduced employee absenteeism, improved recovery at work and employer cost savings	Yes	
Reduction in presenteeism – NSW Businesses	NA	No	Presenteeism is highly complex to measure, as it can only be a self-report measure and is likely to be unreliable as a data source. This means this benefit does not meet the data availability, cost, or attribution requirements for inclusion in the Evaluation Framework.
Reduction in workers' compensation claims – NSW Businesses	Long term outcome – workplace productivity is increased, through reduced employee absenteeism, improved recovery at work and employer cost savings	Yes	
Increase in funding available for prevention	No specific components are	No	This level of outcome is beyond the evaluation scope, and would need

Identified Benefits from Benefits Realisation Plan	Relevant Program Logic component	Can receive data from the evaluation (yes/no)	Reason/s Identified Benefit cannot receive data from the evaluation
and early intervention through re-appropriation- NSW Government	relevant, but this benefit could be a related outcome to those specified in the Program Logic		investment in specific data collection and analysis to accurately assess any changes in NSW Government funding, and the attribution of these changes to the MHW Strategy.
Improved awareness – Employee	Short term outcome - Employers and employees increase their mental health workplace awareness and understanding	Yes	
Improved awareness – Family and Friends	NA	No	The investments involved in the measurement of changes for family and friends is likely to be beyond the priorities for the available evaluation funding, and measurement of any changes experienced by family and friends could not be accurately attributed to the MHW Strategy.
Improved awareness – Broader Community	NA	No	The investments involved in the measurement of changes for the community is likely to be beyond the priorities for the available evaluation funding, and measurement of any changes experienced by family and friends could not be accurately attributed to the MHW Strategy.
Improved awareness – NSW Businesses	Short term outcome - Employers and employees increase their mental health workplace awareness and understanding	Yes	
Improved awareness – NSW Government	Short term outcome - Employers and employees increase their mental health workplace awareness and understanding	Yes	

Identified Benefits from Benefits Realisation Plan	Relevant Program Logic component	Can receive data from the evaluation (yes/no)	Reason/s Identified Benefit cannot receive data from the evaluation
Improved Community Cohesion - Employee	Long term outcome - Social connections in the workplace and community are better promoted, presented and restored	Yes	
Improved Community Cohesion – Broader community	Long term outcome - Social connections in the workplace and community are better promoted, presented and restored	No	The investments involved in the measurement of changes for the community is likely to be beyond the priorities for the available evaluation funding, and measurement of any changes experienced by family and friends could not be accurately attributed to the MHW Strategy.
Improved relationships - Employee	Long term outcome - Social connections in the workplace and community are better promoted, presented and restored	Yes	
Improved relationships – Family and Friends	NA	No	The investments involved in the measurement of changes for family and friends is likely to be beyond the priorities for the available evaluation funding, and measurement of any changes experienced by family and friends could not be accurately attributed to the MHW Strategy.
Improved relationships – Broader Community	Long term outcome - Social connections in the workplace and community are better promoted, presented and restored	No	The investments involved in the measurement of changes for the community is likely to be beyond the priorities for the available evaluation funding, and measurement of any changes experienced by family and friends could not be accurately attributed to the MHW Strategy.
Improved quality/satisfaction of life – Employee	No specific components are relevant, but this benefit could be a related outcome to those specified in the Program Logic	Possibly	Depending on SafeWork NSW's priorities for the available evaluation funding, this could be measured through investment in specific data collection and analysis regarding changes in quality of life for employees as a result of the MHW Strategy. This benefit has not been included in the Framework at this stage, as 'Improved Quality of Life' is not specified as an outcome in the MHW Strategy itself, and is therefore not reflected in the Program Logic for the evaluation.

Identified Benefits from Benefits Realisation Plan	Relevant Program Logic component	Can receive data from the evaluation (yes/no)	Reason/s Identified Benefit cannot receive data from the evaluation
Improved quality/satisfaction of life – family and friends	NA	No	The investments involved in the measurement of changes for family and friends is likely to be beyond the priorities for the available evaluation funding, and measurement of any changes experienced by family and friends could not be accurately attributed to the MHW Strategy.
Improved job security – employee	No specific components are relevant, but this benefit could be a related outcome to those specified in the Program Logic	Possibly	Depending on SafeWork NSW's priorities for the available evaluation funding, this could be measured through investment in specific data collection and analysis regarding changes in job security for employees as a result of the MHW Strategy. This benefit has not been included in the Framework at this stage, as 'Improved Job Security' is not specified as an outcome in the MHW Strategy itself, and is therefore not reflected in the Program Logic for the evaluation.
Improved morale – employee	No specific components are relevant, but this benefit could be a related outcome to those specified in the Program Logic	Possibly	Depending on SafeWork NSW's priorities for the available evaluation funding, this could be measured through investment in specific data collection and analysis regarding changes in morale for employees as a result of the MHW Strategy. This benefit has not been included in the Framework at this stage, as 'Improved Morale' is not specified as an outcome in the MHW Strategy itself, and is therefore not reflected in the Program Logic for the evaluation.
Improved job retention – employee	No specific components are relevant, but this benefit could be a related outcome to those specified in the Program Logic	Possibly	Depending on SafeWork NSW's priorities for the available evaluation funding, this could be measured through investment in specific data collection and analysis regarding changes in job retention for employees as a result of the MHW Strategy. This benefit has not been included in the Framework at this stage, as 'Improved Job Retention' is not specified as an outcome in the MHW Strategy itself, and is therefore not reflected in the Program Logic for the evaluation.

Identified Benefits from Benefits Realisation Plan	Relevant Program Logic component	Can receive data from the evaluation (yes/no)	Reason/s Identified Benefit cannot receive data from the evaluation
Improved employment prospects – employee	No specific components are relevant, but this benefit could be a related outcome to those specified in the Program Logic	Possibly	Depending on SafeWork NSW's priorities for the available evaluation funding, this could be measured through investment in specific data collection and analysis regarding changes in employment prospects for employees as a result of the MHW Strategy. This benefit has not been included in the Framework at this stage, as 'Improved Employment Prospects' is not specified as an outcome in the MHW Strategy itself, and is therefore not reflected in the Program Logic for the evaluation.
Increase in funding available to test innovative workplace initiatives - businesses	Medium term outcomes – Employers implement their own new initiatives to improve workplace mental health	Yes	
Higher employee engagement and participation - Businesses	No specific components are relevant, but this benefit could be a related outcome to those specified in the Program Logic	Yes – although attribution of changes in employee engagement and participation to the MHW Strategy will need to be carefully assessed.	
Reduction in employee turnover – Businesses	No specific components are relevant, but this benefit could be a related outcome to those specified in the Program Logic	Yes – although attribution of changes in employee turnover to the MHW Strategy will need to be carefully assessed.	

Identified Benefits from Benefits Realisation Plan	Relevant Program Logic component	Can receive data from the evaluation (yes/no)	Reason/s Identified Benefit cannot receive data from the evaluation
Reduction in job insecurity – Businesses	No specific components are relevant, but this benefit could be a related outcome to those specified in the Program Logic	Yes – although attribution of changes in job security to the MHW Strategy will need to be carefully assessed.	
Improved management of the business – Businesses	NA	No	The investments involved in the measurement of changes in improvements in management of the business is likely to be beyond the priorities for the available evaluation funding, and measurement of any changes found could not be accurately attributed to the MHW Strategy.
Improved working environment – Businesses	Long-term outcome – Employees perceive their workplaces to be mentally healthier and safer	Yes	
Clarification of the role the workplace pays in deaths and disabilities related to mental ill-health – NSW Government, Not-for-profit and Research Organisations	NA	No	This benefit is not specified as an outcome in the MHW Strategy, and would require specific investment in data collection, analysis and attribution which is unlikely to be a high priority for the available evaluation funding, given the extent of outcomes which are included in the Strategy which need to be measured.
Prevention and early intervention improves wellbeing of the people of NSW – NSW Government	No specific components are relevant, but this benefit could be a related outcome to those specified in the Program Logic	No	This benefit is not specified as an outcome in the MHW Strategy, and would require specific investment in data collection, analysis and attribution which is unlikely to be a high priority for the available evaluation funding, given the extent of outcomes which are included in the Strategy which need to be measured.

Identified Benefits from Benefits Realisation Plan	Relevant Program Logic component	Can receive data from the evaluation (yes/no)	Reason/s Identified Benefit cannot receive data from the evaluation
Increase in funding available for research – Not-for-profit and research organisations	Unclear.	To be determined	At this stage the MWH Strategy includes funding for SafeWork NSW to undertake research activities, but not for not-for-profit or research organisations to undertake research. If the intended meaning of this Benefit is for not-for-profit and research organisations to invest in research as a result of the MHW Strategy (i.e. because of increased awareness and understanding in the importance of mentally health workplaces), then this benefit is outside the scope of this evaluation. This is because this outcome is not specified in the MHW Strategy, and would require specific investment in data collection, analysis and attribution which is unlikely to be a high priority for the available evaluation funding, given the extent of outcomes which are included in the Strategy which need to be measured.

APPENDIX E REFERENCES

REFERENCES

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