



WITNESS STATEMENT OF CHRIS LOCKWOOD

I, Chris Lockwood, National CEO of MATES in Construction Australia, of Level 1, 35 Astor Terrace Spring Hill in the State of Queensland, say as follows:

- 1 I make this statement on the basis of my own knowledge, save where otherwise stated. Where I make statements based on information provided by others, I believe such information to be true.
- 2 I am giving evidence to the Royal Commission into Victoria's Mental Health System in my professional capacity as National CEO of MATES in Construction Australia (**MATES in Construction**).

Background

- 3 I have worked in roles in which I have been actively involved in supporting better outcomes for suicide prevention in the construction industry for more than eight years. I hold a Bachelor of Arts (Psychology) and a Bachelor of Science from the University of Melbourne, but I do not practice as a psychologist.
- 4 I have been the National CEO of MATES in Construction for more than two years (since 2017). As National CEO, I deliver the management and strategic direction for the company nationally. I am a member of the Australian Institute of Company Directors.
- 5 Before I joined MATES in Construction, I worked for Cbus, a construction industry super fund, from 2007 to 2017. Cbus was dedicated to reducing the incidence of suicide amongst its members by providing financial support to existing suicide prevention programs. I oversaw the provision of that financial support.
- 6 My prior employment also included 10 years working for a trade union, where I developed a practical understanding of health and safety risks in a workplace setting.
- 7 Attached to this statement and marked "CL-1" is a copy of my curriculum vitae.

MATES in Construction

About MATES in Construction

- 8 MATES in Construction is a charity that aims to reduce the high level of suicide among Australian construction workers.

Please note that the information presented in this witness statement responds to matters requested by the Royal Commission.

- 9 Industry super funds are the largest life insurers in Australia. Where a death claim involves suicide, the funds receive that information. Similarly, redundancy funds in the construction industry administer death claims, and where a death claim involves suicide, the funds receive that information. The industry super funds and redundancy funds¹ in the construction industry noticed that there were a large number of death claims that involved suicide. The funds realised the construction industry had an issue, and decided to do something about it. The redundancy fund in Queensland (the Building Employees Redundancy Trust (**BERT**) fund) provided money on behalf of the industry to investigate the high rates of death by suicide in the construction industry. The redundancy fund got Griffith University on board, so that they could move from anecdotal evidence about suicide rates to peer-reviewed evidence.
- 10 The Australian Institute of Suicide Research and Prevention (**AISRAP**) at Griffith University is a national and international suicide prevention research centre. In 2006, AISRAP conducted research that showed there were significantly higher rates of suicide in the male construction workforce compared to the general male workforce.² The researchers looked in detail at the cases of men in the construction industry who had ended their lives themselves over a particular period, and found a shocking but ultimately useful statistic. They found that 93% of those men had not connected to any services. That meant that only 7% of those men were in the mental health system. The industry realised that if 7% were receiving help, and 93% were not, then what was needed to do was connect people to help.
- 11 This research was the genesis of the MATES in Construction model. AISRAP's research into the construction industry was the first to find that working in a particular industry in Australia represented a risk factor for suicide. The construction industry realised that it was an industry problem, and as an industry we needed to take ownership of the problem.
- 12 The idea behind the MATES model is that we need to connect people to help. Rather than replicating help, we actually needed to build a bridge to the help that is available. I know there are some issues with the availability of services, but we still do have services out there that are very good compared to other parts of the world. But people aren't accessing those services, they aren't connecting to the types of help that they might need, and they may not need traditional mental health services.

¹ Redundancy funds are a feature of the construction industry. They cover members for discrete periods of unemployment. Members make payments to the fund while they're in work. When they are between jobs, they receive redundancy pay from the fund.

² AISRAP, *Suicide in Queensland's Commercial Building and Construction Industry: An Investigation of Factors Associated with Suicide and Recommendations for the Prevention of Suicide*, Griffith University (2006) <https://mates.org.au/media/documents/2006-MIC_AISRAP-Report-1.pdf>.

- 13 In subsequent research, we found that within the construction industry the risk of suicide varied between occupations with higher and lower skill levels. The research showed that lower-skilled occupations carry a significantly higher risk of suicide.³ We can hypothesise as to why that is, but we don't know. There may be a few reasons: less control over work and being at the behest of others; bearing the brunt of the pressures of the construction industry as the person who has to do the work; long hours of work, which can result in social isolation; episodic and unpredictable employment; and drug and alcohol use as a coping mechanism.⁴ The MATES model has evolved to reflect learnings on the ground as well as from research; however, at its core, it is a program aimed at building connections amongst workers, mates helping mates, whatever the problem may be.

Working with industry support

- 14 The unions and employers of the BERT fund realised that any attempt at a solution to the rates of suicide in the industry needed to be owned by the industry, to work as a part of the industry. There needed to be a level of trust and belief in what we were doing. Most initiatives that are rolled out through workplaces take a top-down approach, where management tells its employees what they have to do. That kind of approach doesn't necessarily engender in employees a sense of trust or belief in the purpose of the initiative. That may be despite the fact that well-intentioned people are driving it.
- 15 For MATES in Construction, the need to work with the industry meant getting the unions and the employers on board, and having them agree to roll out a program that was industry-wide. We wanted the program to become a normal part of the construction industry, and not to be particular to any one business.
- 16 Having the endorsement of both employers and unions means that MATES in Construction is more likely to be something that people can trust and believe in, which is necessary for the program to work. Employees can feel a sense of ownership in the program. People can think, "This is for me. It's for me and my mates." We don't want workers to feel that the program is about helping businesses tick off items on a compliance checklist. One of our core approaches is that we have to be real; we have to be trustworthy.

Tailoring MATES in Construction to the workplace

- 17 In effect, our program creates a community of care within the workplace. But we do it in a way that suits the workplace. We don't sit down and say, "Hey everyone, we're about

³ Allison Milner, Heather Niven and Anthony LaMontagne, "Suicide by Occupational Skill Level in the Australian Construction Industry: Data from 2001 to 2010" (2014) 38(3) *Australian and New Zealand Journal of Public Health* 281.

⁴ Ken Pidd et al, "Young Construction Workers: Substance Use, Mental Health, and Workplace Psychosocial Factors" (2017) 10(4) *Advances in Dual Diagnosis* 155.

to do a bit of community development today.” Nonetheless, we do activate those skills in the workplace. We want people to start actively taking an interest and being willing to have the conversations that they might previously, particularly as men, be less inclined to have.

- 18 Construction sites are usually male-dominated workplaces, and our program takes that fact into consideration. MATES in Construction takes a strengths-based approach. Generally, men are willing to offer help, but are more reluctant to seek help. For example, if someone at work has a physical injury and they’re trying to lift something, a colleague is generally willing to offer help: “Hey, mate. Can I give you a hand?” We aim to capitalise on the skill of being able to recognise when someone needs help, and offering them a hand.
- 19 We want to apply that help-offering behaviour to mental health. We want to equip men with the skills to approach a colleague and say, “Mate, you’re not looking too good. Can we have a chat about where you’re at?” An offer like that can open up an honest conversation. Some people, and particularly men, may be a bit guarded, but you’d be surprised how people will open up when they’re approached in a genuine way. Traditional suicide prevention approaches tend to focus on promoting help-seeking behaviours. Of course that’s important, but we’re aiming to build on men’s existing help-offering behaviours.

Suicide as distinct from mental illness

- 20 MATES in Construction acknowledges that suicide is not always caused by mental illness. People often conflate the two issues. Some people who end their life are not affected by a mental illness. Sometimes there are circumstantial factors impacting on a person’s life that in a particular moment make life seem too hard to live. It is important to remember this, because it means that some people at risk of suicide might be most effectively helped by services that are not traditional mental health services. For example, a particular person experiencing financial stress might benefit more from attending financial counselling than from going to a psychologist.

Embedding research in MATES in Construction

- 21 Our mission is built on four pillars, one of which is research (the other three are raising awareness, building capacity, and providing help). We believe in the need to drive research and evidence-based approaches to inform the industry about issues around suicide and the best ways of addressing them.
- 22 In practice, that means we actively engage with a range of universities around the country. MATES in Construction is a federation, with a national organisation and four state or

Territory organisations. The Board of each organisation contains an academic director (ideally a professor or someone of equivalent status) in a relevant field to help guide the Board to build evidence about what we do. Research and evidence are core values for us.⁵

Key components of MATES in Construction

- 23 The MATES in Construction program has the following key components: General Awareness Training; “Connector” trained volunteers; ASIST trained volunteers; case management; field officers; a national 24/7 suicide prevention helpline; and postvention support.

General Awareness Training

- 24 MATES in Construction encourages everyone in the workplace to undergo MATES General Awareness Training (**GAT**). GAT is a one-hour session in the workplace where we raise awareness about suicide by introducing workers to the nature of the problem, by explaining that it’s okay to talk about mental health and by providing practical guidance as to how they can assist. People are often shocked to learn that they may be up to two to two-and-a-half times more likely to die by suicide working in construction compared with the general population. Another shocking statistic from our initial research was that young workers (15–24 years) in construction were many times more likely to die by suicide than they were from workplace accidents.⁶
- 25 We educate people that there is something you can actually do about it, which is actively keeping an eye on your colleagues. If you see something that’s wrong; if you realise that someone’s not their usual self, you can have a real conversation with them. Ask a direct question: “Are you okay? How are you going? What’s going on?”
- 26 The aim of the general awareness training is to get everyone in the workplace actively looking out for each other, and willing to have an open conversation.

Connector Volunteers

- 27 The next level of training is called “Connector” training. We ask people who have done the GAT to volunteer to do this training. The Connector training is adapted from the LivingWorks safeTALK program. LivingWorks is a Canadian organisation that created an evidence-based, community development approach to suicide prevention. The reason

⁵ For a selection of relevant research, see MATES in Construction, *Research* (2020) <<http://matesinconstruction.org.au/commitment-to-evidence-base-practice/evidence/>>.

⁶ The statistics vary by location and year. See Allison Milner, *Suicide in the Construction Industry: Report by Deakin University for MATES in Construction* (15 July 2016) <<https://mates.org.au/media/documents/MIC-Annual-suicide-report-MIC-and-Deakin-University.pdf>>.

that MATES in Construction adopted that model was that there was already an existing evidence base to show that safeTALK was an effective program.⁷ We have adapted the safeTALK program to suit our industry, but we continue to be authorised under LivingWorks and our framework is consistent with the safeTALK program.

- 28 The Connector training is a half-day course that gives people the basic skills they need to have a more direct conversation with someone who they think might be at risk of suicide. It gives them the skills to ask that person a direct question about suicide, for example “Are you having thoughts of suicide?” or “Are you thinking about killing yourself?” These are not common questions in society, but if you think someone is experiencing several of the risk factors associated with suicide, then these are the questions you need to ask.
- 29 The Connector training gives people the confidence to ask the question, and to receive the answer. The answer is going to be yes or no. If the answer is yes, then you need to do something to keep the person safe. If the answer is no, then that’s not the end of the story. There’s a reason you asked the question, and you’ll need to have a really honest conversation with the person about why you’re concerned. You may still need to connect the person with help. Connectors find out what services are available in their area, be that an Employee Assistance Program, a GP referral, or counselling. Ideally, one in every 10 to 20 people in the workplace will have completed Connector training.

ASIST Volunteers

- 30 The next level of training is called “ASIST”, which is another LivingWorks program. We encourage people who have completed Connector training to volunteer for ASIST training. ASIST is a two-day program. With ASIST training, you learn the skills to help get a person to the point that they are willing to choose life, and then to develop a safe plan. A person with ASIST training can help others develop their safe plans, can connect them to whatever services might be able to help, or call 000 if someone is not in a safe place. Ideally, in each workplace there would be one or two ASIST workers. If the workplace is shift-based, then ideally there would be one ASIST worker on each shift.

Hardhat stickers

- 31 In the construction industry people wear hardhats. The MATES in Construction program uses stickers on hardhats as a way of increasing the visibility of the program in the workplace. There’s a white sticker for those who have done the GAT, a green sticker for those who have done Connector training, and a blue sticker for those who have done ASIST training. This system creates a visual language that people can recognise easily.

⁷ For a list of studies supporting our approach, see LivingWorks, *LivingWorks Training - Evidence and Results* (2020) <<https://www.livingworks.net/evidence>>.

When you see someone with a green Connector sticker, even if you don't know them, you know that they could connect you to help.

- 32 The MATES in Construction model also encourages people to let their colleagues know if they see someone who might be struggling. For example, I might see someone who I think is at risk, but I might not have the confidence to have the conversation with them. I will be able to go to a Connector - someone with a green sticker on their hardhat - and let them know that there's someone I think they should have a chat with. In this model, not everyone has to be an expert about what to do, or how to help someone who is at risk. It's about looking out for your colleagues and connecting them to someone who *will* know what to do, and who *can* help.
- 33 The system of stickers on hardhats is consistent between workplaces. This consistency is important in an industry where people often move to different workplaces. I was in Canberra last year at Parliament House. As I walked by, a construction worker walked passed me with one of our Connector stickers on his helmet. That sticker was instantly recognisable, and I knew exactly where that worker was at. He was a visible volunteer ready to help in his workplace.

Case managers

- 34 MATES in Construction also employs case managers to help workers develop plans to address their issues effectively. The role of case managers is to develop knowledge about the available services based on industry or geographic area. With this knowledge, case managers can then recommend specific pathways to help.
- 35 Case managers also understand the various avenues by which workers can arrive at services. For example, they know which workers can access the Employee Assistance Program through their employer, and which have access to counselling through their redundancy fund. Case managers also follow up with workers to make sure that the help they received was effective.

Field Officers

- 36 The Field Officers are people who often come from the industry. They know how to speak the vernacular and have real conversations.
- 37 Field officers deliver the GAT, Connector and ASIST sessions as well as build relationships on-site to support the program roll-out and to support the workers and volunteers on-site.

National 24/7 suicide prevention helpline

- 38 MATES in Construction also has a 24/7 helpline, so that if somebody is in crisis and can't find an ASIST worker to talk to, they can call and speak to someone. During office hours, they will be put through to one of our staff members. After hours, we rely on another service, On the Line.

Postvention

- 39 The MATES in Construction program includes critical incident response and postvention when there's been a critical incident on site. This can be in response to suicide, but it might also be in response to other deaths or serious accident onsite, which have very direct impacts on people. Where MATES in Construction exists, the program delivers a proactive approach to providing support in the wake of a critical incident onsite.
- 40 MATES in Construction partners with an organisation called StandBy, who we see is the best example of community-based postvention in Australia. Where StandBy exists, there is a good postvention framework in place. StandBy currently only exists in a certain locations around the country where they have received funding to roll out the program. A far more proactive approach to supporting and funding postvention services (like StandBy) is needed.
- 41 MATES in Construction is partnering formally with StandBy, to develop the formal sixth part of our program, MATES StandBy. That will become our postvention approach, with volunteers and staff trained in the approach. The StandBy model directly aligns with ours, because it's about activating the community around the workplace and the families, to deliver support after an incident. Currently, too many families, communities, and workplaces don't have access to appropriate evidence-based postvention bereavement support.

Participation in MATES in Construction across Australia

- 42 MATES in Construction started in Queensland in 2008. The model proved to be so effective that requests to go national came from other states.⁸ The model is premised on the industry agreeing to roll out the program, so unions and employers need to be in agreement. From Queensland, we expanded into South Australia, Western Australia, New South Wales and subsequently the Northern Territory.

⁸ For studies on the effectiveness of MATES in Construction, see G Martin et al, "Mates in Construction Suicide Prevention Program: A Five Year Review" (2016) 6(4) *Journal of Community Medicine and Health Education*; <<https://mates.org.au/media/documents/mates-in-construction-suicide-prevention-program-a-five-year-review-2161-0711-1000465.pdf>>; Jorgen Gullestrup, Belinda Lequertier and Graham Martin, "MATES in Construction: Impact of a Multimodal, Community-based Program for Suicide Prevention in the Construction Industry" (2011) 8 *International Journal of Environmental Research and Public Health* 4180 <https://mates.org.au/media/documents/2011-MIC_JournalArticle.pdf>.

- 43 In the other states and territories, there are other suicide-prevention programs that focus on the construction industry. For example, in the ACT, there is a program run by the OzHelp Foundation, which began in the construction industry and has since expanded to include other industries.
- 44 The MATES in Construction program does not exist in Victoria. The redundancy fund in Victoria provides some suicide prevention and counselling services. Because of the existence of these services, the construction industry in Victoria has not seen fit to roll out the MATES in Construction program.

Sources of funding

- 45 MATES in Construction is free of charge for users. This is important because the program needs to be available across the whole industry, including to smaller sub-contractors who would otherwise not be able to pay for access to it.
- 46 MATES in Construction has a reasonably diverse funding pool. Funding comes from the Commonwealth Government, state and Territory governments, state redundancy funds, direct industry funding, and grants.

Successes of and challenges faced by MATES in Construction

- 47 The major success of the program has been the industry ownership and buy-in. The industry buy-in is crucial for building trust. A second area of success had been the organic growth of the program. Through word of mouth, the program spread from Queensland into other States and Territories. The word of mouth also contributes to the building of trust.
- 48 One of the challenges has been getting people to believe that you can talk openly about suicide in the workplace. I think the world is changing and it is becoming more normal to have conversations in the workplace about mental health and suicide. But for some that is still a bit of a challenge. It's disappearing, but there still can be reticence about bringing in a program that has a direct conversation about suicide.
- 49 Collaboration between unions, employer associations and employers is essential for the program to operate effectively and a key reason the program has grown – it is for the whole industry.

Opportunities for MATES in Construction to increase its impact on mental health

- 50 The main opportunity for increasing the impact of MATES in Construction would be the funding base and a broader take-up by industry continuing to grow – increasing the number of workers whose workplaces are active and accredited in the program.

- 51 There also needs to be better access to services that can provide help to people in acute situations. This might include, for example, counselling services and in-patient services for those at acute risk. MATES in Construction works by connecting people to services, and this means our model is premised on there being an adequate supply of services. We rely on there being services there for people to access. Workers still need to be able to access Employee Assistance Program services, psychologists, financial counselling and relationship counselling. Those services need to be available, including for people who aren't able to pay for them.
- 52 The other thing we need is to grow the funding base. MATES in Construction is establishing itself in the mining and energy sectors, and we are working towards getting the funding base established for those programs. The construction industry was lucky, because it has the redundancy funds that could put money into the program to get it started. Without that initial funding, the MATES Program would not have been established.

Other industries that could learn from the MATES in Construction approach

- 53 MATES in Construction began in the construction industry, but as mentioned above we have recently started expanding into two more industries: mining, and energy (energy production and distribution).
- 54 There are other industries that could potentially benefit from this model. Our model has been developed around male-dominated industries, but it doesn't just work with men. It works across the whole workplace.
- 55 The trickiest part of instituting this model in other industries is getting the industry to take ownership. A sense of ownership is crucial to building trust. It can be tricky to get agreement that this program will be part of a consistent approach between workplaces, because of the different stakeholders.
- 56 We're currently piloting a modified version of our model in community sporting clubs. This pilot is funded by the Brisbane North Primary Health Network, and looks at the effectiveness of transferring the MATES in Construction model into the community setting through sporting clubs. This pilot program has only just started. Central Queensland University will evaluate the pilot program's effectiveness. If it is successful, it may be scaled up.
- 57 Every time we step into a new space, we build an evaluation into the work that we do. We don't automatically assume that the MATES in Construction program will translate into a new context. Just because it has worked in construction, doesn't mean it is going to work in a different setting. We need to have evidence to back it up.

Partnerships and alliances as drivers of change in the workplace

Stakeholder engagement is key to driving change in the workplace

- 58 We have learnt that having the key industry stakeholders (ie unions, employer associations and employers) on the same page allows doors to be opened. This collective endorsement and consensus is what makes it possible to roll out a program of this nature. Without that breadth of engagement, the program would be nowhere near as effective.

The sharing of lived experience in driving changes in the way mental health is viewed and discussed in the construction industry

- 59 It is important that we incorporate into our program lived experience of suicide, mental illness, and life in the construction industry. We think about lived experience as encompassing more than just lived experience of mental illness and suicide. Lived experience of the construction industry, with its particular stresses and dynamics, is also important to the success of our program. Lived experience was fundamental to how MATES in Construction was developed, informed and then rolled out. It was developed from the industry up, drawing on the experience of people who had been suicidal, attempted suicide, or had known people who had killed themselves.
- 60 We have a panel of people with lived experience for different contexts and settings. We provide these people with training through Roses in the Ocean so that they can talk about their story safely—if sharing lived experience stories is not done appropriately, it can actually put the person telling their story at risk.

MATES in Construction accreditation program

- 61 Our accreditation program is aimed at encouraging workplaces to achieve a base level of training. To be accredited, a workplace must have given at least 80% of workers general awareness training. The workplace also needs one in 20 workers to be Connectors, and at least one ASIST. The accreditation is recognition of the workplace stepping up and actively supporting better outcomes for everyone on site and in the office.
- 62 The response to the accreditation program has been really good. Many of the workplaces we work with try to reach that benchmark. We realise that the benchmark is a useful part of the program, because it helps people to get clarity around what it means to roll out the program. The accreditation system provides a framework to follow.

Mentally healthy workplaces

Structures, conditions and programs necessary for a mentally healthy workplace

- 63 For the industries we work in, we think rolling out the MATES in Construction program is one of the building blocks for a mentally healthy workplace. But there are broader practices that need to flow through a workplace. Rolling out a program like ours doesn't resolve everything, but it is a good foundation block.
- 64 Workplaces need structures that get honest discussions going, on a peer-to-peer basis. That way, maintaining a mentally healthy workplace is not reliant on the management chain. In a lot of traditional approaches to workplace mental health, members of management are given training and skills, and the presumption is that the workers will go to their employer and ask for help. Although there are many good employers out there, in certain workplaces, if you have poor mental health you may be removed from your role as part of risk management. Then your income is gone, on top of whatever else was going on in your life.

Best practice examples: workplaces that promote positive mental health for their workers

- 65 There are many examples of what best practice can look like in a workplace that actively promotes positive mental health and work to support those who may be at risk. A current example is the Maitland Hospital construction site in NSW, a project being overseen and delivered by Multiplex NSW. The project shows strong management support and leadership in promoting the positive mental health for their workers – their people and practices are recognised across the industry as genuinely leading by example. MATES accreditation is the standard they have set themselves from the outset, and they have a broad range of programs and practices that they roll out beyond the MATES program, including implementing the principles of the 'The Australian Construction and Building Industry Blueprint For Better Mental Health And Suicide Prevention'.⁹ They bring this all to life in their workplace by proactively working with all stakeholders on site: workers, managers, unions and service providers.

Access and navigation

Improving people's ability to identify and navigate the services they need

- 66 Having case management and referral services that people trust is vital. How that trust is built is really the key, and one of the important ways of building a trusted connection is by utilising the different communities that people may belong to as the connection point. This

⁹ <https://www.constructionblueprint.com.au/>

ensures that these services are readily accessed, and delivered by an organisation that is trusted by people in that community.

Role of community

Local communities supporting good mental health

- 67 By delivering services, training and information via communities that people belong to, you can access existing levels of trust to ensure greater meaningful take up or outcomes. And communities may be built around geographic areas, sports, hobbies, clubs, cultures and many other factors that draw people together in shared ways.

Contribution of social connection towards good mental health

- 68 There is a great deal of research about the importance of social connection and its importance to building better mental health outcomes and reducing the risk of suicide.¹⁰ We recognise that there is a great opportunity to build networks of care and support into the workplace setting. We know that building social connection for individuals at risk is important and supportive. What is often missed is the importance of higher level impacts, for example from urban planning and house design that encourages pedestrian traffic in the neighbourhood.

Suicide prevention

Key components for a comprehensive approach to suicide prevention

- 69 We need to build an understanding of suicide as it exists in the community. Where we have more open discussions about the levels of suicide, recognising its impacts, and increasing comfort levels in discussing suicide when it is relevant. This will go a part of the way towards reducing the stigma associated with talking about suicide and mental illness.
- 70 Another component for a comprehensive approach to suicide prevention is building strength into the community. This means putting skills beyond clinical services into community settings so that early intervention and early engagements can become real. Traditional models of suicide prevention rely on help-seeking behaviours, by increasing the capacity for practical help offering behaviours we can have broad and deep impact.

¹⁰ See for example <https://www.suicideinfo.ca/resource/socialconnectedness/>, <https://www.sciencedirect.com/science/article/pii/S2352827315000026> and http://www.cdc.gov/ViolencePrevention/pdf/Suicide_Strategic_Direction_Full_Version-a.pdf

- 71 There are many good-hearted people creating many different initiatives to prevent suicide. It is great that people are motivated, but it doesn't necessarily mean that their initiatives are going to take the most effective approach. We need an approach that considers the effectiveness and builds evaluation in from the outset to ensure that effectiveness is confirmed or not.
- 72 Beyond connecting people to services, we also need an approach that ensures that there are appropriate services available when someone is in need. The setting where acute services are delivered can be traumatising in themselves. Having acute mental health support services that sit separately from and/or are delivered in a less clinical setting would see them being seen as more accessible, open and trusted.

Pathways to crisis support for at-risk individuals

- 73 Once people have been identified through the MATES in Construction program as being at risk, we put them onto pathways towards support. Some of those pathways work well, particularly when the services are accessible and free of charge. But problems arise when the services we'd like to refer a person to are not free of charge, or when they are not available in the person's local area.
- 74 Over our years of experience, we have realised that the public hospital system is overwhelmed, and struggles to treat people who are suicidal. There are not enough beds available for people in critical situations. People with private health cover may be able to access treatment at private clinics, but most people in need of help will be turning to a hospital system that is under-resourced.

Best practice models of bereavement support services

- 75 The StandBy – Support after Suicide model that I discussed above in paragraphs 40 and 41 delivers a comprehensive community wide support service that I believe is best practice. It is about building the networks of trust and support into the community in preparation for when they need to be activated; the approach is about being responsive to the needs of the local community, working with the strengths and networks already in place, and building further connections as needed.

sign here ► Chris Lockwood

print name Chris Lockwood

date 27/05/2020



Royal Commission into
Victoria's Mental Health System



ATTACHMENT CL-1

This is the attachment marked "CL-1" referred to in the witness statement of Chris Lockwood dated 27/05/2020.

Chris Lockwood, BSc., BA, MAICD

CAREER HIGHLIGHTS

MATES in Construction (Aust)	National CEO & Company Secretary
Permanent Care and Adoptive Families	Chairperson
Suicide Prevention Australia	Director
MATES in Construction NZ	Director
Cbus Super	General Manager (GM) Industry Partnerships
Finance Sector Union	Head of Contact Centres

EMPLOYMENT HISTORY

MATES IN CONSTRUCTION AUSTRALIA (2017 - Current)

**Chief Executive Officer
Company Secretary**

CBUS SUPER (2008 – 2017)

**General Manager (GM) Industry Partnerships, 2015 – 2017
Manager Growth Strategy, 2010 – 2015
Business Development Manager, 2008 – 2010**

FINANCE SECTOR UNION (1999 – 2008)

**Head of Contact Centres, 2006 – 2008
Membership Centre Coordinator, 2001 – 2006
Organiser, 1999 – 2001**

WESTPAC CONTACT CENTRE (1998 – 1999)

Team Leader Investigations and Complaints

BOARD ROLES

SUICIDE PREVENTION AUSTRALIA

Director, 2019 – Current

MATES IN CONSTRUCTION NZ

Director, 2018 – Current

MATES IN CONSTRUCTION AUSTRALIA

Company Secretary, 2017 – Current

PERMANENT CARE AND ADOPTIVE FAMILIES (Inc.)

**2018 – Current
Director and Secretary**

**2012 – 2018
Board Chairperson**

2010 – 2012
Director and Secretary

EDUCATION

safeTALK T4T	LivingWorks (2018)
Applied Suicide Intervention Skills Training (ASIST)	LivingWorks (2018)
Management Development Program	Melbourne Business School, 2016-17
Company Directors Course	AICD, 2015
Leadership Development Program (LDP) by the Centre for Creative Leadership (CCL)	Melbourne Business School, Mt Eliza Campus, 2014
The NFP Chairman Course	AICD, 2014
ASIC RG146 Superannuation	AIST 2009
ARREO OH&S certification	Worksafe Victoria, 2005
BSc (Psychology, Mathematics)	University of Melbourne, 1998
BA (Social Theory)	University of Melbourne, 1998

MEMBERSHIPS

- Australian Institute of Company directors (AICD)