Foreword from the CEO, VicHealth

We are proud of our diverse stakeholder relationships at VicHealth. These relationships are one of VicHealth’s unique strengths. They link such a wide range of different sectors, which might not otherwise work together, to help Victorians live happy, healthy lives.

The VicHealth Stakeholder Engagement Framework outlines how we will work with you – our stakeholders – and will help ensure our stakeholder relationships continue to deliver the best outcomes for all Victorians.

The framework outlines our commitment to open, collaborative, inclusive, respectful and meaningful engagement with our stakeholders. These key principles will guide our work and ensure we cultivate consistent, strong and effective relationships.

This framework is the product of some invaluable feedback and input from organisations across a range of sectors including sport, the arts, health, government and academia. I thank all of you who helped us shape it.

Who we are

VicHealth is a pioneer in health promotion. We work to keep people healthy, connected and well – preventing chronic disease and keeping people out of the medical system. Our Action Agenda for Health Promotion aims to create a Victoria where everyone can enjoy better health and wellbeing, no matter their situation or resources. VicHealth is a catalyst for change championing positive influences for health and seeking to reduce negative influences. This means working with communities to shape environments that promote health and wellbeing and supporting individuals to make healthier decisions.

Our ambition

Our ten-year ambition is for one million more Victorians to have better health and wellbeing by 2023. To help make this happen we will address five strategic imperatives:

• Preventing harm from alcohol

• Preventing tobacco use

• Encouraging regular physical activity

• Promoting healthy eating

• Improving mental wellbeing

As we progress towards these goals, VicHealth will focus our efforts on three critical areas, where the underlying drivers of health often intersect: gender, youth and community.

This framework will inform and guide engagement that supports the achievement of the goals outlined in our Action Agenda.

Purpose

Given our long history of health promotion, the varied prevention challenges we address, and the range of sectors we engage with, we collaborate and continue to work with a diverse group of stakeholders.

This framework outlines the principles that guide our stakeholder engagement, and seeks to create shared expectations of how we can collaborate with new and existing stakeholders over the next five years.

In addition, through this framework we seek to support our partners in achieving their health promotion aims.

This framework details:

• our rationale for, and approach to, stakeholder engagement

• the commitments that underpin our approach

• the scope of our stakeholder engagement

• what stakeholders can expect from us.

A number of case studies are also included, bringing to life some of the many ways we work with stakeholders, and the impact we can have when working together.

We will be routinely reviewing our progress against the principles and objectives outlined, to ensure we are delivering effectively against the framework.

We look forward to continuing to work with our diverse stakeholder network to both deliver on the VicHealth Action Agenda for Health Promotion and support the health promotion goals of our partners.

Jerril Rechter

Our collaborations

Improving health and wellbeing is a collective responsibility. We take this notion seriously by working in partnership as a trusted, independent, statutory organisation providing evidence, advice and support.

VicHealth has a proud history of collaboration with our stakeholders and we can bring together seemingly disparate partners to create shared solutions. Our stakeholders come from many sectors including all levels of government, non-government organisations, health, sport, research and academia, media, education, transport, the arts, industry, workplaces, digital/online and local communities.

A unique strength of VicHealth is the capacity to leverage opportunities to connect and facilitate relationships among organisations that may have never engaged before with each other; and to act as a knowledge broker.

STAKEHOLDER ENGAGEMENT OBJECTIVES

Our stakeholder work is guided by the following objectives:

1. Develop and enhance our relationships with a diverse range of stakeholders.

2. Create and strengthen effective partnerships.

3. Ensure stakeholder contributions inform VicHealth’s work and direction as we deliver our Action Agenda.

4. Foster a culture of collaboration and innovation with our stakeholders.

5. Support the health promotion activity, capacity and direction of our stakeholders.

OUR COMMITMENT TO OUR STAKEHOLDERS

When engaging with our stakeholders the following principles guide our work:

OPEN

Being honest, open and direct in our engagement with stakeholders.

MEANINGFUL

Ensuring that our engagement with our stakeholders be empowering, reciprocal and timely.

Together we will form a shared understanding of what we can achieve and expect from each other.

We want to create ongoing relationships through collective efforts to improve health and wellbeing over the long term.

INCLUSIVE

Hearing our stakeholders and actively listening.

We want to understand and reflect the diverse experience of the Victorian community and engage with relevant organisations, networks and communities to do so. We want it to be easy to engage with us. We recognise stakeholders’ needs will change over time.

COLLABORATIVE

Encouraging our stakeholders’ involvement and working together – as we don’t have all the answers.

We value collaboration and believe the best results for the health and wellbeing of Victorians happen by working together to achieve maximum impact.

RESPECTFUL

Valuing and acknowledging our stakeholders’ expertise, experience, support, input and time.

We will provide appropriate notice regarding engagement opportunities to maximise stakeholders’ involvement.

OPEN

Being honest, open and direct in our engagement with stakeholders.
VicHealth, Australia is the first country to license the world’s first campaign to encourage women to get active. Through England’s highly successful This Girl Can campaign, it is about empowering women to feel comfortable in their bodies and in public spaces and getting active whenever, wherever and however they choose, without concern of being judged or how sweaty they get. It is more than a physical activity campaign, it is about creating new opportunities for women to get active.

1. Types of engagement

There are a range of ways we engage with our stakeholders. These vary depending on the activity we are working on, what is most effective and what our stakeholders require from us. The tables below describe the ways we engage.

<table>
<thead>
<tr>
<th>Inform</th>
<th>Consult</th>
<th>Involve</th>
<th>Collaborate</th>
<th>Empower</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sharing knowledge about VicHealth, our work, focus areas and health promotion.</td>
<td>Initiating a conversation to solicit advice and input on specific areas of VicHealth’s work and the potential impact of this work.</td>
<td>Working directly with stakeholders on an ongoing basis, with a reciprocal focus of sharing and learning.</td>
<td>Partnering with stakeholders for the development/delivery of jointly agreed initiatives or programs of work.</td>
<td>Supporting our stakeholders in their actions that help build a healthier Victoria and to be a champion for health promotion.</td>
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1. Types of engagement

The campaign builds on many years of previous work by VicHealth in gender equality in sport. Through a range of initiatives VicHealth has partnered with the sector to help make their environments more welcoming and inclusive for women and girls – this includes our commitment to supporting women in leadership roles as well as creating new opportunities for women to get active.

This Girl Can – Victoria stakeholder engagement was multifaceted and took a systems approach. Key activities included:

- consultation with a wide range of stakeholders to inform the development and creation of the campaign, including the establishment of an expert Advisory Group
- sport partnerships – engaging and mobilising providers of physical activity to create new, social and flexible activities for Victorian women to get active
- stakeholder mobilisation – supporting organisations, such as sport and recreation facilities, councils and fitness providers to create welcoming and inclusive environments for women and girls to ensure the long-term success of the initiative
- building a community of support for the campaign, to extend the reach to women right across Victoria.

2. Methods of engagement

The methods of engagement below are indicative of some of the ways we engage with our stakeholders, it should be noted that some methods will exist across more than one category. We also seek to tailor our engagement to the needs of specific groups and ensure the voices of those with the greatest need are heard.

<table>
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<tr>
<td>VicHealth website</td>
<td>surveys</td>
<td>task forces &amp; Advisory Panels</td>
<td>Partnerships including: contracted research partnerships, sponsorships with sporting organisations, funding grants to organisations</td>
<td>VicHealth’s support for the Latrobe Health Innovation Zone</td>
</tr>
<tr>
<td>VicHealth social media</td>
<td>meetings</td>
<td>communities of Practice</td>
<td>Salt Partnership with partners including the George Institute for Global Health, Heart Foundation Victoria, Deakin University, Kidney Health Australia, Stroke Foundation and DHHS</td>
<td>Advising international health promotion practitioners to support their work</td>
</tr>
<tr>
<td>VicHealth digital and print publications</td>
<td>informal discussions</td>
<td>roundtable discussions</td>
<td>Development of resistance to gender equality resource in partnership with DHHS</td>
<td>Best practice resources and tools for partners e.g. VicHealth’s indicators guides</td>
</tr>
<tr>
<td>VicHealth presentations and events</td>
<td>workshops</td>
<td>working with academic partners to share latest evidence and research</td>
<td>VicHealth campaigns including This Girl Can – Victoria</td>
<td>Professional development and capacity building opportunities</td>
</tr>
<tr>
<td>Cross-project sharing opportunities</td>
<td>roadshows</td>
<td>vicHealth’s involvement in the International Network of Health Promotion Foundations (INHPF) and as a World Health Organization Collaborating Centre for Leadership in Health Promotion</td>
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3. Our stakeholder landscape

The following list of stakeholders is not exhaustive but provides an overview of the diverse stakeholder groups VicHealth routinely liaise with. At different points in time the way we engage with each group will vary and the nature of the relationship may vary too. Some stakeholders may naturally exist in more than one of the stakeholder groups listed below, these categories are descriptive only.

<table>
<thead>
<tr>
<th>Stakeholder group</th>
<th>Examples of group members</th>
</tr>
</thead>
</table>
| Government at local, state and federal levels, including MPs, departmental staff, regulatory bodies and statutory authorities | Australian Human Rights Commission  
Australian Institute of Health and Welfare  
Australian Sports Commission  
Commonwealth Department of Health  
Department of Premier and Cabinet  
Department of Justice and Regulation Victoria  
Local government  
MPs from all political parties  
Respect Victoria                                                                                     |
| Prevention program partners and public health groups and organisations (local, national and global) | Alcohol and Drug Foundation  
Beyondblue  
Cancer Council Victoria  
Community health services  
Diabetes Victoria  
Domestic Violence Victoria  
The George Institute for Global Health  
Heart Foundation Victoria  
Hello Sunday Morning  
International Network of Health Promotion Foundations  
Institute for Physical Activity and Nutrition (IPAN)  
Our Watch  
Transport Accident Commission  
The Victorian Premier and Ministers  
Victorian Department of Health and Human Services, including Sport and Recreation Victoria, Office for Women in Sport and Recreation & Office for Prevention and Women’s Equality  
Victorian Equal Opportunity and Human Rights Commission  
Victorian Multicultural Commission  
Victorian Responsible Gambling Foundation  
WorkSafe Victoria                                                                                   |
| Universities, researchers & thought leaders           | Australian Catholic University  
Australian National University  
CSIRO  
Deakin University  
Federation University Australia  
Griffith University  
La Trobe University  
The University of Melbourne  
Monash University  
Research experts and thought leaders  
RMIT University  
Victoria University                                                                                                                                         |
| Sport at all levels                                    | Elite teams  
Local sporting clubs  
National Sporting Organisations  
Regional Sport Assemblies  
Sport and recreation centres  
State Sporting Associations  
Vicsport                                                                                                                                                    |
| Community and not-for-profit organisations, networks, alliances and leaders | Foodbank  
Leadership Victoria  
Maternal and child health services  
Melbourne City Mission  
Victoria Walks  
Victorian Regional Community Leadership Programs  
Victorian Schools                                                                                                                                           |
| Arts/creative industries                              | Arts Access Victoria  
Arts Centre Melbourne  
Australian Ballet  
Circus Oz  
City of Melbourne  
Creative Victoria  
Footscray Community Arts Centre  
Ibijerri Theatre Company  
Melbourne International Comedy Festival  
Municipal Association of Victoria  
Museums Victoria  
National Gallery of Victoria  
Regional Arts Victoria  
School of Design, RMIT University  
Victorian College of the Arts  
Wheeler Centre                                                                                                                                             |
| Innovation partners                                   | Alfred Health  
Behavioural Insights Unit  
Centre for Multicultural Youth  
Department of Premier and Cabinet  
Foundation for Young Australians  
Oaktree  
Reach  
Resilient Melbourne  
The Behavioural Insights Team (UK)  
Youth Affairs Council Victoria  
YMCA                                                                                                                                                    |
| Corporate/Industry/Industry Groups and Partners – companies that can enable health promotion and do not have a vested interest in undermining our imperatives | AFL Players’ Association  
Bendigo Bank  
Bupa  
Committee for Melbourne  
Cotton On  
Medibank  
Social impact investors                                                                                                                                      |
| Media                                                  | Bloggers  
Journalists  
Journalist champions (for health and health promotion)  
Quill Awards                                                                                                                                             |
| Victorian community                                   | Individuals  
Local communities                                                                                                                                           |
4. Monitoring and outcome framework

A program of work to support this framework will be implemented within VicHealth, and the progress towards the objectives outlined in this framework will be routinely monitored. In addition, the table below outlines the outcomes we hope to achieve through this framework. Progress and outcomes of this strategy will be communicated with stakeholders on an ongoing basis through a range of VicHealth communication channels.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Framework objectives addressed</th>
<th>Key measures</th>
</tr>
</thead>
</table>
| VicHealth maintains and strengthens relationships with our stakeholders | Objectives 1, 2, 3, 4 and 5 | • Stakeholder surveys  
• Stakeholder feedback – formal and informal  
• Stakeholder engagement in VicHealth activity |
| Stakeholder contributions inform VicHealth work and direction | Objective 3 | • Stakeholder consultation routinely informs strategy and investment  
• Stakeholders take part in Expert Panels, Advisory Boards and other consultation processes |
| Innovation is fostered in VicHealth stakeholder relationships | Objective 4 | • Stakeholder support of innovation projects  
• Partnerships created with new organisations and diverse sectors |
| VicHealth supports the health promotion capacity and work of our stakeholders | Objective 5 | • Stakeholder surveys  
• VicHealth data and research referenced in plans, advocacy and strategy  
• VicHealth events, training and best practice resources utilised by the sector |

Tell us what you think

We welcome your feedback on this framework and how we can best work together. We value your ideas and will be routinely monitoring our stakeholder engagement activity to make improvements.

Connect with us

- vichealth.vic.gov.au
- facebook.com/vichealth
- twitter.com/vichealth

2016 ACTION AGENDA REFRESH

Regional conversations facilitated by the Victorian Regional Community Leadership Programs

The challenge

Regional communities in Victoria have different health promotion needs and priorities. VicHealth wanted to understand and recognise regional perspectives in our refresh of our Action Agenda for Health Promotion.

The project

VicHealth set out to develop an understanding of the diversity of challenges in regional communities to inform VicHealth’s Action Agenda, activities and agenda for ongoing work. Through local conversations and collaborations with regional leaders, priority health issues were identified.

The conversations

A series of regional conversations were held with a wide range of participants, including stakeholders not specifically from the health industry but all with a commitment to improving the health of their communities. Stakeholders included representatives from small business, primary production, community, government, arts and heritage, education, sport and recreation.

VicHealth worked with the Victorian Regional Community Leadership Programs (VRCLP) to coordinate meetings with diverse stakeholders with varied backgrounds from Shepparton, Ballarat, Bendigo, Geelong and Traralgon, including local Members of Parliament. Leaders provided suggested solutions to local challenges such as:

- improving social connections
- building resilience (particularly among young people and disadvantaged groups)
- preventing violence against women
- improving gender equality
- changing the environmental influences on food choice.

The outcome

The feedback and ideas received through these conversations were considered in VicHealth’s development of broader strategies and established ongoing opportunities for local collaboration. The community’s advice informed the refresh of the Action Agenda for Health Promotion, which guides VicHealth’s goals and priorities over a ten-year period.
**The challenge**

Excess salt consumption in Victoria (and nationwide) is a health problem, contributing to almost one in every five premature cardiovascular disease deaths. Australia has committed to meet the World Health Organization’s target of 30% reduction in the average population’s salt intake by 2025, however to achieve this, more action is required. VicHealth recognised there was an opportunity to join up the disparate work taking place in salt reduction in Victoria to achieve the greatest impact.

**The project**

The VicHealth Salt Reduction Initiative aimed to achieve consensus and commitment on salt reduction action from government, industry and the public by cooperating in the following ways:

- increasing public awareness on the recommended upper limit for salt intake
- supporting policy and initiatives that ensure a healthier food supply
- working with food industry partners to find solutions to lowering salt in foods and meals
- undertaking research and monitoring to ensure progress towards the salt reduction targets set by the World Health Organization.

**The Salt Reduction Strategic Partnership**

VicHealth partnered with nine organisations to form the Salt Reduction Strategic Partnership (The Partnership), which met quarterly to guide the program of work. These organisations include:

1. VicHealth
2. The George Institute for Global Health
3. Heart Foundation Victoria
4. Deakin University’s Institute for Physical Activity and Nutrition (IPAN)
5. Kidney Health Australia
6. National Stroke Foundation
7. Victorian Department of Health and Human Services
8. Baker Heart and Diabetes Institute

The Partnership aimed to increase state coordination of salt reduction strategies and oversee the intervention. This involved building collaborations with non-government organisations, health organisations, government and academia to identify opportunities for coordinating and integrating salt reduction efforts into existing initiatives.

The Partnership also engaged with food manufacturers to progress innovative approaches to lower the salt content of their products.

**The outcome**

The Partnership collaborated to provide strategic guidance for the salt reduction intervention. It commissioned research that was jointly released and supported overall campaign and advocacy work to generate public debate and create pressure for action.

In 2018, the Partnership released a joint call to action to the Commonwealth Government, outlining three key actions to reduce the pressure on our health and economy associated with high salt intakes.

In 2016, VicHealth chaired the national working group on salt reduction by the Australian Health Policy Collaboration, leading to development of reports documenting population salt reduction as a priority policy action area for chronic disease prevention.

The Partnership was also successful in receiving an NHMRC Partnership grant “Reducing salt consumption in Victoria” to evaluate the whole program of work and undertaken an interim Partnership process evaluation in April 2017.

In the future, VicHealth and the Partnership seek to engage further partners to continue to influence salt reduction actions and to coordinate communication activities between partners for greater collective impact.

**Further reading**

The following tools and resources will also guide VicHealth’s stakeholder engagement and may be useful for our partners.

- VicHealth’s Action Agenda for Health Promotion and five imperative strategies
- Young People Health and Wellbeing Strategy
- Disability Action Plan
- Reconciliation Action Plan
- Health Equity Strategy
- Fair Foundations