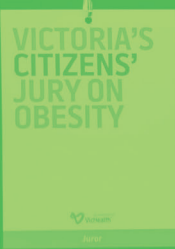




STAKEHOLDER ENGAGEMENT FRAMEWORK 2018-23

Engaging with
our stakeholders



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, who might not otherwise work together, to help Victorians live happy, healthy lives.

The VicHealth Stakeholder Engagement Framework outlines how we’ll 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.

- 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

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:

- Promoting healthy eating
- Encouraging regular physical activity
- Preventing tobacco use
- Preventing harm from alcohol
- 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.

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.

Purpose

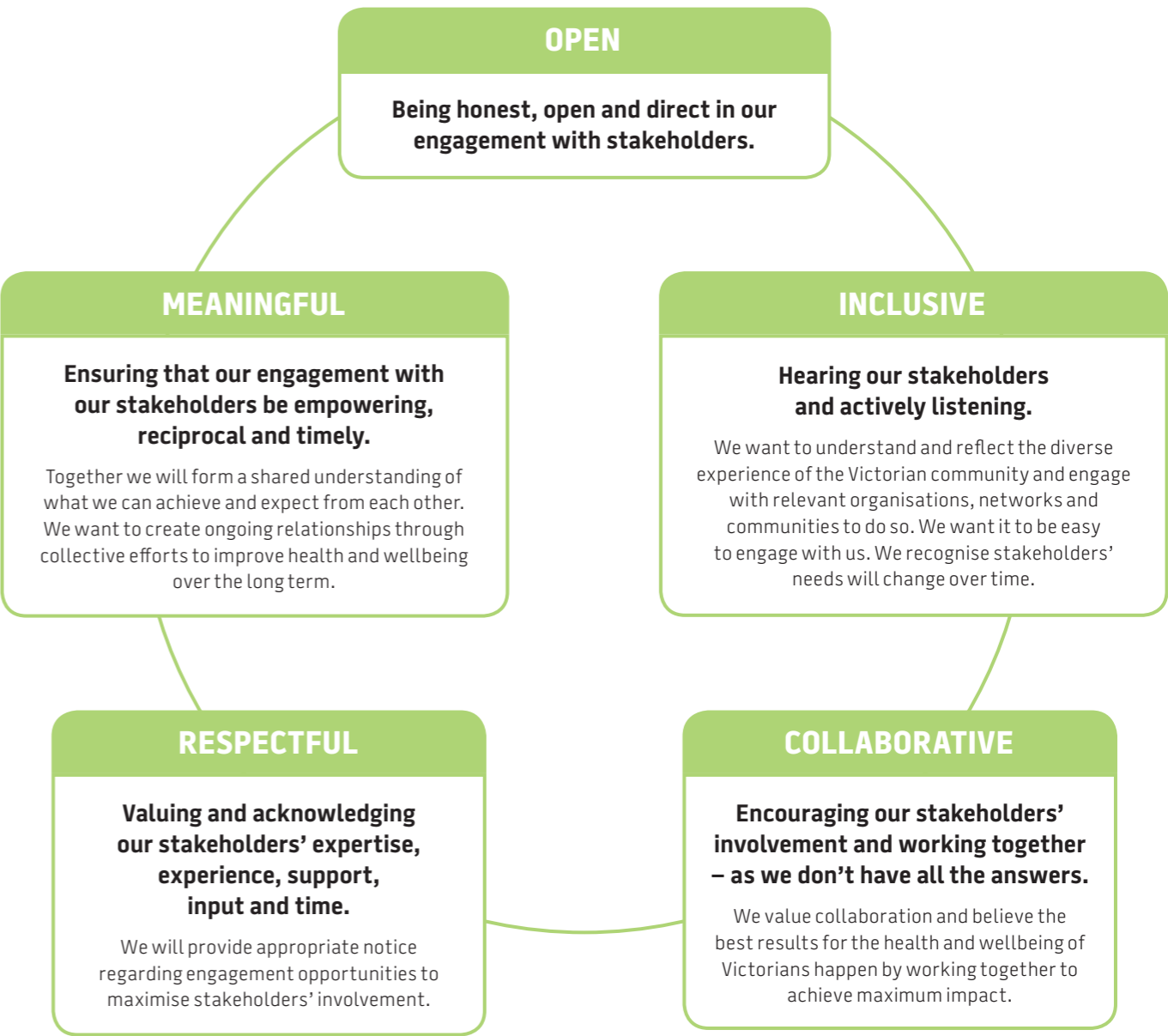
Given our long history of health promotion, the varied prevention challenges we address, and the range of sectors we engage with, we collaborate and continue to work with a diverse group of stakeholders.

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.

OUR COMMITMENT TO OUR STAKEHOLDERS

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



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.



CASE STUDY 1

THIS GIRL CAN – VICTORIA

The challenge

Women participate less than men in physical activity and sport. Half of Australian women don't exercise enough and one in five women do no physical activity in a week. VicHealth research shows that women know the health benefits of being active – but this isn't enough to motivate them. Our research reveals that worrying about *being judged* stops women from being physically active. In fact, 41 per cent of Victorian women feel too embarrassed to exercise in public.

This Girl Can – Victoria is a large-scale, comprehensive social marketing campaign with many elements. As such, engaging effectively with stakeholders early and with a long-term focus was critical to its success.

The project

This Girl Can – Victoria celebrates real women giving it a go and getting active no matter how well they do it, how they look or how sweaty they get. It is more than a physical activity 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.

This powerful campaign was designed to encourage, motivate and inspire women to become more active. It's based on Sport England's highly successful This Girl Can campaign, which inspired 3.9 million women in England to get active. Through VicHealth, Australia is the first country to license the world-renowned campaign.

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.

Stakeholder engagement

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.

The outcome

Strong stakeholder support has enabled us to achieve promising results in the first year, including inspiring more than 285,000 Victorian women to be more active as a result of the campaign.

The campaign is a long-term journey with a system change approach and together with our partners, we will continue to address this critical health challenge.

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 tables¹ below describe the ways we engage.

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

¹ Adapted with permission from the International Association for Public Participation Australasia's IAP2 Public Participation Spectrum, copyright IAP2.

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.

Inform	Consult	Involve	Collaborate	Empower
<ul style="list-style-type: none">• VicHealth website• VicHealth social media• VicHealth digital and print publications• VicHealth presentations and events• Cross-project sharing opportunities• VicHealth media releases• VicHealth contributions to inquiries• Hosting international delegations• Informing future research agenda	<ul style="list-style-type: none">• Surveys• Meetings• Informal discussions• Workshops• Roadshows• Assessment Panels• Participatory decision-making processes• Strategy reviews	<ul style="list-style-type: none">• Taskforces & Advisory Panels• Communities of Practice• Roundtable discussions• Working with academic partners to share latest evidence and research• 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	<ul style="list-style-type: none">• Partnerships including: contracted research partnerships, sponsorships with sporting organisations, funding grants to organisations• Salt Partnership with partners including the George Institute for Global Health, Heart Foundation Victoria, Deakin University, Kidney Health Australia, Stroke Foundation and DHHS• Development of resistance to gender equality resource in partnership with DHHS• VicHealth campaigns including This Girl Can – Victoria	<ul style="list-style-type: none">• VicHealth's support for the Latrobe Health Innovation Zone• Advising international health promotion practitioners to support their work• Best practice resources and tools for partners e.g. VicHealth Indicators guides• Professional development and capacity building opportunities

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.

Stakeholder group	Examples of group members	
Government at local, state and federal levels, including MPs, departmental staff, regulatory bodies and statutory authorities	Australian Human Rights Commission	Transport Accident Commission
	Australian Institute of Health and Welfare	The Victorian Premier and Ministers
	Australian Sports Commission	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
	Commonwealth Department of Health	Victorian Equal Opportunity and Human Rights Commission
	Department of Premier and Cabinet	Victorian Multicultural Commission
	Department of Justice and Regulation Victoria	Victorian Responsible Gambling Foundation
	Local government	WorkSafe Victoria
	MPs from all political parties	
	Respect Victoria	
Prevention program partners and public health groups and organisations (local, national and global)	Alcohol and Drug Foundation	Primary Care Partnerships
	Beyondblue	Respect Victoria
	Cancer Council Victoria	SuperFriend
	Community health services	Thorne Harbour Health (formally Victorian Aids Council)
	Diabetes Victoria	Transgender Victoria
	Domestic Violence Victoria	Turning Point
	The George Institute for Global Health	Victorian Aboriginal Community Controlled Health Organisation (VACCHO)
	Heart Foundation Victoria	Victorian Council of Social Service
	Hello Sunday Morning	World Health Organization
	International Network of Health Promotion Foundations	World Health Organization Collaborating Centres
	Institute for Physical Activity and Nutrition (IPAN)	Victorian Women’s Trust
	Our Watch	
Universities, researchers & thought leaders	Australian Catholic University	La Trobe University
	Australian National University	The University of Melbourne
	CSIRO	Monash University
	Deakin University	Research experts and thought leaders
	Federation University Australia	RMIT University
	Griffith University	Victoria University

Stakeholder group	Examples of group members	
Sport at all levels	Elite teams	Sport and recreation centres
	Local sporting clubs	State Sporting Associations
	National Sporting Organisations	Vicsport
	Regional Sport Assemblies	
Community and not-for-profit organisations, networks, alliances and leaders	Foodbank	Victorian Regional Community Leadership Programs
	Leadership Victoria	Victorian Schools
	Maternal and child health services	
	Melbourne City Mission	
Arts/creative industries	Arts Access Victoria	Melbourne International Comedy Festival
	Arts Centre Melbourne	Municipal Association of Victoria
	Australian Ballet	Museums Victoria
	Circus Oz	National Gallery of Victoria
	City of Melbourne	Regional Arts Victoria
	Creative Victoria	School of Design, RMIT University
	Footscray Community Arts Centre	Victorian College of the Arts
	Ilbjerri Theatre Company	Wheeler Centre
Innovation partners	Alfred Health	Reach
	Behavioural Insights Unit	Resilient Melbourne
	Centre for Multicultural Youth	The Behavioural Insights Team (UK)
	Department of Premier and Cabinet	Youth Affairs Council Victoria
	Foundation for Young Australians	YMCA
	Oaktree	
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	Cotton On
	Bendigo Bank	Medibank
	Bupa	Social impact investors
	Committee for Melbourne	
Media	Bloggers	Journalist champions (for health and health promotion)
	Journalists	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.


Outcome	Framework objectives addressed	Key measures
VicHealth maintains and strengthens relationships with our stakeholders	Objectives 1, 2, 3, 4 and 5	<ul style="list-style-type: none">Stakeholder surveysStakeholder feedback – formal and informalStakeholder engagement in VicHealth activity
Stakeholder contributions inform VicHealth work and direction	Objective 3	<ul style="list-style-type: none">Stakeholder consultation routinely informs strategy and investmentStakeholders take part in Expert Panels, Advisory Boards and other consultation processes
Innovation is fostered in VicHealth stakeholder relationships	Objective 4	<ul style="list-style-type: none">Stakeholder support of innovation projectsPartnerships created with new organisations and diverse sectors
VicHealth supports the health promotion capacity and work of our stakeholders	Objective 5	<ul style="list-style-type: none">Stakeholder surveysVicHealth data and research referenced in plans, advocacy and strategyVicHealth 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

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CASE STUDY 2

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.



CASE STUDY 3

SALT PARTNERSHIP



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
9. High Blood Pressure Research Council of Australia.

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.



Health and Human Services



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 undertook 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](#)



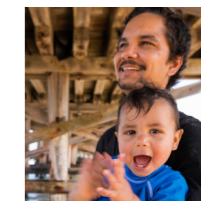
→ [Young People Health and Wellbeing Strategy](#)



→ [Disability Action Plan](#)



→ [Reconciliation Action Plan](#)



→ [Health Equity Strategy](#)



→ [Fair Foundations](#)



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