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DESTINATION: WELLBEING

On course to a better state of health
Three years ago, I saw VicHealth as being 25 years young. In that last Action Agenda, we were promised innovative initiatives in nutrition, exercise, harm reduction from tobacco and alcohol and improved mental wellbeing. These were delivered in spades. Yet so much more needs to be done.

For this next Action Agenda, I would place special stress on youth mental health. The shockingly high suicide rates in young people are not as well known as they should be. With its expertise in population-wide approaches, and its commendable emphasis on prevention, VicHealth is well-placed to advance this admittedly very difficult area.

Professor Emeritus Sir Gustav Nossal AC CBE, VicHealth Patron
2016 is an important milestone for health promotion. It is the 30th anniversary of the Ottawa Charter – the acknowledged starting point for world’s best practice in health promotion, which recognises that people’s health does not improve simply by increasing health services or imposing public health solutions from ‘above’. This is also the first year of implementing the United Nations Sustainable Development Goals, an unprecedented opportunity to bring together the countries and citizens of the world to improve the lives of people everywhere.

VicHealth, the world’s first health promotion organisation, is also entering its 30th year. This is a significant milestone; in human terms turning 30 marks the beginning of mature adulthood. Like VicHealth, those born in 1987 are part of the first generation in history to have grown up totally immersed in a world of digital technology, which shapes their identities and creates lasting political, social and cultural attitudes. VicHealth shares these traits as a progressive, globally aware organisation in tune with new technologies, and as a team player focused on achieving results.

Health promotion is more important today than ever. The very factors that have contributed to progress and development in our world – globalisation, urbanisation and advances in communications technology – have made us more susceptible to sedentary lifestyles, unhealthy diets and dangerous risk taking. Like most of the world, Victoria has an ageing and increasingly urbanised population, and ever-widening health inequities.

We are in an era of disruptive change: shifting economic power, global connectivity, big data and ever-present social media bring new ways of communicating, new business models and new approaches to education. It’s a heady mix of opportunities, ambiguities and threats. People want more than just to survive – free of illness and injury – they want to live life to the full.

Over the past 30 years, VicHealth has evolved to respond to these emerging issues and opportunities. We have shifted from informing and raising awareness to inspiring and facilitating action that enhances wellbeing. In this hyper-connected world, people want to contribute ideas, not just be told what to do. They want to make choices that match their own motivations for health and wellbeing.

This Action Agenda has been updated for an exciting future. It is a plan to help current and future generations of Victorians travel to ‘destination wellbeing’ by creating healthier choices and healthier environments – for families, workplaces, schools, sports, arts, and on-the-ground as well as online communities.

Productive relationships continue to be an essential ingredient for health promotion, and we are deeply indebted to our partners, advocates and supporters. We are confident that with their support and with the skills and experience of the VicHealth team, we can achieve our 10-year vision of one million more Victorians with better health and wellbeing.

The VicHealth Board
Though most Australians enjoy good health, nearly nine out of 10 deaths in the country are attributable to noncommunicable diseases. That rate is higher than the global rate and that of the WHO Western Pacific Region as a whole.

These diseases – cardiovascular disease, cancer, diabetes and chronic lung diseases – inflict a heavy toll in lives lost and increased health-care costs. Noncommunicable diseases (NCDs) also hinder socioeconomic development. Addressing NCDs and their risk factors requires a broad and integrated approach that tackles the economic, environmental and social determinants of health.

The Victorian Health Promotion Foundation, or VicHealth as it is popularly known, is a pioneer in health promotion. For nearly 30 years, the foundation has accumulated a wealth of experience and expertise in health promotion and illness prevention. From its early landmark achievement of buying out tobacco sponsorships to its current application of behavioural insights in its work, VicHealth is uniquely qualified to tackle the task of preventing the rise of disease in Victoria, and indeed, Australia.

VicHealth’s culture of innovation and cutting-edge research and solid reputation have led to its designation as a WHO Collaborating Centre for Leadership in Health Promotion. As a leader in innovation and knowledge for health promotion, VicHealth has enabled the emergence of new, autonomous and adaptive organisations for promoting health in a number of countries in the Western Pacific Region.

Obesity, unhealthy lifestyles, an ageing population and persistent health inequalities continue to create overwhelming risks to public health. Proven prevention strategies, including effective policy and regulation, are needed to avoid massive increases in preventable diseases.

Health promotion is more relevant today than ever before, and I applaud VicHealth for its vital work and the inspiration it provides to so many governments, organisations and individuals around the world as they tackle their own health promotion challenges.

Shin Young-soo, MD, PhD
World Health Organization Regional Director for the Western Pacific
The 2016–19 VicHealth Action Agenda for Health Promotion builds on the 2013–16 inaugural Action Agenda, which for the first time set out a 10-year plan for the organisation. This updated Agenda takes account of our progress to date and sets out our work for the next three years and through to 2023.

The Action Agenda reflects changes in the health promotion sector and in our wider environment over the past three years. It responds to a changing policy context and recognises the opportunities for improving health and wellbeing in lasting ways, such as those recommended by the Royal Commission into Family Violence and the Hazelwood Mine Fire Inquiry. It also reflects the latest thinking on ways to both influence human behaviour and to improve the environments in which we all live. These include behavioural insights, innovation and collective impact.

This updated Action Agenda has benefited from extensive collaboration with some of Australia’s leading thinkers on health promotion and government, guidance from partners in the community and industry, and the combined expertise of the VicHealth Board and staff. We also held forums with community leaders and stakeholders across regional Victoria and metropolitan Melbourne. Their valuable input is reflected in this document and has laid the foundations for stronger connections with communities to improve health at the local level.

In 2013, we committed to five strategic imperatives that had the greatest potential to reduce disease burden and to bring about the greatest measurable health gains. Discussions that helped shape the updated Action Agenda showed us that these ambitions remain just as relevant today. They provide us with the potential to deliver high impact and cost-effective actions. VicHealth acts where others do not, and responds to issues of emerging importance.

Our five imperatives remain: promoting healthy eating, encouraging regular physical activity, preventing tobacco use, preventing harm from alcohol, and improving mental wellbeing. We have drawn on the best available data and most recent evidence to refresh our priorities for 2016–19, and to ensure that we remain on track to reach our long-term goals in 2023.

The ambition of our Action Agenda remains: one million more Victorians with better health and wellbeing. In 2016–19 we will build on the foundations established in the first three years of our Action Agenda and monitor our progress.

The VicHealth team looks forward to continuing to make real and lasting benefits to the health and wellbeing of all Victorians.

Jerril Rechter  
Chief Executive Officer  
VicHealth
Who we are

Our updated Action Agenda for Health Promotion aims to create a Victoria where everyone can enjoy better health and wellbeing.

It is a plan for capitalising on the power and reach of new opportunities and technologies, empowering Victorians to make healthier lifestyle choices and mobilising them to take action for healthier environments, now and into the future.

This Action Agenda sets out our priorities for 2016–19. It builds on the first phase of our Action Agenda in 2013–16 and also proposes new ways to tackle the pressing health and wellbeing problems of our time.

Our origins

VicHealth is the world’s first health promotion foundation, established in 1987 with a mandate to promote good health in Victoria. This pioneering act set the stage for VicHealth as an incubator of innovation and a partner in health promotion.

For almost 30 years, VicHealth has worked with its partners to discover and implement new solutions to the health problems facing Victorians. We have had some major victories. For instance, Victoria’s success in reducing the harm caused by smoking has led the world. And since our first Mental Health Promotion Plan in 1999, we have made progress in tackling the main factors underlying and affecting mental health in our community – these influence all aspects of health and wellbeing.

VicHealth continues to be at the forefront in promoting health and preventing illness in Victoria, Australia and the wider world. As an independent statutory authority, we work with all levels of government, business, the not-for-profit sector and local communities to improve health in a world that is changing constantly and rapidly.

In September 2014, VicHealth was recognised by the World Health Organization as a WHO Collaborating Centre for Leadership in Health Promotion, with a focus on strengthening health promotion in Australia and the Western Pacific Region, which is home to 1.8 billion people in 37 countries.

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VicHealth has a unique role to play in bringing diverse groups and organisations together to prevent illness and improve the health and wellbeing of all Victorians. The Heart Foundation is pleased to partner with VicHealth to achieve this Action Agenda particularly in the area of salt reduction.

Kellie-Ann Jolly, Chief Executive Officer, Heart Foundation (Victoria)
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Our healthscape

VicHealth operates in an increasingly complex, global and rapidly evolving landscape for health.

Our focus reflects the challenges of population growth and ageing, driving increases in the burden of mortality due to non-communicable chronic conditions such as heart disease, diabetes and cancer.

Increased urbanisation and digital technology are also dramatically changing the way people live, learn, work and play, further contributing to the rise of ‘lifestyle’ diseases. As people live longer, and more people live with chronic disease, promoting health and wellbeing and a better quality of life becomes even more important.

The Victorian Government, through the health and wellbeing objectives set out in its Public health and wellbeing plan 2015–2019, seeks to address the challenges of obesity and alcohol use, the impact of chronic disease and injury, the persistence of inequalities in health status, and the consequences of demographic and environmental change.

In establishing and then accepting the findings of the Royal Commission into Family Violence, the Victorian Government acknowledged the great harm that family violence causes and the seriousness with which it is viewed by the Victorian community. Recognising the disease burden resulting from intimate partner violence, and its particular links to depression and anxiety, VicHealth became the first health promotion organisation to bring a public health perspective to the primary prevention of violence against women a decade ago. A Victorian strategy for action will ensure Victoria does not lose momentum in this area. VicHealth’s future work will include a focus on advancing gender equality in a range of settings, notably sports.

The Health Improvement Report of the 2015 Hazelwood Mine Fire Inquiry affirmed the importance of understanding the social determinants of health and remedying their unequal distribution across the Latrobe Valley. It highlighted the need for health and other sectors to work together on new community-generated solutions to these problems.

VicHealth is well-positioned to respond to a range of matters that arise from major government inquiries such as these, and ready and able to respond to health crises that may arise in the future. The policy response to the recommendations of both the Royal Commission and the Hazelwood Mine Fire Inquiry provide a focus for our continued action on gender inequality and other social and economic determinants of health over the next three years.

In all our work, we will continue to apply Fair Foundations: The VicHealth framework for health equity, particularly prioritising equality for women and finding new ways to work with communities to address disadvantage.

“VicHealth’s support of Cancer Council Victoria over many decades has ensured many thousands of lives have been saved and contributed to Victoria’s reputation as a world leader in population health.”

Todd Harper, Chief Executive Officer, Cancer Council Victoria
Our difference

VicHealth champions positive influences for health and seeks to reduce negative influences. This means helping individuals and communities make better-informed decisions, and shaping environments that support healthier choices.

Many people know that smoking, lack of exercise and drinking too much are bad for their health. But environmental influences make it difficult for them to change their behaviour.

This Action Agenda incorporates a behavioural insights lens that considers the influences on people’s behaviour and choices. This complements existing approaches with new ways to realise Victoria’s ambitions for the health of its citizens.

VicHealth focuses on innovation

Over the past three years, VicHealth has increased its focus on innovation, incorporating it into its operations and approaches to solving problems.

VicHealth’s culture of innovation has enabled us to be a catalyst for, and early adopter of, new health promotion approaches. Bold targets require bold actions, so we have tried new ways of working, tested new partnerships and new influences, and explored co-investment models to develop new insights.

As an innovator, we have helped build evidence and knowledge, develop policy and bring about legislative change.

VicHealth’s Action Agenda has a dynamic program and long-term strategy paralleling A Global Charter for the Public’s Health. The Charter, which has been developed by the World Federation of Public Health Associations working in collaboration with the World Health Organization, identifies prevention, promotion and protection as key elements for strategies designed to improve health for all. VicHealth’s approach provides a vibrant example of strategic thinking for better health outcomes.

Michael Moore, Chief Executive Officer, Public Health Association of Australia
INNOVATION IN ACTION

THREE YEARS INTO OUR 10-YEAR ACTION AGENDA, VICHEALTH HAS MADE SIGNIFICANT ADVANCES TOWARDS MEETING ITS FIVE STRATEGIC IMPERATIVES. SUCCESSFUL INITIATIVES THAT HAVE REACHED VICTORIANS IN THEIR EVERYDAY LIVES INCLUDE:

• **Sport** – we helped ‘change the game’ by investing in women’s sport and active recreation and by raising the profile of women as sport leaders and building momentum for gender equality in sport

• **Digital technology** – we reviewed and rated more than 200 healthy living apps to assess their value in helping users change their behaviour and live a healthier lifestyle

• **Obesity** – we explored new methods of involving communities through Victoria’s Citizens’ Jury on Obesity, encouraging Victorians to shift from sugary drinks to water and to reduce the salt in their diets

• **Behavioural insights** – our inaugural Leading Thinker helped us introduce bold, creative new ways to dismantle barriers to making healthier choices. We implemented these throughout the Victorian public and private sectors through behavioural trials, workshops and lectures, and by launching a community of practice in behavioural insights and health promotion

• **Partnerships on alcohol** – we worked with government and non-government organisations on new ways to reduce alcohol consumption and to change drinking cultures

• **Mental wellbeing megatrends** – in a joint report with CSIRO we identified five megatrends that will influence the mental wellbeing of young people over the next 20 years, enabling us to be proactive in creating better outcomes for this group.

In 2016–19, we will test and refine more immediate ways of improving Victorians’ health. We will continue to trial applying practices such as behavioural insights and participatory democracy to health promotion.

“VicHealth plays a crucial role in building public health actions to reduce alcohol-related problems. This role is exemplary of VicHealth’s broad approach to public health action in Victoria. Increasingly, other countries have learned from and emulated VicHealth’s approach.

*Professor Robin Room, Director, The Centre for Alcohol Policy Research (CAPR)*

**VicHealth works across sectors**

Improving health is a shared responsibility. We take this notion seriously by working in partnership with all sectors as a trusted, independent source of evidence-based practice and advice. VicHealth can bring together seemingly disparate parties to create shared solutions. Our partners come from many sectors, including all levels of government, non-government organisations, health, sport, research, media, education, the arts, industry and local communities.

**VicHealth builds knowledge through research**

VicHealth plays a critical role in creating and strengthening the evidence base for health promotion action, in order to improve people’s health.

Through rigorous research and evaluation of our actions, VicHealth contributes significantly to health promotion knowledge and intelligence. Research and evaluation also help us better understand the factors that shape our work across our priority areas.
LISTENING TO VICTORIANS

In developing this Action Agenda for Health Promotion, VicHealth listened to people in regional Victoria and metropolitan Melbourne about what they see as the big problems affecting their health and wellbeing.

At regional forums in Shepparton, Ballarat, Bendigo, Geelong and Traralgon, VicHealth teamed up with the Victorian Regional Community Leadership Program (VRCLP) to hold conversations with community leaders about a broad range of concerns, including heart disease, obesity, mental wellbeing, alcohol misuse, disengaged youth, social isolation and gender inequality. They also confirmed that people who are socially and economically disadvantaged are disproportionately affected by health problems.

These regional leaders identified the major problems that need shared action to improve the health and wellbeing of their communities. Solutions should include:

• 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.

In metropolitan Melbourne, community leaders nominated many of the same problems. They spoke of the complexity of the challenges, the scale of health inequities and the need to focus on the social conditions that affect the health of Victorians. They affirmed the need for a long-term shared vision, while also wanting to find more immediate solutions to problems such as obesity, alcohol misuse and violence against women.

Across Victoria, community leaders also described the difficulties of competing with the enormous marketing budgets of companies that promote fast food, sugary drinks, gambling and alcohol.

CAPTURING GREAT IDEAS

The forums produced a number of strong ideas for VicHealth and highlighted great opportunities for partnerships with local communities, such as:

• involving communities in designing and implementing responses to social, economic, technological and other megatrends affecting people’s mental wellbeing
• fostering health equity by placing the health of all of Victoria’s diverse communities at the forefront of our work
• capitalising on new digital technologies
• working outside the health sector – in sports and workplaces for example – to reach people where they live, learn, work and play.
VicHealth supports people in their communities

Our health is influenced by the choices we make for ourselves and our families, but also by the conditions in the communities where we live, learn, work and play. VicHealth affirms the links between people and their environments, which have the potential to both harm and benefit people’s health.

Our commitments

VicHealth follows these principles in all its work:

• **Fairness** – we promote fairness and opportunity for better health for all Victorians, by making health equity an aim of all our work.
• **Evidence-based action** – we create and use evidence to identify the issues that need action and to guide policy and practice by VicHealth and our partners.
• **Working with community** – we work with communities to set priorities, make decisions and create solutions.
• **Partnerships across sectors** – we collaborate with governments at all levels and form alliances with others in health, sports, research, education, the arts and community, as well as nurture strong relationships with health promotion practitioners and the media.

“...

Sport plays a huge role in the health of Victorians and it’s great that this role is being recognised, supported and enhanced by VicHealth. VicHealth is not only supporting sporting organisations to achieve health outcomes through sport but is also educating and challenging sport to push the boundaries in this regard.

*Mark McAllion, Chief Executive Officer, Vicsport*
Our ambition is for ONE MILLION more Victorians to have better health and wellbeing by 2023.

VicHealth’s updated Action Agenda has defined strategic imperatives and targets for improving the health of the Victorian population – now and in the future.

To achieve this, we will continue to explore and deliver bold new ways to address our five strategic imperatives:

• promoting healthy eating
• encouraging regular physical activity
• preventing tobacco use
• preventing harm from alcohol
• improving mental wellbeing.

Each of the five strategic imperatives has a three-year priority, aligned to a 10-year goal.

To achieve these, we will:

• take action where there is the greatest potential for health gains
• complement and add value to the work of others, rather than replicate it
• build on progress over time, with a long-term plan
• reach clear and achievable, yet ambitious, targets by 2023.

GOALS

BY 2023:

• 200,000 more Victorians adopt a healthier diet
• 300,000 more Victorians engage in physical activity
• 400,000 more Victorians tobacco-free
• 200,000 more Victorians drink less alcohol
• 200,000 more Victorians resilient and connected.

* As some individuals may achieve goals across more than one imperative, the total number in each 10-year target exceeds one million to account for this.

BY 2019 WE WANT:

• 80,000 more people choosing water and healthy food options
• 180,000 more people physically active, playing sport and walking, with a focus on women and girls
• 280,000 more people smoke-free and quitting
• 80,000 more people and environments that support effective reduction in harmful alcohol use
• 80,000 more opportunities to build community resilience and positive social connections, with a focus on young people and women.

PRIORITIES
Key themes for action

Our goals do not exist in isolation from each other. To achieve our strategic imperatives our actions need to focus on the underlying forces driving health and equity in Victoria. Over the three years 2016–19, VicHealth will focus efforts on three critical areas where the social determinants of health meet: gender, youth and community.

VicHealth’s work on the prevention of violence against women has been instrumental in getting the issue on the national agenda. It’s great to see VicHealth’s continued innovation in this important work. We look forward to new developments, including those in the area of young people, mental wellbeing and digital technology.

Maree Crabbe, Coordinator, Reality & Risk: Pornography, young people and sexuality
**YOUTH**

Our health and wellbeing is rooted in early experiences of family, home, education and work. Research shows the importance of establishing the foundations for good health early on, and that many young people don’t get a fair go for their long-term health because of the experience of social and economic inequality in early life.

Changing attitudes and behaviour can take generations, especially once social norms are established. Quitting smoking, for example, is very hard to do. In recent decades, most of the improvement in smoking rates has come from preventing smoking uptake by young people. By focusing on youth we can capitalise on the opportunity for intervention before unhealthy behaviours are established.

VicHealth’s Mental Wellbeing Strategy highlights youth as a critical period for social and emotional development that is characterised by important transitions. Between the ages of 12 and 25, young people are forming autonomous identities, and developing independent social networks and new social and intimate relationships. Some experience transitions from education to work or unemployment, and navigate shifts away from the family home. This time can be a period of high risk for young people to develop mental illness, and is therefore a key window for health promotion action.

In 2016–19 we will work with young people and our partner organisations to build environments supporting a healthier youth for all Victorians. By working with partners in education, workplaces, sports, digital and other environments we will improve physical and mental health and wellbeing across the whole population. Central to this is co-designing solutions with young people.

**COMMUNITY**

Where we live and how we connect with others influences our health and wellbeing, for both good and ill. The communities that we are a part of reflect wider social and economic inequalities and form the backdrop to our own individual lived experience of inclusion and exclusion, health and illness.

Many Victorian communities, be they defined by place or social identity, face entrenched disadvantage and exclusion, making it challenging to enjoy good health and wellbeing.

For example, researchers from the McCaughey VicHealth Community Wellbeing Unit linked life expectancy data to the Melbourne metropolitan rail network. The resulting map shows that areas with greater disadvantage tend to have higher death rates. It reaffirms the liveability of an area as a determinant of health.

The recommendations of the Hazelwood Mine Fire Inquiry provide a roadmap for health improvement in one of Victoria’s most disadvantaged, yet resilient, communities. In 2016–19, VicHealth will play a leading role in the response to the Inquiry, supporting action by local people and service providers to tackle the social determinants of health in their area.
Each year, salt is responsible for six times more deaths in Victoria than the annual road toll.

Young children eat almost the equivalent of their own body weight in added sugar every year.
Promote healthy eating

We don’t have to look far for the causes of the obesity epidemic in Victoria. One-third of our energy intake comes from ‘junk’ foods – high in added salt, sugar and fat – that should be occasional treats, not everyday foods. Fewer than one in 10 Victorian adults eats enough fruit and vegetables.

Excess salt intake is the major preventable cause of high blood pressure, which itself is a leading cause of death and disability in Victoria. Reducing salt is a global population health priority and one of the most effective, efficient and equitable ways to improve health in Australia.

Sugar-sweetened drinks are the largest source of added sugars in the Australian diet. Reducing their consumption in favour of water can improve health and wellbeing by reducing calorie intake, and avoiding weight gain and poor dental health.
Our progress

Our work in the first three years of the Action Agenda brought in new audiences and partners, in order to reduce salt consumption and make water the drink of choice in Victoria.

Working with the Heart Foundation, the WHO Collaborating Centre for Population Salt Reduction, Deakin University and other partners, we launched the *State of salt* report, undertook activities to raise awareness of the issue, and encouraged the food industry, policymakers, researchers and the public to act on this critical, but solvable, problem. We also drew attention to impediments to the supply and demand of water as the drink of choice in public places and, through the H30 Challenge, helped people take important steps towards a healthier diet.

Our future focus

Victoria’s Citizens’ Jury on Obesity demonstrated the strength of community support for urgently building food environments in which the healthy choice is the easy choice. Over the next three years, VicHealth, in response to the Citizens’ Jury’s calls to action, will advocate and support evidence-based action to improve the eating habits of all Victorians. We will continue to give particular attention to highly processed foods and drinks that add significantly to the burden of chronic disease in our state.

In the first three years of our Action Agenda...

24k

**SIMPLE DESIGN AND PROMOTIONAL ‘NUDGES’ ENABLED AN EXTRA 24,000 FREE WATER BOTTLE REFILLS**
from water fountains across the City of Melbourne.

“This is a great way for me to fill up my bottle on my way into work. I never drink enough water in the mornings!”

Local worker in the City of Melbourne

4k

**4000 VICTORIANS ENJOYED GROWING, PREPARING AND BUYING FRESH, LOCAL PRODUCE**
through 3000acres and the Open Food Network – two projects continuing to thrive following their success in the VicHealth Seed Challenge.

“Our vision is that every resident in Melbourne will have access to the environmental and health benefits of growing spaces within easy walking distance of home and work.”

3000acres
OVER THE NEXT THREE YEARS, VICHEALTH WILL:

• make water the drink of choice, instead of sugar-sweetened beverages

• generate public awareness and debate about reducing salt consumption, and driving policy and food industry action

• build partnerships for healthier food environments, with an emphasis on sporting stadiums and facilities.

10 YEAR

GOAL
200,000 more Victorians adopt a healthier diet

3 YEAR

PRIORITY
More people choosing water and healthy food options
Young people in Victoria are more likely to have gambled in the past year than got enough exercise.

Horseracing receives more air time than women’s sport in Australian television news.
Moving more and sitting less don’t just benefit our physical fitness and reduce the risk of heart disease, type 2 diabetes and cancer; they also protect and improve our mental wellbeing. This is especially true when we make contact with other people, such as through sport and other physical activities.

We Victorians are proud of our sporting culture, and VicHealth has uniquely contributed to this culture by promoting health through sport, starting with our buy-out of tobacco sponsorship and advertising at sports grounds.

But we need to make sure that in a world of ever-increasing commute times, smartphones and sedentary office work, physical activity doesn’t become crowded out of Victorians’ lives. Participating in sport shouldn’t be limited to watching it on a screen.

Sadly, there continues to be a gender gap in physical activity and sport, with women participating less – whether as players, officials, administrators or board members. And when they do participate, they earn less money and receive less coverage in the mainstream media.
Our progress

Our work in the first three years of the Action Agenda focused on several key areas of physical activity and sporting participation, with an emphasis on getting people who are inactive or somewhat active moving more. Our work focused on a range of specific groups including females aged 25–44, culturally and linguistically diverse communities, people with a disability, older people, and rural and regional Victorians.

We helped Victorians participate more in sport by providing and promoting more fun, flexible and social playing opportunities, which were attractive to women and to less-active people. We supported thousands of local sport and active recreation clubs to provide direct participation opportunities. We also continued to promote active transport to parents and children through our Walk to School campaign and through collaboration with policymakers, researchers and others to improve the ‘walkability’ of neighbourhoods.

We were part of the Inquiry into Women and Girls in Sport and Active Recreation advisory panel, established to advise the Minister for Sport on practical actions that the sport and active recreation sector could adopt to increase participation by women and girls and to increase their engagement in leadership and governance roles.

Our future focus

Over the next three years, we will help even more Victorians make physical activity a routine part of everyday life, particularly women. We will also continue to invest in one of the most effective strategies to increase physical activity across the whole population: making it easier and safer to walk for short trips and active recreation.

In the first three years of our Action Agenda...

WE HELPED AROUND 400,000 PEOPLE GET ACTIVE by supporting almost 2000 sport and recreational clubs across Victoria.

“Thank you very much for funding... allowing members with visual impairments to continue bowling at a greater age.

Active Club Grant recipient, Far Western Victorian Indoor Bowling Association

WALK TO SCHOOL PARTICIPANTS HAVE WALKED over 2.8 million kilometres, with an average of 73,000 children taking part each year.

“This is a fantastic initiative which spreads a very positive message to our youth by encouraging active transport, which will not only benefit their health now, but their health and the environment in the future.

Cr Carolyn Crossley, Wellington Shire Council, interviewed in the Gippsland Times & Maffra Spectator
OVER THE NEXT THREE YEARS, VICHEALTH WILL:

• advance gender equality in sport

• create more opportunities for less active Victorians to participate in sport

• enable and encourage walking, active travel and recreation.

GOAL
300,000 more Victorians engage in physical activity

PRIORITY
More people physically active, playing sport and walking, with a focus on women and girls
Victoria’s success in reducing tobacco use is one of our world-leading achievements. To put this in context, three decades ago, one in five Victorians began smoking in their early teenage years. Now, only one in 30 starts smoking at the same age.

But the battle is not yet won. About 700,000 Victorians continue to smoke, with much higher rates among the most disadvantaged communities, including people with mental illness, and Aboriginal and Torres Strait Islander peoples.

Tobacco smoking remains a leading cause of death and disability in Victoria, creating a huge but avoidable suffering from cancer, heart disease, lung disease and many other conditions. Latest evidence suggests that two out of three long-term smokers will die from a smoking-related disease.

The fewer people who smoke, take up smoking, or are exposed to second-hand smoke, the greater the health gains for all Victorians.
Every pack of cigarettes sold raises $9.25 in tax but costs $40 in related harms.

Indigenous Australians are 2.5 times more likely to smoke than non-Indigenous Australians.
Our progress

Our work in the first three years of the Action Agenda continued a long, productive partnership with Quit Victoria to help smokers stop, and prevent young people from smoking. We collaborated with our partners to develop evidence-based strategies to reduce smoking-related harm among groups where smoking remains high, including through a national Tobacco Harm Reduction forum and major research projects.

Our future focus

Over the next three years, VicHealth will continue to support what we know works: reducing smoking uptake, and increasing smoking cessation rates by motivating and supporting smokers to quit. We will continue to advocate for policies and practices that help Victoria lead the fight against tobacco, in Australia and internationally. We will advance evidence-based tobacco control by trying innovative approaches, in settings and with groups where smoking remains all too common.

In the first three years of our Action Agenda, through our partnership with Quit Victoria...

QUITLINE SUPPORT REACHED 100,000 QUITTERS.

“_I didn’t realise I was capable of it and I didn’t know there was help out there._

.Quitline client

MORE THAN 5000 HEALTH PRACTITIONERS received Quit education training.

“_Excellent session – very informative. This has driven my passion to aid patients in quitting effectively._

.Training participant
OVER THE NEXT THREE YEARS, VICHEALTH WILL:

• support Quit Victoria’s delivery of impactful anti-smoking campaigns

• fund critical cessation services for smokers

• trial innovative approaches in settings and groups where smoking rates remain high.

GOAL
400,000 more Victorians tobacco-free

PRIORITY
More people smoke-free and quitting
Almost half of young Victorians feel obliged to drink when socialising.

Ambulances attend over 15,000 alcohol-related incidents across Victoria each year.
Alcohol is Australia’s favourite drug. Although widely used in many social situations, alcohol has a dark side to its consumption. It causes around 1200 preventable deaths and 40,000 hospitalisations each year in Victoria alone – second only to tobacco.

The good news is that the overall level of alcohol consumption is slowly decreasing in Australia. But despite this progress, the burden of harm borne by drinkers, those around them and society as a whole is increasing. This harm is felt disproportionately by some of our most vulnerable and disadvantaged communities. The reasons for this are complex and need to be better understood.

What we do know is that Victoria’s drinking culture reflects widespread risky drinking and that many people – notably young people – feel obliged both to drink and to drink too much in social situations.
Our progress

During the first three years of the Action Agenda we worked with policymakers, alcohol control experts and multi-sectoral organisations to make the case for action and provide practical ways to reduce alcohol-related harm. We worked in partnership, as we have for a decade, with the Alcohol and Drug Foundation’s Good Sports community sports alcohol cultural change program, as it goes from strength to strength as a national initiative. We also supported the exciting Hello Sunday Morning campaign to increase its benefits in Victoria.

We led a social marketing campaign to involve young Victorians in changing the alcohol culture, spreading the word that no excuse should be needed for not drinking.

Our future focus

Over the next three years, VicHealth will continue to make the case for effective alcohol control measures, based on solid evidence about how harm in the community can be reduced through action on the price, availability and promotion of alcohol. Building on our world-first alcohol culture change framework, we will work with partners to test new ways of changing behaviour in specific high-risk settings and groups.

In the first three years of our Action Agenda...

50% almost half of all Victorians aged 16–29 years saw our No Excuse Needed campaign, and 100,000 reported drinking less alcohol as a result.

10k over 10,000 Victorians took a break from alcohol through our partnership with Hello Sunday Morning.

“I’m super proud of myself because I have managed to get through the whole long weekend without a drop of alcohol. This weekend has boosted my confidence big time.”

Hello Sunday Morning participant
OVER THE NEXT THREE YEARS, VICHEALTH WILL:

• de-normalise risky drinking in high-risk groups, settings and subcultures

• better understand how we can reduce harm from alcohol in vulnerable groups

• increase public, government and industry support for evidence-based alcohol control policies and practices.
One in three
Australian women is at increased risk of depression and anxiety because of violence by a current or former partner.
One in eight young Victorians says they are intensely lonely.

Most Victorians have a good quality of life and sense of wellbeing. But almost half will experience a mental illness in their lifetime, with the first onset of symptoms most common in teenagers and young adults. In addition to the terrible toll of personal suffering for individuals and those around them, mental illness costs Victoria $5.4 billion each year through lost productivity, health and social costs.

Understanding and remedying the underlying stressors that can lead to mental illness, such as gender inequality and social and technological change, can help protect individuals. Such action also strengthens the foundations of positive individual and community wellbeing.
Our progress
In the first three years of the Action Agenda, we demonstrated the importance of tackling the social determinants of mental wellbeing through partnerships, research and major forums, in settings as diverse as workplaces, local communities, arts and sports.

We also conducted extensive research and built partnerships for resilience as a resource for better mental wellbeing, culminating in the launch of the joint VicHealth–CSIRO report *Bright futures: Megatrends impacting the mental wellbeing of young Victorians over the coming 20 years*, and our new Mental Wellbeing Strategy.

Our future focus
Over the next three years, VicHealth will implement our Mental Wellbeing Strategy by forging new partnerships with sectors that can make a difference to the resilience and social connection of young Victorians, such as sports, arts, workplaces, education and government. We will collaborate with young people themselves to build the evidence for what works, and we will work with partners to put the findings into practice.

In the first three years of our Action Agenda...

**400k**
OVER 400,000 PEOPLE ATTENDED OR PARTICIPATED IN ACTIVE ARTS EVENTS supported by VicHealth at WhiteNight Melbourne.

“
No doubt the happiest punters were to be found at I Could Have Danced All Night, the mass participation dance-lesson extravaganza.

*Daily Review*

**100k**
OVER 100,000 VICTORIANS IN 56 TOWNS AND SUBURBS engaged with productions raising awareness of the harms to our mental wellbeing of race-based discrimination and the benefits of cultural diversity.

“
The films took me on a journey where I learnt to identify with people and connect with them in a new way... the knowledge helped me to understand the differences and embrace them as people like me.

*Meet+Eat film screening audience member*
OVER THE NEXT THREE YEARS, VICHEALTH WILL:

• build partnerships between young people, sports, arts, workplaces, education and government to increase resilience and social connection

• create the evidence for what works in promoting the mental health and wellbeing of all Victorians

• support action to advance gender equality as a determinant of mental health and wellbeing.

GOAL
200,000 more Victorians resilient and connected

PRIORITY
More opportunities to build community resilience and positive social connections, with a focus on young people and women
How we work

Our framework for action

VicHealth’s framework for health promotion reflects the World Health Organization’s Ottawa Charter for Health Promotion (1986), the recognised starting point for best practice in health promotion.

The framework sets out how VicHealth will reach the ambition of ‘One million more Victorians with better health and wellbeing’.

Influencing both people and environments

We aim to bring about change at two levels: in individuals’ behaviour, and in the environments that support people’s health and wellbeing.

We provide information and opportunities direct to the Victorian community, supporting people to make healthier choices for themselves and their families.

We also work to influence policy and legislation, organisational practice and social norms in order to create physical, social, economic and natural environments that provide stronger foundations for health and health equity.

Leading change at various levels

• Building public policy for health in all sectors and at all levels of government – VicHealth will inform and support policy development and policy change, by investing in sustainable action and infrastructure and building capacity through research and by disseminating knowledge.

• Creating environments that support health where people live, work and play – VicHealth will help make healthy choices the easiest choices. Supportive environments give power to individuals by offering protection from factors that can threaten good health and by encouraging healthier behaviour.
1. We aim for

ONE MILLION MORE VICTORIANS
WITH BETTER HEALTH AND WELLBEING

2. By influencing

PEOPLE

ENVIRONMENTS

3. Via change at various levels

Building public policy for health in all sectors and at all levels of government

Creating environments that support health where people live, work and play

Strengthening community action for social and environmental change

Developing personal skills that support people to exercise greater control over their own health

Re-orienting service delivery and organisational practice to promote better health

4. Using a mix of actions

- Introducing cutting-edge interventions
- Empowering through digital technologies
- Undertaking pioneering research
- Leveraging cross-sectoral knowledge

- Utilising social marketing
- Fostering public debate
- Providing tools and resources
- Developing strategic partnerships

- Advancing best practice
- Supporting policy development
- Strategic investments and co-funding
- Building capacity in individuals, communities and organisations
To be effective we must:
• use our unique position in Victoria to identify solutions that have the potential to advance health promotion, in ways that are not always possible through government organisations and systems, and healthcare providers
• work in partnership across sectors as a trusted, independent source of advice and support, able to respond nimbly to emerging issues.

Our operational model
VicHealth’s work is built on three interconnecting pillars (Innovate – Inform – Integrate), delivered through five organisational approaches.
• We innovate to discover how to accelerate outcomes for health promotion.
• We inform to give individuals and organisations the best information for healthier decisions.
• We integrate to help Victoria lead health promotion policy and practice.

Using a mix of health promotion actions
VicHealth will take action via a range of mechanisms:
• Introducing cutting edge interventions
• Empowering through digital technologies
• Undertaking pioneering research
• Leveraging cross-sectoral knowledge
• Utilising social marketing
• Fostering public debate
• Providing tools and resources
• Developing strategic partnerships
• Advancing best practice
• Supporting policy development
• Strategic investment and co-funding
• Building capacity in individuals, communities and organisations.

• Strengthening community action for social and environmental change – VicHealth will continue to lead and mobilise community action in collaboration with our government and non-government partners. This will help citizens advocate for environments that support their health and wellbeing and enable Victorians to exercise greater control over their community’s health.

• Developing personal skills that support people to exercise greater control over their own health – VicHealth will design programs that encourage, support and enable people to make healthier choices. We will use social marketing, in particular, to change community awareness, attitudes and, ultimately, behaviour.

• Re-orienting service delivery and organisational practice to promote better health – VicHealth will continue to encourage a wide range of services and organisations – both within and beyond the health sector – to include health promotion and illness prevention strategies in their daily business.

Research and evaluation are at the centre of VicHealth’s work. We use, create and assess evidence at all stages of our health promotion and primary prevention practice.
Our operational model

Innovate

- Design and trial bold new approaches and strategies
- Develop and deliver programs and campaigns to establish evidence for broader system implementation
- Empower the public to engage in conversation and debate which enables action for health
- Sustain outcomes through policy development and systems change
- Influence the practice of organisations and leverage the investment of stakeholders

RESEARCH AND EVALUATION

Integrate

Inform
Tracking our progress
We track our progress through the VicHealth Action Agenda Scorecard.

The scorecard measures our performance against our 10-year plan and goals, our 3-year priorities and our operational model. This way we can monitor and evaluate our performance, and base our future decisions on strong evidence. The scorecard records important aspects of our effectiveness and the results we deliver across our five strategic imperatives.

VicHealth’s Action Agenda priorities reflect the importance of urgently addressing drivers of non-communicable disease. This strategic direction is in concert with other global actors in the health promotion space – and importantly, maps a pathway to a brighter and healthier future for young Victorians.

Juliette Wittich, Global Coordinator for Australasia, NCDFREE
Our scorecard

POPULATION LEVEL CHANGE*

10YR TARGET
300,000
MORE VICTORIANS ADOPT A HEALTHIER DIET

10YR TARGET
400,000
MORE VICTORIANS TOBACCO-FREE

10YR TARGET
200,000
MORE VICTORIANS DRINK LESS ALCOHOL

10YR TARGET
200,000
MORE VICTORIANS RESILIENT AND CONNECTED

THREE-YEAR INDICATORS

3YR PRIORITY
80,000
MORE PEOPLE CHOOING WATER AND HEALTHY FOOD OPTIONS

3YR PRIORITY
180,000
MORE PEOPLE PHYSICALLY ACTIVE, PLAYING SPORT AND WALKING, WITH A FOCUS ON WOMEN AND GIRLS

3YR PRIORITY
280,000
MORE PEOPLE SMOKE-FREE AND QUITTING

3YR PRIORITY
80,000
MORE OPPORTUNITIES TO BUILD COMMUNITY RESILIENCE AND POSITIVE SOCIAL CONNECTIONS, WITH A FOCUS ON YOUNG PEOPLE AND WOMEN

* A technical paper describes the calculations underpinning the 10-year goals and three-year priorities. As some individuals may achieve goals across more than one imperative, the total number in each 10-year target exceeds one million to account for this.
Our model in action

PREVENTING VIOLENCE AGAINST WOMEN

VicHealth’s work in preventing violence against women is a great example of moving and scaling a program from policy through to practice, through our Innovate–Inform–Integrate model.

Innovate

VicHealth’s work to innovate in the prevention of violence against women started in 2004 when we decided to put this issue under the spotlight as a health promotion priority. We sought to influence and equip Victorians to take preventive action by making clear that violence is preventable, it is not a fact of life, and that it is within our reach to stop it from happening in the first place.

Our world-first research *The health costs of intimate partner violence: Burden of disease* (2004) and the *Victorian Community Attitudes Survey* (2006) provided the evidence on which to base this work. In partnership with the Victorian Government, we developed the Victorian Primary Prevention Planning Framework in 2007.

Our Respect, Responsibility and Equality Program to prevent violence against women culminated in a totally new method of saturating and sustaining prevention activity in a single location.

Inform

As VicHealth’s work in this area entered the inform phase, we continued to lead research, including two National Community Attitudes Surveys commissioned by the Federal Government, conducted in 2009 and 2013.

Community momentum to prevent violence against women continued to grow as we implemented new programs to spur on the public, local governments, sporting codes and workplaces to all play their part. We continued to make the case that every person can be part of the solution.

Integrate

Our efforts reached a critical mass when the issue of violence against women gained prominence on the national agenda, with the advent of Australia’s first national plan to reduce violence against women and the creation of the national foundation, Our Watch. VicHealth’s leadership and expertise in policy development, program design, partnerships, workforce development and evidence creation in the prevention of violence against women informed the development of both the national plan and foundation. Victoria continued to lead the way by appointing the country’s first minister for prevention of family violence, and the Victorian Royal Commission into Family Violence.

With a huge body of knowledge resulting from research and program investments, VicHealth has entered the integration phase. We are forming partnerships and exchanging knowledge to ensure others can continue and expand the prevention work that VicHealth began. Our long-term investment has achieved sustainable, positive results for the community and will guide future policy, including the Victorian government response to the Royal Commission.
**Innovate**

As the sector and policy environment related to the prevention of violence against women has developed and matured, VicHealth has refreshed its focus in this work and opened up the space for further innovation. We are exploring new approaches to tackle the causes of, and contributing factors to, violence against women. We are working with new partners and bringing together stakeholders from across a range of key sectors and settings not traditionally engaged in this work. This includes action to address the link between alcohol and violence, and to apply a behavioural insights approach to gender equality.

This innovation will contribute significantly to the Victorian response to the Royal Commission and help to ensure that the state continues to lead the national agenda in preventing violence against women.

**Inform**

In the 2000s we shifted our focus towards the creation of healthier and more inclusive Victorian sporting environments. To do this, we worked with partners to create and embed evidence-based tools and resources for health promotion in sport, including our Everyone Wins and Healthy Sporting Environments frameworks.

We backed this with significant investment in State Sporting Associations and Regional Sports Assemblies among others, to translate this knowledge into action. This work demonstrated how health promotion delivered through sport as a setting can result in increased participation levels and deliver wider community development outcomes such as improved equity and diversity. Healthy and inclusive sporting environments can help build success for clubs both on and off the field.

**Integrate**

Each step of the way, we have worked with sports to embed and normalise changes in policy and practice that get better participation and health outcomes. Many of the frameworks, tools and approaches we helped develop and advocate for are now embedded in business-as-usual for Victorian sporting organisations.

**Innovate**

As policy and practice change related to VicHealth’s priority focus in sport becomes embedded, we again turn our focus to innovation, working in partnership with sporting organisations to ensure they continue to address contemporary barriers to participation in physical activity, as well as health and wellbeing more broadly. Our innovation is now focusing on greater gender equality in sport, recognising the range of benefits that will result from increased participation and profile of women and girls in Victoria’s strong sporting culture.

**SPORT AND PHYSICAL ACTIVITY**

**Innovate**

We started our journey with sport in 1987, helping create an environment free of tobacco sponsorship and promotion by buying out advertising and sponsorship at events and venues and replacing it with evidence-based health messages.

More recently, our VicHealth Innovation Challenges have responded to participation trends and changing community attitudes to sport by working with innovative organisations to develop new opportunities for people to be active that are more social, flexible and less structured than traditional sport.

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We are VicHealth
Our Action Agenda for Health Promotion 2013–23

By 2023, one million more Victorians will experience better health and wellbeing.*

**OUR 10-YEAR GOALS**

**BY 2023:**

- **200,000** more Victorians adopt a healthier diet
- **300,000** more Victorians engage in physical activity
- **400,000** more Victorians tobacco-free
- **200,000** more Victorians drink less alcohol
- **200,000** more Victorians resilient and connected

**OUR THREE-YEAR PRIORITIES**

**BY 2019, THERE WILL BE:**

- **80,000** more people choosing water and healthy food options
- **180,000** more people physically active, playing sport and walking, with a focus on women and girls
- **280,000** more people smoke-free and quitting
- **80,000** more people and environments that support effective reduction in harmful alcohol use
- **80,000** more opportunities to build community resilience and positive social connections, with a focus on young people and women

**RESULTS:** We track our progress through the VicHealth Action Agenda for Health Promotion Scorecard
Our focus
Aligned with the World Health Organization’s Ottawa Charter for Health Promotion, VicHealth takes action at multiple levels:
• Building healthy public policy in all sectors and at all levels of government
• Creating supportive environments for health where people live, work and play
• Strengthening community action for social and environmental change
• Developing personal skills that support people to exercise greater control over their own health
• Reorienting services to promote better health

Our actions
• Introducing cutting-edge interventions
• Empowering through digital technologies
• Undertaking pioneering research
• Leveraging cross-sectoral knowledge
• Utilising social marketing
• Fostering public debate
• Providing tools and resources
• Developing strategic partnerships
• Advancing best practice
• Supporting policy development
• Strategic investments and co-funding
• Building capacity in individuals, communities and organisations

Our difference
We are proud of what sets us apart:
• A track record of delivering innovation
• An independent, trusted and credible voice
• Investment in research to drive change
• Connecting with people where they live, learn, work and play
• Focused on the positive state of health

Our origin
VicHealth is the world’s first health promotion foundation, established in 1987 with funding from government-collected tobacco taxes and mandated to promote good health in the state of Victoria. VicHealth’s very inception was a pioneering act that set the stage for our unique contribution to better health.

Our healthscape
Social, economic, environmental, technological and demographic trends are driving an epidemic of non-communicable, chronic disease globally.

The Victorian Government is committed to addressing the social determinants of health and their unequal distribution across the population as evidenced by:
• The Victorian Public Health and Wellbeing Plan 2015–2019
• The Royal Commission into Family Violence
• The Hazelwood Mine Fire Inquiry – Health Improvement Report

VicHealth will prioritise action that advances women and explores new ways of working with communities to address disadvantage. Our status as a World Health Organization Collaborating Centre for Leadership in Health Promotion enables us to share Victoria’s world-class health promotion nationally and internationally.

OUR COMMITMENTS: Fairness | Evidence-based action | Working with community | Partnerships across sectors

*A technical paper describes the calculations underpinning the 10-year goals and three-year priorities. As some individuals may achieve goals across more than one imperative, the total number in each 10-year target exceeds one million to account for this.*
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Mouzos, J and Makkai, T 2004, Women’s experiences of male violence: findings from the Australian component of the International Violence Against Women Survey (IVAWS), Australian Institute of Criminology, Canberra.


VicHealth and CSIRO 2015, *Bright Futures: Megatrends impacting the mental wellbeing of young Victorians over the coming 20 years*, Victorian Health Promotion Foundation, Melbourne.


Appendix 1
Our policy context

This appendix lists the key documents that reflect our policy context, organised alphabetically.


Department of Agriculture, Fisheries and Forestry 2013, National food plan: Our food future, Commonwealth of Australia, Canberra.


Department of Education and Training 2015, Physical and sport education policy, State of Victoria, Melbourne.


Department of Health 2014, Australia’s physical activity and sedentary behaviour guidelines, Commonwealth of Australia, Canberra.

Department of Health and Human Services (in development), Aboriginal health and wellbeing strategic plan, State of Victoria, Melbourne.


Department of Health and Human Services 2015, Victoria’s 10-year mental health plan, State of Victoria, Melbourne.


Department of Health and Human Services 2016, Youth policy: Building stronger youth engagement in Victoria, State of Victoria, Melbourne.


Department of the Prime Minister and Cabinet 2015, National innovation and science agenda, Commonwealth of Australia, Canberra.

Department of Transport, Planning and Local Infrastructure 2014, Plan Melbourne: Metropolitan planning strategy, State of Victoria, Melbourne.

Enhancing Online Safety for Children Act 2015 (Cwlth).

Equal Opportunity Act 2010 (Vic).

Intergovernmental Committee on Drugs 2015, Draft national drug strategy 2016–2025, Commonwealth of Australia, Canberra.


*The Melbourne charter for promoting mental health and preventing mental and behavioural disorders*, created at ‘From Margins to Mainstream: 5th World Conference on the Promotion of Mental Health and the Prevention of Mental and Behavioural Disorders’, Melbourne Convention Centre, 10–12 September 2008.

*Tobacco Act 1987* (Vic).


Community members and leaders associated with the organisations listed below attended forums held across regional Victoria and metropolitan Melbourne. VicHealth partnered with the Victorian Regional Community Leadership Program for the forums held in Shepparton, Ballarat, Bendigo, Geelong and Traralgon.
Goodman and Steers Pty Ltd
GOTA FE
Goulburn Broken Catchment Management Authority
Goulburn Murray Community Leadership
Goulburn Valley Health
Goulburn Valley Water
Goulburn-Murray Water
Greater Shepparton City Council
Growing Change
Heart Foundation (Victoria)
Heinz & Partners
Indigenous representatives
Inglewood & Districts Health Service
Inspire HQ
Institute of Physical Activity and Nutrition - Deakin University
Interchange Gippsland
Ivyhurst Dairy
KEECH Australia
La Trobe University
LARSAN Gardening
Latrobe City Council
Latrobe Community Health Service
Leadership Ballarat and Western Region
Leadership Victoria
Lifeline Ballarat
Lifeline Gippsland
Loddon Mallee Aboriginal Reference Group
McCaughhey VicHealth Community Wellbeing Unit - The University of Melbourne
Medibank Private
Members of Parliament
Moira Shire Council
Murray Goulburn Co-Op Co. Ltd
NDIS
Newlite Glass and Aluminum
Norlane Community Centre
Organic Discovery Tours
Our Watch
Parks Victoria
Pathways
Planning Institute Australia
Quit Victoria
Radius
RMIT
Rogers Group
Royal Flying Doctor Service
RPS
Savage Fish Pty Ltd
SJ & SJ Griffiths
Sport and Recreation Victoria
Sports Central
Sports Focus
St John of God Hospital Ballarat
Tennis Victoria
The Alannah & Madeline Foundation
The Salvation Army
Toland Pastoral Trust
Triathlon Victoria
Uniting Care Ballarat
Uptake Digital
Valley Sport
Victoria Legal Aid
Victoria Police
Victorian Commission for Gambling and Liquor Regulation
Victorian Equal Opportunity & Human Rights Commission
Victorian Healthcare Association
Victorian Institute of Sport
Victorian Responsible Gambling Foundation
Water Polo Victoria
Wellington Shire Council
West Gippsland Catchment Management Authority
Western Bulldogs
Western Victoria Primary Health Network
Women’s Health and Wellbeing Barwon South West
Women’s Health Grampians
Women’s Health Loddon Mallee
Yarra Valley Water