

OUR STAKEHOLDER ENGAGEMENT FRAMEWORK

2022

/

2025



Victorian
Responsible
Gambling
Foundation





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INTRODUCTION

Each year, about 330,000 Victorians who gamble experience harm as a result. A further 300,000 are negatively affected by someone else's gambling. The consequences are borne by individuals, families, friends and communities.

Gambling harm is felt most severely as relationship problems, financial losses, and emotional and psychological issues, including suicidal ideation, and may lead to intergenerational difficulties. The social cost to the state is estimated at \$7 billion a year. The stigma attached to gambling harm means that those affected often feel embarrassment, shame, low self-esteem and guilt, and is a barrier to seeking help.

At the Victorian Responsible Gambling Foundation, we understand that gambling harm is complex and that multiple factors contribute to its occurrence. For example, in 2021 an average of 948 gambling ads were shown daily on Victorian free-to-air TV (Nielsen data). Pokies in local pubs and clubs continue to be a major source of harm in the community. Modern technology means betting companies are in our pockets 24/7. And clever promotions have normalised betting on sport, especially for anyone born this century.

Harm minimisation

Gambling harm minimisation strategies seek to reduce the demand for, supply of, and risks associated with gambling. It is a shared responsibility that sits across multiple sectors and organisations, including governments, regulators, product developers, venue operators, the advertising industry and those who partner with gambling companies, such as sporting bodies.

The availability and accessibility of gambling products is shaped by commercial, legislative, regulatory, and cultural factors. The Foundation monitors the gambling environment to stay ahead of emerging trends and provide evidence-based advice to government on strategies to reduce harm, especially in those locations most affected and among at-risk groups.

In collaboration with our partners across policy and regulation – including the newly established Victorian Gambling and Casino Control Commission and Office of the Special Manager for the Melbourne Casino Operator – as well as the gambling industry, the Foundation has an important role to play in implementing the recommendations of the Royal Commission into the Casino Operator and Licence.

This work is complemented by our program of continuous improvement, which currently comprises projects that address recommendations contained in the 2021 Victorian Auditor-General's Office report, *Reducing the harm caused by gambling*. In particular, we recently introduced an outcomes-based framework to help track Foundation and stakeholder progress against key indicators. And we are developing a model to evaluate the cost-effectiveness of our prevention programs and campaigns, a first in the relatively new field of gambling harm.



A public health approach

The Foundation's public health approach to our work focuses on preventing and reducing harm and is informed by the insights of people with personal experience of gambling harm and a world-class research program that underpins innovative awareness, prevention, early intervention, treatment and support, and education programs.

We bring together people with varied expertise, and engage and collaborate with groups across the state, nationally and internationally. This includes our stakeholders in outer metropolitan, regional and rural areas, Aboriginal and multicultural communities, local councils, young adults, schools, sporting clubs, academics and health professionals.

We welcome the contributions of all parties with an interest in addressing gambling harm in Victoria. We listen to feedback and advice and involve participants in making decisions. We understand that working together is fundamental to making progress towards our individual and collective goals.

OUR STRATEGIC FRAMEWORK

Our purpose

To prevent and reduce gambling harm for all Victorians.

Together with our partners and stakeholders, we are working towards:

- reducing the number of Victorians who experience harm from gambling
- reducing the social, health and economic costs of gambling harm in Victoria.

Our role

To fund research and other activities that add to the knowledge and understanding of gambling harm.

To work in partnership with others to offer evidence-based prevention programs and support services to those affected by gambling harm.

To deliver communication campaigns that inform and influence gambling-related attitudes and behaviours.

Our approach

Gambling harm affects individuals, families, communities and populations. Accordingly, we take a public health approach to harm minimisation, which comprises evidence-based awareness, prevention, early intervention, education, and treatment and support programs.

Our strategic priorities

The Foundation's strategic priorities guide our work and reflect the issues we are addressing within the gambling environment, underpinned by our commitment to deliver outcomes that will have health and wellbeing benefits for all Victorians.

Our priorities in 2021–2024 are to:

Foster community understanding of gambling harm to lay the groundwork for the attitudinal changes required to prevent and reduce gambling harm.

Inform and deliver prevention and intervention activities to reduce the harm in populations, communities and settings most affected by access and exposure to gambling products.

Strengthen the funded services system to provide accessible, integrated, relevant and visible options for the delivery of effective treatment and support to people seeking help for gambling harm.



Outcomes we seek

We engage with a diverse range of stakeholders across multiple sectors in working towards our harm minimisation outcomes of:

1. decreasing access to potentially harmful gambling environments, products and characteristics
2. decreasing exposure to potentially harmful marketing of gambling products
3. increasing community understanding of gambling harm
4. decreasing stigma of people who experience gambling harm
5. preventing uptake of under-age gambling
6. increasing capability of people to prevent gambling harm
7. decreasing gambling harm experienced by people who access Foundation-funded services.

STAKEHOLDER ENGAGEMENT

The Foundation's Stakeholder Engagement Framework guides our interactions with individuals and organisations. The aim is to ensure we engage meaningfully with those who have an interest in our work, including those who have influence over it and those who are affected by it.

The framework complements and supports other key Foundation frameworks and strategies, some of which are in development. Key documents include:

- [Our strategic priorities 2021–2024](#)
- [Our annual plan \(2021–2022\)](#)
- [Reducing gambling harm in Victoria: Outcomes framework 2022 V1.1](#)
- [Innovate Reconciliation Action Plan, November 2021 – November 2023](#)
- sector development strategy (in development)
- prevention programming framework (in development)
- knowledge translation framework (in development).

Our key stakeholders include:

- people with lived experience of gambling harm, including affected others
- funded partners
- community organisations
- First Nations communities
- multicultural groups
- primary care, allied and community health sectors
- school education sector
- researchers and research institutions
- local, state and federal governments
- professional and community sporting clubs, associations and peak bodies
- gambling industry.

ENGAGEMENT PRINCIPLES

The Foundation's values also serve as our principles for engagement. We have established an internal culture that understands the importance of engagement and is committed to building and maintaining consistent, open and respectful working relationships.

VALUE	WHAT IT MEANS	WE AIM TO...
Collaboration	We engage openly and are solutions oriented.	<ul style="list-style-type: none"> • be partnership oriented • engage in constructive, two-way communication • consult before making key decisions • provide feedback on how stakeholders' input is used.
Curiosity	We are inquisitive and open to ideas.	<ul style="list-style-type: none"> • encourage innovation and creativity • listen and genuinely consider suggestions and feedback • interact with, and seek input from, people who represent diverse interests.
Integrity	We are transparent and accountable in our actions.	<ul style="list-style-type: none"> • engage with stakeholders as early as possible on key issues and activities • be clear about the scope and purpose of our engagements • present information in an accessible manner and allow stakeholders sufficient time to consider it • treat stakeholders fairly and ensure all voices are heard.
Outcomes focused	We are strategic, evidence driven and committed to continuous improvement.	<ul style="list-style-type: none"> • set clear expectations for meaningful, purposeful and mutually beneficial interactions • give weight to evidence-based views • learn from the expertise and experiences of others.
Respect	We value diverse experiences and perspectives and are compassionate in all our interactions.	<ul style="list-style-type: none"> • be inclusive and non-judgemental • respect viewpoints that differ from our own • identify and remove barriers to participation • vary our engagement activities and processes to encourage broad participation.

TYPES OF ENGAGEMENT

Our stakeholder engagement activities are structured and tailored. We engage in different ways depending on the purpose of the engagement and, importantly, the needs and preferences of specific groups. Engagement may occur at more than one level and will usually involve a mix of approaches. It should be noted that different levels of engagement may apply to the same group of stakeholders at different times.

Levels of engagement

LEVEL	WHAT IT MEANS	HOW WE APPLY IT	EXAMPLES OF APPROACH
Inform	One-way communication, organisation to stakeholder, no invitation to respond.	We will keep you informed.	<ul style="list-style-type: none"> • Emails, letters • Brochures, fact sheets, newsletters • Reports, publications, webinars • Websites, social media • Media releases, speeches • Conference and other presentations
Consult	Limited two-way communication – stakeholder responds to organisation’s questions.	We will keep you informed, listen to your concerns, take your feedback into consideration and explain our decisions.	<ul style="list-style-type: none"> • Surveys, focus groups • Meetings, workshops • Online feedback
Involve	Two-way or multi-way communication with learning on all sides, but independent action.	We will work with you on alternative options that seek to address your issues and concerns and explain how you influenced decisions.	<ul style="list-style-type: none"> • Meetings, forums, workshops • Advisory groups • Focus groups • Training and professional development activities
Collaborate	Two-way or multi-way communication with joint learning, decision making and actions.	We will work as partners with you to find solutions, make recommendations and implement decisions.	<ul style="list-style-type: none"> • Joint projects • Working groups • Partnerships
Empower	Stakeholders play a role in shaping organisational agenda.	We will act on your advice and recommendations on specific issues.	<ul style="list-style-type: none"> • Expert committees • Reviews and evaluations

Adapted from AA1000 AccountAbility Stakeholder Engagement Standard (2015)

ENGAGEMENT PROCESSES

The Foundation understands that, for a variety of reasons, stakeholders may not all have the same capacity to participate in, or contribute to, discussions in which they have an interest. Accordingly, our stakeholder engagement processes take into consideration issues such as:

- differing levels of knowledge, understanding and awareness of policies, concepts, initiatives, options etc
- communication skills, including language and literacy
- cultural differences
- disabilities
- time constraints
- geographical challenges
- financial and other resource limitations
- divergent goals, agendas and perspectives.

We may involve external experts to assist in conducting stakeholder engagement activities where it is considered this will support their efficacy.

Evaluation

Monitoring and evaluating our stakeholder engagement activities form part of the Foundation's business processes. Evaluation activities will vary according to the specific engagement. Some examples include informal feedback, questionnaires/surveys, interviews, focus groups, and formal reviews. The timing of these activities will also depend on the type of engagement. For example, a significant and/or long-term project is likely to involve multiple stakeholder engagement activities, the effectiveness of which will need to be tracked at regular intervals. For a smaller project, a short post-activity survey may be appropriate.

Closing the loop

Our goal is to build positive relationships through a range of engagements. We share the outcomes of these activities through our regular communication channels, including webinars, newsletters, web pages, social media, forums, professional development activities, campaigns, media and other events. The aim is to ensure stakeholders are provided consistent information in a timely manner.

Collectively, engagement outcomes are published in our annual report.

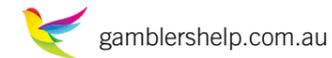
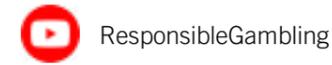
Feedback

We welcome your feedback at any time on how we are working and opportunities to do things differently.

Email: contact@responsiblegambling.vic.gov.au

Telephone: 03 9452 2600

Connect with us





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