Sector Development Strategy 2022-23 to 2023-24
and Implementation Plan

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Contents

Sector Development Strategy 2022-23 to 2023-24

The Victorian Responsible Gambling Foundation (Foundation) has an in-house learning and development resource, known as the Sector Development Hub (SDH) delivering targeted workforce development events such as online training, workshops etc. for professionals such as clinicians, peer support workers, financial counsellors, community educators with the aim to reduce gambling harm in the community.

Purpose

The purpose of the *Sector Development Strategy 2022-23 to 2023-24* is to mobilise evidence and practice-based responses to reduce gambling harm.

Scope

- Activity is designed to inform, build capacity, and otherwise enhance high quality responses to gambling harm
- Delivery includes Foundation-led events such as Gambling Harm in Mind webinars, Communities of Practice, networks, resources and newsletter content
- Activity is delivered in partnership with others, such as the leadership of curriculum development, contribution to research agendas, sponsoring and seeding gambling harm content within relevant industry conferences and training within the health and gambling-allied sectors.
- Planning of sector development activity is within different time horizons – this is to be further developed in conjunction with the transition of the Foundation post June 2024
    - Horizon 1 (80% of effort) is work that is already in the pipeline and needs planning, promotion, delivery and evaluation.
    - Horizon 2 (10-15% of effort) is work within the Foundation's role that requires more specification.
    - Horizon 3 (5-10% of effort) is exploration of emerging issues where roles and activities are yet to be determined and are longer term deliverables.

Audience

- Stakeholders who work to reduce harm from gambling, including Foundation funded partners who work across primary, secondary, and tertiary prevention[1].
- Foundation staff, where appropriate and aligned with internal capability development frameworks currently being refined.

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[1] *See Appendix 3: Sector development ecosystem map, which outlines the relevant settings and professions by work stream.*

Strategic priorities, goals and deliverables

The table below (Table 1) shows the alignment of the *Sector Development Strategy 2022-23 to 2023-24* goals and deliverables with the Foundation's strategic priorities.

Table 1: Strategic priorities, goals and deliverables

VRGF Strategic priorities 2021-24	Foster community understanding of gambling harm		Inform and deliver prevention and intervention activities		Strengthen the funded services system	
Aim						
Goals	1. Seed gambling expertise and content into mainstream sectors via related conferences, peak body partnerships and identified sector development activities.	2. More streamlined and coordinated, whole of Foundation approach, enabling effective planning, coordination, delivery and evaluation of sector development activities including resource development.	3. Enhance professional capability and build community services capacity to prevent harm, respond to help-seeking patterns, and understand recovery.	4. Catalyze opportunities to strengthen the gambling harm sector through information flow and knowledge mobilisation.	5. The Foundation's funded sector will align with the needs, expectations and models of care (e.g.Marrem Framework - screening/assessment training) across Victorian government funded services (with particular reference to the current mental health reform agenda).	6. Build workforce capacity via influencing curriculum and accredited training pathways in relevant professional sectors.
Deliverable*	• Sponsor and seed content in industry conferences • Build peak body & other partnerships • SD activities to be delivered to mainstream sectors as identified	• Develop a Sector Development Coordination Group (SDCG) • Training needs analysis • Design and develop systems & process to support SD implementation • Evaluate all events against the VRGF Outcomes Framework	• Deliver a program of sector development activities aligned with key themes (Stigma, co-morbidities, youth) • Build the gambling harm community • Deliver the Foundation course	• Provide access to evidence-informed resources • Set up governance to support information flow and knowledge mobilisation	• Educate, support and catalyse leading practice by government and community agencies	• Utilise expertise to gather advice on sector initiatives

*Deliverables are mapped against VRGF Outcomes Framework overpage.

Alignment with the VRGF Outcomes Framework

The table below (Table 2) shows the alignment of the *Sector Development Strategy 2022-23 to 2023-24* deliverables with the VRGF Outcomes Framework, noting that some deliverables support achievement of multiple outcomes.

Table 2: Alignment of deliverables with VRGF Outcomes Framework

Deliverable	**Outcome 3** Increase community understanding of gambling harm	**Outcome 4** Decrease stigma of people who experience gambling harm	**Outcome 5** Prevent the uptake of under-age gambling	**Outcome 6** Increase capability of people to prevent gambling harm	**Outcome 7** Decrease gambling harm experienced by people who access Foundation-funded services
Sponsor and seed content in industry conferences	✓				
Build peak body & other partnerships	✓				
SD activities to be delivered to mainstream sectors as identified	✓	✓	✓	✓	
Develop a Sector Development Coordination Group (SDCG)	✓				
Training needs analysis					
System and process implementation					
Evaluate all events against the VRGF Outcomes Framework	✓				
Sector development activities aligned with key themes (Stigma, co-morbidities, youth)	✓	✓	✓	✓	
Build the gambling harm community				✓	✓
Deliver the Foundation course					✓
Provide access to evidence-informed resources	✓	✓	✓	✓	✓
Set up governance to support information flow and knowledge mobilisation				✓	✓
Educate, support and catalyse leading practice by government and community agencies				✓	✓
Utilise expertise to gather advice on sector initiatives				✓	✓

Implementation Plan

Purpose

This is an internal document for the Foundation to support the implementation of the new *Sector Development Strategy 2022-23 to 2023-2024.*

The Implementation Plan (plan) will support coordination to deliver existing activities for over the period to 30 June 2024, while developing and implementing activities to support the implementation of the new sector development model (structures, alignment, and strategic partnerships) and new service delivery model, from 1 July 2024.

The plan is intended as a living document and will be periodically reviewed and updated by the Sector Development Lead ███████████. As such, there are sections within the plan that are yet to be confirmed, as more information is needed to clarify timing, scope, or responsible staff member.

Objectives

Goal Alignment	Objective no.	Objective
Goal 1:	a.	Introduce content into mainstream sectors to increase awareness of gambling harm/ expertise by sponsoring and attending five related conferences and deliver activities by June 2024
Goal 1:	b.	Establish four strategic partnerships with peak bodies and other organisations across mainstream sectors to identify conferences and activities to contribute to the SD calendar by June 2024
Goal 2:	c.	Establish governance, processes and systems to enable effective planning, coordination, delivery and evaluation of sector development activities including resource development by Dec 2023
Goal 3:	d.	Identify and deliver 15 events to enhance professional capability and build community services capacity within the sector to prevent harm, respond to help-seeking patterns (pathways), and understand recovery (best practice in relapse after care/stages) by June 2024
Goal 3	e.	Review and deliver the Foundation Course to increase understanding of the Foundation and funded programs by June 2024
Goal 3:	f.	Strengthen the gambling harm community by streamlining stakeholder groups (Community of Practice, Networks, Forums, etc.) to support collaborative learning to build confidence to prevent harm, respond to help-seeking patterns, and understand recovery by June 2024
Goal 4:	g.	Strengthen the gambling harm sector by supporting access to evidence informed resources and information through the development of knowledge mobilisation structures and processes, addressing websites, resources etc. by June 2024
Goal 5:	h.	Identify and align models of care(Marram framework, utilising multi agency risk assessment management tool) with government and community agencies to guide the development and/or review of resources, training, information by June 2024

| Goal 6: | i. | Increase workforce capacity by influencing curriculum and accredited training pathways in relevant professional sectors (focusing on support and treatment). |

Governance

The table below (Table 3) details the roles and responsibilities for Foundation staff involved with the planning, development and implementation of the *Sector Development Strategy 2022-23 to 2023-24,* using the RACI (responsible, accountable, consulted and informed) model.

Table 3: RACI -Staff roles and responsibilities

Name	Position	RACI	Role
████████	Branch Head, Prevention and Programs	Responsible	ELT Sponsor *
████████	Principal Clinical Advisor, P&P	Accountable	Program Lead / SDCG Chair
████████	Coordinator Sector Development Hub, P&P	Accountable	Secretariat
████████	Snr Prevention Advisor, Prevention, P&P	Consulted	SDCG Member
████████	Snr Prevention Partnerships Advisor, Prevention, P&P	Consulted	SDCG Member
████████	Snr Research Officer, Research, R&E	Consulted	SDCG Member
████████	Snr Communications Advisor, SCM	Consulted	SDCG Member
████████	Business Systems, CS	Consulted	SDCG Member
████████	Snr Advisor - Gambler's Help, P&P	Consulted	SDCG Member
████████	People and Culture Officer, CS	Consulted	SDCG Member
████████	Snr Knowledge and Policy Officer, OCEO	Consulted	SDCG Member

ELT will be informed through ELT Sponsor.

One group will be formed to support the direction, planning, development and delivery of the strategy, managed by Sector Development Lead, with overall accountability sitting with Branch Head, Prevention and Programs and Executive Leadership Team (ELT). The roles and responsibilities for each group include:

Sector Development Coordination Group (SDCG)
The Sector Development Coordination Group (SDCG) is an internal group comprised of representatives across all relevant Branches, and will report to the Branch Head, Prevention and Programs and ELT via the group chair. It will:

- Lead and inform the direction of the *Sector Development Strategy 2022-2023 to 2023-24*, in line with VRGF's strategic directions and major priorities
- Internally connect the various Foundation strategies, planning processes and activities, where they align with sector development activity such as seeking to inform, build capacity, or otherwise enhance high quality responses to gambling harm
- Coordination of sector development annual planning and evaluation of activities. The majority of activities are to be planned 6-12 months ahead and promoted widely, utilising identified communication channels.
- Support delivery of sector development and training activity through identified channels such as the Sector Development Hub website, networks, Communities of Practice, and other relevant delivery partner events.
- Continue to identify training needs from relevant sectors and audiences and connect these into the annual training plan
- Work with relevant managers to prioritise activities and support implementation
- Focus on Horizon 1 level activities. Activities identified as Horizon 2 or 3 through the Sector Development Advisory process (below) will be operationalised as agreed by the Prevention & Programs Branch Lead Team.

Sector Development Advisory process
A Sector Development Advisory process utilising external experts/ leaders across Foundation stakeholder groups (e.g. Communities of Practice) representing a range of sectors, led by the SDCG will:

- Provide advice and insights into the *Sector Development Strategy 2022-23 to 2023-24* and topics, include mapping key themes
- Influence of tertiary and post-tertiary curricula
- Leverage strategic issues and opportunities and support co-design activities

- Facilitate opportunities to increase sector collaboration and build shared insight with stakeholders
- Advise direction of resource development, as of November 2022, the Foundation priorities are:
  - Youth
  - Co-morbidities (such as mental ill-health, family violence and other factors associated with gambling harm)
  - Reducing stigma, enhance help-seeking
- Focus on identification of "Horizon 2 and 3" level activities (tbc)
- Map a 5–10-year plan to influence tertiary and post-tertiary curricula re gambling harm. Target accreditation pathways in financial and therapeutic counselling, addiction support services, social work and mental health (tbc)

Scope of Implementation

In scope

The *Sector Development Strategy 2022-23 to 2023-24* includes all stakeholders who work to reduce harm from gambling, including Foundation funded partners working across primary, secondary and tertiary prevention as well as Foundation staff.

Out of scope
- Training requests from partner organisations/ individuals that are outside of 'building capability of workers to reduce gambling harm', such as computer training or general skills development (motivational interviewing).
- Training specific for Foundation staff to be managed by Corporate Services (inclusive of Business Systems and People and Culture) or part of individual staff Learning and Development plans.
- Sector development activities identified as Horizon 2 and 3 –will be managed by the project lead and ELT (SDCG will be informed and brought into provide support as needed).

Considerations

There are some large projects underway that intersect with the *Sector Development Strategy 2022-23 to 2023-24,* the Sector Development Lead ████████████ and the Prevention and Programs Branch Leadership Team are managing this carefully to ensure alignment, working iteratively, as these projects progress:

- Prevention Programming Framework (PPF) and implementation approach - the PPF will be made available to stakeholders once approved and the Foundation has a clear direction on how it is to be used and implemented to maximise outcomes. This document will be reviewed and updated accordingly.
- Service System Review (SSR), which encompasses the Foundation's full suite of primary, secondary, and tertiary prevention programs, will establish a new service delivery model to apply from 1 July 2024. This document will be reviewed and updated after the SSR is complete.
- Three-year staff capability plan to support development and enhancement of key skill areas critical to organisational success is currently being developed, with implementation expected to commence from June 2023. Any activities for Foundation staff (including conference attendance) will be aligned with the plan.

Knowledge mobilisation (KMb) has been identified as a priority for the Foundation going forward. While it is acknowledged that KMb and sector development are not the same, with KMb much broader, activity delivered through the Sector Development Hub comprises most the Foundation's KMb activity each year.

As the Foundation's approach to KMb is codified (i.e., a strategy, a plan or a process is adopted), this document will be reviewed and updated to align, or to integrate any additional structures and processes required to support the codified approach to KMb.

> It was announced in July 2023 the functions of the Foundation will be transferred to areas within the State government. Activities have since been reviewed to enable adaption, completion, or removal in preparation for transfer of this work post June 2024

Training and readiness requirements

Foundation

All Foundation staff will be updated on the *Sector Development Plan 2022-23 to 2023-24* and be able to contribute to and implement identified activities by working with their SDCG representative. Appropriate training and/or communication will be coordinated by the SDCG based on the deliverable/ activities as needed in a timely manner. The SDCG will coordinate all activities to support roll out, guided by a Terms of Reference (TOR) – see **Appendix 2**

Sector stakeholders

Appropriate communication will be coordinated by the SDCG based on the deliverable/ activities, identified for external stakeholders as needed in a timely manner. This communication will be developed as part of the communication plan. There will be no 'training requirements' specific to the development and implementation of this strategy.

Communication & engagement requirements

A communication & engagement plan will be developed to ensure Foundation staff and stakeholders are aware of any activities to be completed and enable adequate communication and engagement with stakeholders is achieved in an efficient and effective way. The communication and engagement plan will support a consistent, all of Foundation approach, identifying communication channels, processes and protocols. The Stakeholder Engagement Framework will be used to help guide the level of engagement throughout the project including external stakeholders as needed.

Table 4: Communication & engagement

Strategy	Level of engagement	Tactics/activity	Key Messages	Evaluation metrics	Audience	Timing
Internal Communication: Empower VRGF contract managers to act as champions to manage engagement with funded partners (SPF) prior to and during project transition.	• tbc	• Message development • Strategy/ information to equip staff with the key messages required to allow them to be confident explaining the direction and process of sector development • Set up any system/ process requirements to support further planning, data collection or evaluation • Pre-empt staff queries through open communication plan	Value-add to staff and Partners: • Maintain relationships between VRGF and partners • Ensure a positive experience for staff and partners • Reinforce awareness of potential changes to sector development process, scope and resources that provided through Sector Development Hub	• Contract Manager level of engagement in planning and implementation stage • Completion of each planned engagement output via tracking sheet	Foundation staff	Feb-March 2023
External Communications: Engagement with funded partners prior to and during *Sector Development Strategy 2022-23 to 2023-24* implementation.	• tbc	• Maintain strong relationship between VRGF and partners using open and transparent communication • To participate & contribute to sector development strategy (process and activities) • Supporting partners to navigate and understand what is needed and how to access appropriate resources to reduce gambling harm.	• tbc	• tbc	• tbc	

Risk identification and management

All SDCG representatives will contribute to identifying and working through mitigation strategies with their teams and respective stakeholders, developing a risk register to ensure transparency and management.

Risk Register

Refer to Action Decision Register.xlsx

- Stakeholder communication and change management to ensure sector development activities continue (to be successful) before transitioning to new model
- Low activity attendance for 2023-2024 during set up and implementation of the new strategy due to lack of awareness/ promotion
- Activity alignment and alignment to focus on sector development priority areas as opposed to meeting needs of stakeholders (where previous practice has been highly responsive)
- The system capability and changes needed to support sector development may conflict (technical, timing etc) with progress of the Foundation systems changes.

Success Measures for implementation (acceptance)

- SDCG meetings held regularly to effectively and efficiently project manage implementation
- Robust processes and protocols implemented and used across the Foundation and with partners
- Activities delivered as per approved sector development calendar
- Activities delivered achieve objectives e.g. increase awareness of gambling harm' by x %
- Digital/ Online evaluation tool implemented and used for each sector development event
- All deliverables as per plan complete and evaluation 'satisfactory'
- Partner organisation satisfaction (tbc)

Change Management

Some of the key principles of managing change in preparation for the transition year include:

- Involvement of key Foundation staff to contribute to plan
- Transparency of potential changes to staff and stakeholders, through engagement and communication plan
- SDCG to provide support throughout and post any change as required
- Ongoing consultation, feedback and updates to increase awareness, communication, and opportunity to work with staff, organisations and funded partners.
- Follow up Q'n'A for funded partners via Foundation staff & Sector Development Hub website

Deliverables and Activity Schedule

Planning documents including an activity schedule (below), communication plan and meeting notes will be used to help track the development and completion of deliverables and activities. The ecosystem map (see Appendix 3) will be used to support the stakeholder and engagement plans establishing level of engagement, as identified in table below.

Goal	Deliverable		Activities	Responsible	Due	Status
1	Sponsor and seed content in industry conferences	1.1	Set up and document internal process to identify, request and approve staff to attend conferences (document process)	███████████	April 2023	Complete
		1.2	Sponsor/deliver material to 5 conferences during 2023 Document process (identify conference, confirm sponsorship, evaluation)	███████████	April 23	In progress
		1.3	Evaluate impact of attendance (through Sponsor/deliver material) at 5 conferences during 2023 (retro this year and planned metric from 2024)	███████████	Dec 23	Not started
	Build peak body partnerships and deliver activities to mainstream sectors	1.4	identify potential new and/or leverage partnerships/ trainers/ consultants & build connections to support delivery of activity/ attendance to conferences across GH and mainstream sectors	████████	June 24	In progress
2	Establish process and systems to deliver SD activities Evaluate all events against the VRGF outcomes framework	2.1	Set up a Sector Development Coordination Group (SDCG) • Terms of Reference • Identify and recruit members • Convene the SDCG to meet monthly (or as agreed)	███	Feb 23	Complete
		2.2	Update and manage activities via annual plans and business plans (include budget allocation)	████████	June 2024	In Progress
		2.3	Further develop contact list for sector development and training activities: - develop a stakeholder engagement doc to support professional development activities (purpose, determine partnerships/ engagement level, comms channel etc)	████████	April 2023	On hold
		2.4	Set up process (criteria, approval and tracking sheet) to ensure planned sector development activities: - May be aligned with staff professional development (doc process bw P&C and SD & alignment to Learning plan) - evidence based, aligned with sector development themes (subject matter experts/ reputable org) - delivery method of activities considers rural and regional delivery/hybrid options - appropriate for target audience - promotion (including to staff) - tracking sheet	████████	Dec 2023	In progress

Goal	Deliverable		Activities	Responsible	Due	Status
		2.5	Develop approach to embed First Nations perspectives into activities: - opportunities to share best practice principles regarding working with at risk populations (RAP) - work with specialist providers in provision of cultural safety training (RAP/ Safety Training) - include First Nation overview/ voices in Foundation course (part of GH presentation)	███████	Nov 2023	On hold Current activities coordinated via RAP wkg.
		2.6	Develop approach to embed Lived Experience perspectives into activities: - opportunities to share best practice principles regarding working with at risk populations - work with specialist providers in provision of cultural safety training - include funded lived experience program activities in sector development calendar - include funded lived experience program voices in Foundation course (Maintain in Fn course)	████	Hold – currently under review	On hold Refer to LEX report.
		2.7	Develop an online calendar on Hub website to promote all activities	████████	June 2023	On hold
		2.8	Review existing webpages for all stakeholders (inc. GH) (inclusive of videos, templates and information and access on learning and development activities and identify gaps in resources	████████	Dec 2023	In Progress
		2.9	Update webpages for 'Professionals'	██████	Dec 2023	In Progress
		2.10	Develop a communication plan, to leverage/cross-promote content/ activity regarding SD changes and activities including events/ training	██████	Dec-March 2024	On hold
		2.11	Develop an evaluation framework to support eval for program eg websites, resources and individual trainings – Events as per 3.8 – Activities are evidence based as per 3.3 – Cop 360 feedback	██████	Dec 2023	In Progress
		2.12	Build digital evaluation tools to gather and store specific data (feedback on sessions inclusive of attendees) on each sector development event to ensure aligned with outcomes framework.	███████	Dec 2023	Not started
3	Deliver sector development activities that align with workforce	3.1	Event Coordination utilising new process	███	Ongoing	In progress
		3.2	Confirm and Update the activity calendar promoting events to the sector, allied health professionals and our wider network 6-12 months in advance	███	Feb 23-June 24	In Progress

Goal	Deliverable		Activities	Responsible	Due	Status
	streams (Youth, Stigma, co-morbidities)	3.3	Deliver events (included in calendar of events): - Gambling Harm in Mind webinars (Previous lunchtime learnings) - Website (including Gambling in Victoria -TBC) - Gambling Harm Awareness Week (GHAW) - Foundation Course	██████	June 24	In Progress
		3.4	Evaluate (included in calendar of events): - Gambling Harm in Mind webinars* (Previous lunchtime learnings) - Website (including Gambling in Victoria -TBC) - Gambling Harm Awareness Week (GHAW) - Foundation Course - *Webinars/ Research reports	████████	Dec 24	Not started
	Review & update the Foundation course	3.5	Review Foundation Course (interim review)	██	June 24	Complete
		3.6	Update Foundation course with minor edits inc. LEX/ FN (interim updates)	██	Aug 2023	Complete
		3.7	Procure and contract a L&D expert to review /refresh the course.	████	Nov 2023	On hold
		3.8	Coordinate the review with internal staff and external contractors (e.g. eLearning designers and other syllabus specialists) Online and face to face	██	Feb 2024	On hold
		3.9	Convene a workshop to review all syllabus content and ensure there is an agreed approach to delivery (making sure it flows in logical order), including delivery approach (f2f and/or online)	██	Feb 2024	On hold
		3.10	Incorporate First Nations and Lived Experience perspectives in Foundation course / modules	██	April 2024	On hold
		3.11	Update all content for Foundation course for all delivery modes incl. online modules of Foundation course (7 e-learning modules)	██	April 2024	On hold
		3.12	Update website with information and access about Foundation course including 7 e-learning modules, − Info about course - frequency, recordings − Add Foundation course to Foundation new staff induction check list − Distribute to Foundation staff and partners (part of comms plan and process)	██████	July 2024	On hold
	Build the gambling harm community	3.13	Identify and define all networks, forums, meetings and audiences	██████	May 2023	Complete
		3.14	List and define purpose of each group including guidelines & outcomes	██████	May 2023	Complete
		3.15	Confirm groups to be included as part of sector development strategy moving forward	████	Oct 2023	On hold
		3.16	Set up a communication plan, include basic materials (i.e. Some QAs for staff, emails and templates) and more detailed once group are ready to roll out new processes/ website updates etc	████	July 2023	On hold

Goal	Deliverable		Activities	Responsible	Due	Status
		3.17	Review and update engagement processes and communication protocols for each group/ all stakeholders incl. key messages and changes to process -refine/test CoP output and coordinate comms/feedback to be consistent and transparent. Align resources/info sharing	▬▬	Oct 2023	In progress
		3.18	Deliver resources/ information via networks/Communities of Practice. (using comms channels once established)	▬	Nov 2023	Not started
		3.19	Develop a 360' process for feedback from Communities of Practice /Forums/Networks - communication and evaluation (monitoring)	▬	Aug 2023	Not started
4	To provide access to evidence-informed resources	4.1	Develop a plan to address gaps in resources (reviewed/ updated or developed) including online resources	▬▬	July 2023	On hold
		4.2	Knowledge mobilisation (KMb) - set up structure, process to identify input and manage KMb and translation utilising Sector Development Hub to support and distribute information, training, resources to the sector - 1 pager KMb (evidence use, collaboration, sharing & access to evidence, how it is applied and reflecting, enabling	▬▬	Dec 2023	In progress
	Set up governance to support information flow and knowledge mobilisation (KMb)	4.3	Review/update resources to support internal and external stakeholders to deliver evidence and practice-based responses to reduce gambling harm (this may include 'refreshing' existing resources and ways in which we make these available e.g. extranet, communications channels)	▬▬	April 2024	Not started
		4.4	Engage services/sectors beyond the direct gambling harm sector (to educate and build knowledge/good practice) e.g. MAV, VLGA, DET, Justice, VACCHO	▬▬	Dec 2023	In progress
5	Educate, support and catalyse leading practice by government and community agencies	5.1	Promote KMb priorities – once project established	▬▬		On hold
		5.2	Identify models of care that align with gambling harm prevention and treatment (e.g. screening/assessment training) across Victorian government funded services (with particular reference to the current mental health reform agenda)	▬	Dec 2023	In progress
		5.3	Set up structures (process, communication, scope) to gather expertise and guidance to support sector development initiatives, through a Sector Development Advisory function for VRGF Pilot process & update as needed, based on recommendations *Note: this step dependant on deliverable 7 - stakeholder review	▬	June 2023 - June 24	On hold
6	Utilise expertise to gather advice on sector initiatives	6.1	Identify stakeholders/ groups from a range of sectors (use stakeholder/ engagement plan) to engage/ partner with/ build connections	▬▬	June 2024	In progress
		6.2	Implement process to input and direct sector development initiatives incl. activities calendar, utilising stakeholders aligned with engagement, expertise and needs	▬	June 2024	On hold

Goal	Deliverable		Activities	Responsible	Due	Status
				████████		

Appendix 1: Background

Development of the Strategy

The Foundation's Sector Development Hub (SDH) has existed (in various iterations since early in the life cycle of the organisation) to support the funded and related workforces to address gambling harm.

In response to both ELT endorsement of a need for, and the Victorian Auditor General's Office (VAGO) recommendation of, a new approach to sector development, a consultant ███████████████████████ was commissioned to develop a new strategy and implementation plan in March 2022.

The role of the consultant has been to gather a broad range of views, from across the spectrum of funded partners and related workforces (via their peak bodies) and synthesise these into a homogenous strategy to capture our approach and plan to deliver on that.

The resulting strategy has brought together a rationale for this disparate suite of initiatives into an integrated and cohesive whole. It also established a cross-Foundation approach, with all branches having input into the planning and implementation of the strategy and forward work.

VAGO Audit

In the March 2021 report, VAGO noted the Foundation's Sector Development Hub needs to take a stronger leadership role to ensure counsellors working in Gambler's Help Local services are provided adequate professional development and the various Communities of Practice have some strategic direction to lead sector-wide improvements (p34).

There are three recommendations from the VAGO report that are directly relevant to the *Sector Development Strategy 2022-23 to 2023-24* and Implementation Plan. These are outlined below, along with Foundation identified activity to address the recommendations.

Recommendation #	VAGO Recommendation	Activity
5	Identify, share and promote better practices within the funded organisations, with particular focus on building community capacity for preventing gambling harm by providing: • tailored guidance and resources to support program design and delivery (see Section 3.4) • opportunities for sharing learnings with and between funded organisations (see Section 3.4).	• Build community to address gambling harm prevention • Increase access to information, resources, knowledge sharing through Knowledge Mobilisation. • Improve strategic partnerships to strengthen gambling harm activities and services/ treatment across sectors
3	Develop an evaluation and outcomes framework to guide prevention and treatment programs, supported by: • a prevention program design that clearly seeks to address the identified risk factors/protective factors contributing to gambling harm (see Section 3.1) • a common set of outcome or proxy outcome measures that can enable the tracking of performance of both individual programs and the collective	• Prevention framework – included in sector development activities • Improve understand of prevention across Primary, Secondary and Tertiary sectors • A consistent and robust public health approach to support prevention activities across Foundation funded services/ partners and sector
1	Ensure that evidence from its research informs the design and improvement of prevention programs and treatment services (see Section 2.2), through: • requiring funded research to identify recommended actions for the Victorian Responsible Gambling Foundation to improve program and service practice, where appropriate • tracking progress in implementing the recommendations reporting the progress to the Victorian ReSpin	• Build and implement processes to support Knowledge Mobilisation

2022-23 Annual Plan

Capability: Partner	Objective 5.1	Action 5.1.2
Relationships with networks of professionals and organisations that have the knowledge to act to prevent and reduce gambling harm are expanded and strengthened	Enhance professional capability and build community capacity to prevent gambling harm, respond to help-seeking patterns, and understand recovery	Deliver a new three-year Sector Development Hub Strategy with a focus on building community capacity for preventing gambling harm, and knowledge translation to deliver on VAGO Recommendation 5

Appendix 2: SDCG Terms of Reference

Sector Development Coordination Group - Terms of Reference 14022023.docx

(or available on Teams Channel< Prevention & Programs projects< Sector Development Coordination Group - Terms of Reference 14022023.docx

Appendix 3: Sector development ecosystem map

	Research	Advocacy	Prevention	Early Intervention	Treatment	Support
Settings	Academia Non-Government Orgs	Academia Non-Government Orgs Local Government	Local Government Community Health CALD Organisations ACCHOs and FN Orgs Sporting Clubs Schools	Community Health CALD Organisations ACCHOs and FN Orgs Peak bodies	Community Health CALD Organisations ACCHOs and FN Orgs Peak bodies PHNs Acute Health	Community Health CALD Organisations ACCHOs and FN Orgs
Stream	**Research**	**Advocacy**	**Prevention**	**Early Intervention**	**Treatment**	**Support**
Professions	Researchers Academics	Social Justice Campaigner Social Planner	Health Promotion Prevention Workforce Community Dev'ment Worker	Venue Support Workers Allied health workers	Counsellors Social Workers Psychologists Psychiatrists Mental health Workers Allied health workers GPs & primary care	Peer Support Workers Lived Experience Workforce
Engagement activity	Conferences GHIM Series	Conferences GHIM Series	Conferences GHIM Series Resources Targeted online training	Conferences GHIM Series Resources Targeted online training	Conferences GHIM Series Resources Targeted online training	Conferences GHIM Series Resources Targeted online training
Enabler	Research agenda RPAC	OCEO RPAC	SDA* process Youth CoP PP Forum	SDA* process Youth CoP Multicultural CoP	SDA* process CCoP Multicultural CoP FNGAP Network Meeting MARAM Network Group CAG	SDA* process LEX Committee

Knowledge Mobilisation

*Sector Development Advisory