

NETWORKING AND  
CAPACITY BUILDING PROJECT

# Local government preventing violence against women

Final report



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CAPACITY BUILDING PROJECT

# Local government preventing violence against women

## Evaluation report

September 2009 to September 2011

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Published in February 2012 by the Victorian Health Promotion Foundation (VicHealth)  
PO Box 154 Carlton South, VIC 3053 Australia

ISBN: 978-1-921822-48-3

Publication number: P-074-PVAW

**Suggested citation**

VicHealth 2012, *Local government preventing violence against women: Networking and capacity building project. Evaluation report*, Victorian Health Promotion Foundation (VicHealth), Carlton, Australia.

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## Acknowledgements

We would like to thank all the women and men from local government (staff and elected councillors) and community organisations across Victoria who participated in the activities of the project and generously and enthusiastically provided input to this report in the form of online surveys, written feedback, unsolicited emails and the sharing of resources on our website. Your commitment to getting the prevention of violence against women onto the local government agenda has enriched this report and contributed to the development of promising practice in this emerging field of endeavour.

We thank our Steering Committee partners for their wisdom and hard work over the first year:

- Jan Black, (former) Darebin City Council (Chair)
- Linda Bennett, Victorian Local Governance Association
- Stephanie Cauchi, Victorian Equal Opportunity and Human Rights Commission
- Barbara Dobson, Shire of Yarra Ranges, representing Local Government Professionals Inc.
- Dr Lara Fergus, Office of Women's Policy
- Clare Hargreaves, Municipal Association of Victoria
- Dr Melanie Heenan, (former) VicHealth
- Georgie Hill, (former) Maribyrnong City Council
- Sue Magill, (former) Sport and Recreation Victoria
- Robin Matthews, Local Government Victoria
- Alison McDonald, Domestic Violence Victoria.

We also wish to thank Katrina Leason from AFL Victoria for her assistance with the August 2010 conference, Jane Ashton (formerly) from Women's Domestic Violence Crisis Service for organising and supporting Advocate Survivors to speak at our Leaders' Events, Dr Wei Leng Kwok (Research Leader, VicHealth) and Renee Imbesi from VicHealth for her editorial support.

Finally, we would like to thank Monika Merkez of Direct Communications and Research who worked as an external evaluation consultant, to collate and analyse Year 1 project data that has contributed to this final report and the women Monika interviewed for the evaluation, for generously giving their time and insights:

- Alison Coelho, Coordinator Health and Social Planning, Moonee Valley City Council
- Barbara Dobson, Executive Officer of Community Engagement and Development, Shire of Yarra Ranges
- Susan Forbes, Community Liaison Worker, Nillumbik Shire Council
- Councillor Colleen Furlanetto, Deputy Mayor, Strathbogie Shire Council
- Christine Levy, Coordinator Family Services, Melton Shire Council
- Amanda Rigby, (former) Community Safety Planning and Development Officer, Banyule City Council
- Ros Winkler, Community Safety, Drug and Alcohol Officer, City of Boroondara
- Elizabeth Young, Coordinator Community Development, Hume City Council.

## Glossary

ALGA	Australian Local Government Association
AFL	Australian Football League
DV Vic	Domestic Violence Victoria
LEAS	Leadership, Evaluation and Sustainability network
LGA	Local Government Area
LGPro	Local Government Professionals Association of Victoria
LGPVAW	Local Government Preventing Violence Against Women project (referred to as 'the project' in this document)
MAV	Municipal Association Victoria
OWP	Office of Women's Policy, Department of Human Services, Victorian Government
PVAW	Prevention of violence against women
State Plan	A Right to Respect: Victoria's Plan to Prevent Violence Against Women 2010–2020
VEOHRC	Victorian Equal Opportunity and Human Rights Commission
VicHealth	Victorian Health Promotion Foundation
VLGA	Victorian Local Governance Association
WRLL	White Ribbon Leaders' Lunch

Note: The term 'local government' is used when referring to the sector as a whole, while 'council' is used when referring to the work of one or more councils.

## Executive summary

Globally the prevalence of violence against women is unacceptably high and has serious health, social and economic consequences for our communities. The Local Government Networking and Capacity Building Project to Prevent Violence Against Women (LGPVAW) is a primary prevention project designed to enhance the capacity of local government across Victoria to foster safe and inclusive environments in which women and men can participate equally. This two-year initiative was funded by VicHealth and undertaken in partnership with Darebin City Council.

The goal of the LGPVAW project was to enhance the leadership role of local government by:

- strengthening networking activity and knowledge transfer across local government in Victoria
- resourcing existing partnerships and developing new partnerships between local government and communities
- building leadership and skills within and across local government to undertake primary prevention activity.

## Primary prevention

The LGPVAW project has focused on the ‘primary prevention’ end of the spectrum of responses to the issue of violence against women. Local government was encouraged to direct resources towards addressing the cultural conditions that create attitudes and behaviours that are violence supportive. The importance of dedicating resources toward preventing violence **before** it occurs is defined by the VicHealth evidence-based framework for the prevention of violence against women (VicHealth 2007), which notes the most significant contributing factor, common across all societies and cultures, is the unequal distribution of power between men and women. The ways in which gender roles are constructed and defined within societies, organisations and relationships has a direct impact on the levels of safety and wellbeing experienced by women.

## Why local government?

Local government has been identified as a uniquely effective setting from which to lead and engage whole communities in the work of preventing violence against women. Councils play a central role in promoting peaceful, healthy and safe environments due to their work with a whole range of services and sectors.

“[Prevention of violence against women] is now embedded in many of our plans and policies...most recently our CEO contract...[now includes] key performance indicators and our Councillor Code of Conduct addresses issues...based on *A Right To Respect* [The Victorian Plan to Prevent Violence Against Women]...”

Feedback from a rural council

As large employers, they also have strong potential to influence and change workplace cultures to promote gender equity and the safety of women.

## Project activities

The project developed a series of initiatives to support councils already active in preventing violence against women as well as resources, training opportunities and networks to resource councils much newer to the work. Initiatives included:

- Development of a local government specific website – hosting a range of preventing violence against women specific resources, tools, plans, templates, research, events and project updates
- Establishment of a steering committee of peak organisations and key leaders across local and state government – to advocate for and assist to embed the prevention agenda into the core work of local government
- Dissemination of a regular e-bulletin – creating a virtual network for sharing the latest local, state and federal government progress in the prevention of violence against women, as well as relevant event and network information, research and opportunities for collaboration
- A series of regional local government leadership events – developed in partnership with councils, these ‘leaders’ lunches’ provided networking and planning opportunities, bringing together elected councillors, CEOs and staff across the range of council departments to hear about current work and develop commitments to progress the prevention agenda within their work
- Provision of intensive support to two councils, one rural (Strathbogie Shire) and one metropolitan (Banyule City Council) in the development of their prevention work
- Development of a local government leadership network – providing a quarterly forum in which staff, elected councillors and key community partners can support and resource each other
- Hosting of a statewide inaugural ‘Local Government and Community Leaders Preventing Violence Against Women conference’ – bringing together local councils, peak bodies and community leaders to showcase promising practice occurring in councils across Victoria and world-leading innovative strategies emerging internationally
- Piloting of the VicHealth Short Course on Preventing Violence Against Women – to build the capacity of the local government sector to provide leadership internally and across their municipalities.

A range of qualitative and quantitative measures have been used to assess the processes and impacts of the project. These include online surveys, key informant interviews, solicited and unsolicited feedback and reflective exercises.

## Key findings

The project activities were highly effective in building capacity and enhancing the networking between local councils across Victoria. Project initiatives have been enthusiastically taken up by the Victorian local government sector and, in many instances, are now embedded into the work of both peak bodies and individual councils.

An initial survey across the 79 Victorian municipalities identified a small but strong group of councils actively working on the international White Ribbon campaign and beginning to broaden their approaches to include:

- embedding prevention initiatives into health and wellbeing plans
- establishing cross-organisational working parties for gendered planning
- developing council policies
- introducing requirements for use of council facilities (e.g. gender inclusive requirements for sports clubs).

A keen interest was identified for greater involvement in the prevention of violence against women among less active councils. The strength of that interest was borne out over the two years of the project, with each of the initiatives enjoying strong support and uptake by councils. The legitimate role that local government has in providing leadership was affirmed in a number of ways. Measures include the steady increase in subscriptions to the e-bulletin; continued growth in councils uploading and downloading prevention work from the website; full attendance at each of the regional leaders' events and the quarterly network meetings and the unprecedented level of participation in the inaugural conference.

A number of councils took on a leadership role in hosting and promoting the VicHealth Short Course on Preventing Violence Against Women, with strong participation across diverse council departments including sport and recreation, libraries, bushland management and corporate services, along with those departments considered more likely to attend such as community development.

By project end, 80 per cent of Victorian councils had engaged with the initiatives of the project. All 31 metropolitan councils and a significant number of regional councils participated, although the number of rural councils engaged was much lower. By design, the project sought to proactively engage with a number of rural

councils, acknowledging the challenges faced with small staff numbers working across large and diverse portfolios and large geographical distances. In particular, the partnership with Strathbogie Shire indicates strong promise regarding the capacity of rural councils to instigate innovative prevention initiatives using existing partnership and planning processes.

“...The information and resources I received during that two-day course gave me the grounding to reinvigorate PVAW activities at Council, culminating in the endorsement of a Family Violence Prevention strategy.”

Feedback from a metropolitan council

A key contributor to the success of the project has been the enabling environment created by the high-profile policies of both state and federal governments. A strong partnership was established between the LGPVAW project and the Victorian Government's Office of Women's Policy (OWP) in the development and delivery of a range of actions to prevent violence against women. The state government has also drawn heavily upon the VicHealth Framework for the Prevention of Violence Against Women in building its priorities. A number of key leaders, including women's health and the domestic violence sectors, were strong advocates and partners throughout the life of this project. The success of these partnerships has affirmed the wisdom of unifying to work across multiple settings and sectors on a set of evidence-based priorities to achieve long-term cultural change.

## Future directions

Based on the findings of the project, a range of recommendations have been developed. These are outlined in Section 7 of this report. A key finding is that specific targeting and resourcing of rural councils is likely to produce good results, both to the councils directly supported and to those councils in surrounding areas. This 'seepage' effect has shown promising indications during this project and would be worth further exploration.

Further investment in building capacity and engaging the leadership level within councils is required to anchor the prevention agenda within the local government setting. For workers on the ground who are new to this work, a peer mentor program – linking with those in the leadership network who have developed a level of skill and expertise – could significantly enhance the effectiveness and focus of their council endeavours.

Given the strategic nature of this project in working to build momentum across the local government sector in Victoria, the findings of this report will be of relevance to other state and federal governments wishing to embed prevention of violence against women into core government business. It will also be of interest to those working within local government and to other sectors wishing to partner with local government to progress a prevention agenda. Finally, the findings of this report, along with the project tools and resources – while specific to the Victorian local government context – may be of interest to those developing prevention work internationally.

“We are a bit braver, we are all learning from each other, we are hearing what is working and not working well, through collaboration, and about each other's successes. If we were working on our own, we might not work like this, but if you are at a meeting with 12 other councils, you feel positive about change.”

Feedback from metropolitan council

# 1. Introduction

## Why preventing violence against women matters

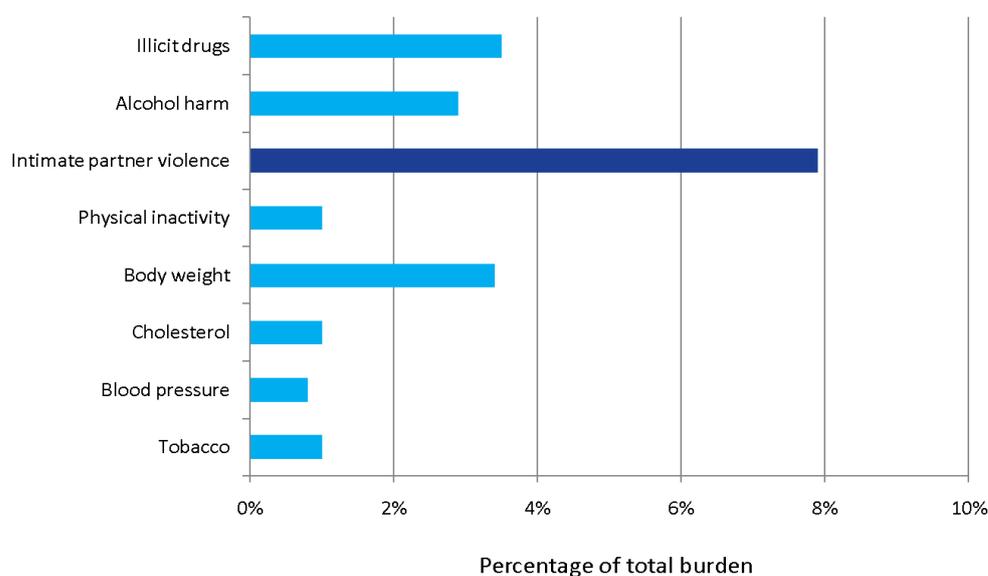
The prevalence of violence against women is now recognised as a global public health problem. The World Health Organization’s summary report on violence and health (WHO 2002) was the first comprehensive report of its kind to examine the significant impact of violence on health, singling out violence against women for special attention. The report went beyond describing the scale of the problem to cover issues that related to the causes of violence and to the methods of preventing it. It also identified structural factors, such as gender inequality, as central to why women bear the overwhelming burden of violence by men.

It was this ground-breaking work that led VicHealth to examine the research question “What would the disease burden be if no woman had ever been exposed to violence by an intimate partner?” From this research, a report was produced entitled *The health costs of violence. Measuring the burden of disease caused by intimate partner violence. A summary of findings* (VicHealth 2004).

The report showed that intimate partner violence was unacceptably common, noting the serious social, economic and health consequences of violence for individuals, families and communities, and highlighting the need for urgent attention (VicHealth 2004).

More than one-third of Australian women experience some form of physical or sexual violence in their lifetimes (ABS 2006). Women are three times more likely than men to be injured through intimate partner violence and Figure 1 indicates that this violence contributes to more ill health and premature death in Victorian women under the age of 45 than any other documented preventable health risk factor (VicHealth 2004).

**Figure 1: Top eight risk factors contributing to the disease burden in women aged 15-44 years, Victoria, Australia 2001**



(VicHealth 2004)

## What is primary prevention?

Traditionally services who have worked to stop violence against women have been those at the 'crisis response' end of the spectrum, including the police, the courts and women's domestic violence and sexual assault counselling services and refuges. The evidence is now clear that to reinforce the efforts of those services, and to tackle the prevention of violence before it occurs, primary prevention work must be done in many settings across our communities.

Primary prevention strategies are defined as those that:

- are implemented before the problem ever occurs
- aim to lessen the likelihood of boys and men using violence in the first place or girls and women suffering violence at all.

The prevention of violence against women is an emerging area of work. It is based on the recognition that to address the social and cultural conditions that allow violence against women to flourish, we must work at the very sites where people's attitudes and behaviours are first shaped and then reinforced.

## Local government as a key 'setting'

When examining the locations or 'settings' in which our attitudes and behaviours are shaped, the World Health Organization noted the vital role the local community plays in violence prevention (WHO 2002). The central role of local government in providing leadership and vital links within and between communities has also been identified in research undertaken by VicHealth, through a range of funded projects including the Gender, Local Governance and Violence Prevention project (VLGA 2009).

Evidence from Victoria suggests local government has a growing interest in coordinating local community mobilisation and, as a central connecting point, is well placed to provide leadership to a range of other key priority settings. These include:

- Education and training
- Workplaces
- Sport and recreation
- Media, arts and popular culture
- Health and community services.

The economic, social and health consequences of violence against women are severe for individuals, families and communities. Local government is the first sphere of government, closest to the people. As such, it can play a central role in preventing violence against women. Local councils have a track record and a commitment to creating safe public environments, developing community facilities, supporting access to sport, culture and employment and providing health and community services. The expectation that local government will ensure the safety of its citizens is enshrined in the Constitution Act of 1975.

The local government setting can perhaps be seen as a keystone in endeavours to create ‘whole-of-community’ change. It has a pivotal role to play in creating environments for communities to participate, prosper and enjoy improved health and wellbeing. Councils are therefore an ideal location to develop shared

understandings, provide leadership, undertake planning and establish guidelines to encourage whole-of-community responses to the promotion of safe, respectful communities for women.

“Section 74A(1)...local government is a distinct and essential tier of government...having the functions and power that the Parliament considers are necessary to **ensure the peace, order and good government** of each municipal district.”  
(Commonwealth of Australia 1975)

## 2. Background

### A framework for action

Based on an evidence review commissioned by the Victorian Government in 2007, VicHealth developed *Preventing violence before it occurs. A framework and background paper to guide the primary prevention of violence against women in Victoria* ([VicHealth 2007](#)).

The framework takes evidence about the risk factors or ‘determinants’ that contribute to the high rates of violence against women and maps strategies, population groups and settings that can most effectively change the conditions or underlying factors that allow violence against women to flourish.

The evidence in this framework has made clear that, by examining the causes of violence, preventative work can focus on those areas that most significantly influence a ‘violence supportive’ environment. The most significant determinant, common in every society and across all cultures, is the unequal distribution of power between men and women (VicHealth 2007). It is the ways in which gender roles, identities and relationships are constructed and defined within societies and within organisations and relationships that makes women both unsafe and unwell.

**Figure 2: Preventing violence against women: A framework for action**

# Preventing violence against women: A framework for action

*Addressing the social and economic determinants of violence against women*

Key social and economic determinants of violence		
Theme for action: promoting equal and respectful relationships between men and women		
Individual and relationship	Community and organisational	Societal
<ul style="list-style-type: none"> <li>• Belief in rigid gender roles and identities and/or weak support for gender equality</li> <li>• Masculine orientation or sense of entitlement</li> <li>• Male dominance and control of wealth in relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Culturally-specific norms regarding gender and sexuality</li> <li>• Masculine peer and organisational cultures</li> </ul>	<ul style="list-style-type: none"> <li>• Institutional and cultural support for, or weak sanctions against, gender inequality and rigid gender roles</li> </ul>

Key contributing factors		
Theme for action: promoting non-violent norms and reducing the effects of prior exposure to violence		
Individual and relationship	Community and organisational	Societal
<ul style="list-style-type: none"> <li>• Attitudinal support for violence against women</li> <li>• Witnessing or experiencing family violence as a child</li> <li>• Exposure to other forms of interpersonal or collective violence</li> <li>• Use and acceptance of violence as a means of resolving interpersonal disputes</li> </ul>	<ul style="list-style-type: none"> <li>• Neighbourhood, peer and organisational cultures that are violence-supportive or have weak sanctions against violence</li> <li>• Community or peer violence</li> </ul>	<ul style="list-style-type: none"> <li>• Approval of, or weak sanctions against, violence and/or violence against women</li> <li>• Ethos condoning violence as a means of settling interpersonal, civic or political disputes</li> <li>• Colonisation</li> </ul>

Theme for action: improving access to resources and systems of support		
Individual and relationship	Community and organisational	Societal
<ul style="list-style-type: none"> <li>• Social isolation and limited access to systems of support</li> <li>• Income, education or employment</li> <li>• Relative labour force status</li> <li>• Alcohol and illicit drug use*</li> <li>• Poor parenting</li> <li>• Personality characteristics and poor mental health*</li> <li>• Relationship and marital conflict</li> <li>• Divorce or separation</li> </ul>	<ul style="list-style-type: none"> <li>• Weak social connections and social cohesion and limited collective activity among women</li> <li>• Strong support for the privacy of the family</li> <li>• Neighbourhood characteristics (e.g. service infrastructure, unemployment, poverty, collective efficacy)</li> </ul>	<ul style="list-style-type: none"> <li>• Support for the privacy and autonomy of the family</li> <li>• Unequal distribution of material resources (e.g. employment, education)</li> </ul>

\* Denotes increased risk of perpetration only.

Priority populations and preventative actions			
<b>Priority populations</b> <ul style="list-style-type: none"> <li>• Children</li> <li>• Young people</li> <li>• Women and men</li> <li>• Indigenous communities</li> <li>• Culturally and linguistically diverse communities</li> <li>• Rural communities</li> <li>• Neighbourhoods affected by disadvantage</li> <li>• Women with disabilities</li> </ul>		<b>Preventative actions</b> <ul style="list-style-type: none"> <li>• Research, monitoring and evaluation</li> <li>• Direct participation programs</li> <li>• Organisational and workforce development</li> <li>• Community strengthening</li> <li>• Communications and social marketing</li> <li>• Advocacy</li> <li>• Legislative and policy reform</li> </ul>	
Priority settings for action			
<ul style="list-style-type: none"> <li>• Community services</li> <li>• Local government</li> <li>• Corporate</li> <li>• Faith communities</li> <li>• Education</li> </ul>	<ul style="list-style-type: none"> <li>• Workplace</li> <li>• Cultural institutions and networks</li> <li>• Arts</li> <li>• Sports and recreation</li> <li>• Media and popular culture</li> </ul>	<ul style="list-style-type: none"> <li>• Health</li> <li>• Cyberspace and new technologies</li> <li>• Justice</li> <li>• Academic</li> <li>• Military and like institutions</li> </ul>	
Intermediate outcomes			
<b>Individual and relationship</b> <p>Individuals and relationships with:</p> <ul style="list-style-type: none"> <li>• improved connections to resources and support;</li> <li>• respectful and equitable gender relations;</li> <li>• improved attitudes toward gender equity, gender roles and violence and/or violence against women;</li> <li>• improved skills in non-violent means of resolving interpersonal conflict; and</li> <li>• responsible alcohol use.</li> </ul>	<b>Organisational</b> <p>Organisations that:</p> <ul style="list-style-type: none"> <li>• model, promote and facilitate equal, respectful and non-violent gender relations;</li> <li>• work in partnerships across sectors to address violence;</li> <li>• implement evidence-based violence prevention activities; and</li> <li>• are accessible to and safe and supportive for women.</li> </ul>	<b>Community</b> <p>Environments that:</p> <ul style="list-style-type: none"> <li>• value and support norms that are non-violent and build respectful and equitable gender relations;</li> <li>• build connections between people and sources of formal and informal support; and</li> <li>• take action to address violence.</li> </ul>	<b>Societal</b> <p>A society in which there are strong legislative and regulatory frameworks and appropriate resource allocation for supporting:</p> <ul style="list-style-type: none"> <li>• gender equity;</li> <li>• the prevention and prohibition of violence;</li> <li>• the positive portrayal of women (e.g. in advertising); and</li> <li>• the development of healthy relationships between men and women.</li> </ul>
Long-term benefits			
<b>Individual and relationship</b> <ul style="list-style-type: none"> <li>• Reduction in violence-related health problems and mortality</li> <li>• Improved interpersonal skills and family and</li> </ul>	<b>Organisational</b> <ul style="list-style-type: none"> <li>• Violence prevention resources and activities integrated across sectors and settings</li> <li>• Organisations that value and promote respectful gender</li> </ul>	<b>Community</b> <ul style="list-style-type: none"> <li>• Communities that value gender equity and respectful relationships between men and women</li> <li>• Reduced social isolation</li> </ul>	<b>Societal</b> <ul style="list-style-type: none"> <li>• Reduced gender inequality</li> <li>• Improved quality of life for men and women</li> <li>• Reduced levels of violence and/or violence against women</li> </ul>

(VicHealth 2007)

## Building the evidence – promising prevention initiatives

The international evidence supports serious investments of time and resources to facilitate strong relationships and sound work practices (VicHealth 2007). The LGPVAW project was conceived as part of a suite of prevention interventions funded by VicHealth to explore and build the evidence of promising practice in settings identified as priorities for action. This evidence can best be built by ensuring prevention efforts are transparent, accountable, tested and re-tested to make sure that the intentions of the initiatives are achieved.

In 2007, 29 projects were initially funded by VicHealth, to develop and implement innovative prevention approaches across Victoria. Of these, five of the most promising were funded for a further three years:

- **Maribyrnong Respect and Equity project** – integrating the prevention of violence against women into council plan, policies and communities (based in local government)
- **Northern Interfaith Respectful Relationships project** – building the capacity of faith communities to undertake prevention work (based in local government)

- **Baby Makes Three** – working with first-time parents to foster relationships that are equal and respectful (in partnership with local government)
- **Partners in Prevention (PIP)** – a network for professionals working with young people in the primary prevention of violence (including Youth Services departments of councils across Victoria)
- **Stand Up: Domestic Violence is Everyone’s Business** – building the workforce capacity of male-dominated workplaces to integrate policies/programs that promote respect and gender equity.

Significantly, four out of five of these are either based in or have strong links with local government.

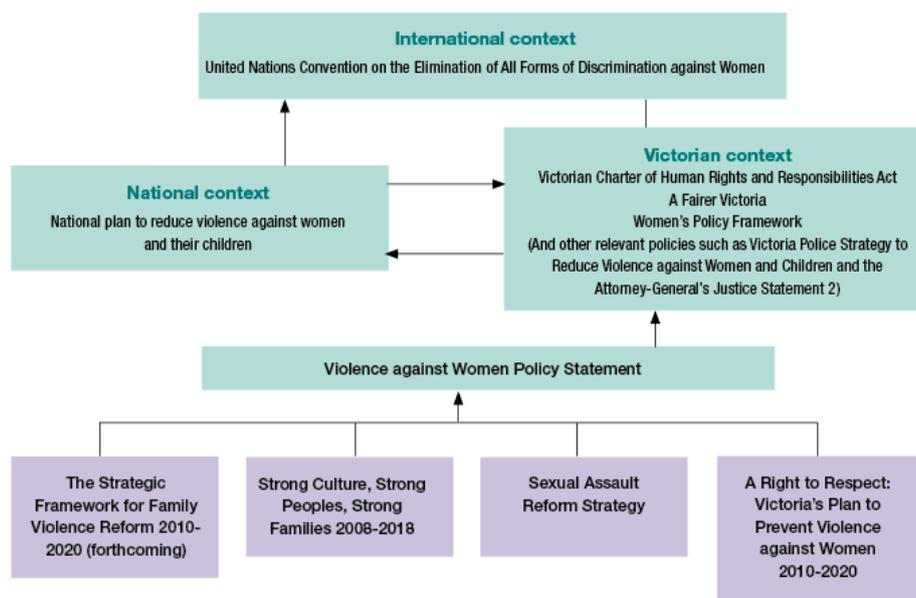
### Policy context

The building momentum and developing expertise that is occurring in Victoria, along with the work of the National Plan to Reduce Violence Against Women and their Children 2009–2021 (Commonwealth of Australia 2009), put this project in a strong position to engage with Victorian councils by raising the profile of the issue as a legitimate and urgent imperative for local government to tackle.

The Victorian Government has utilised the VicHealth Preventing violence against women: A framework for action (Figure 2) to develop its cross-sectoral policy to build skills, attitudes and cultural values that reject violence. This work, along with a host of other policy initiatives described in Figure 3 (next page), provided a strong springboard from which to advocate for the role of local government.

With favourable conditions across the state and national policy environment, and the growing momentum within a number of councils across Victoria, VicHealth identified the opportunity to further support local government’s responsibility in providing leadership in preventing violence against women.

**Figure 3: Policy and system reform context for prevention and response to violence against women**



(Office of Women's Policy, Victorian Government 2009)

### 3. Overview of the project

The project's vision was a local government sector and communities that foster safe and inclusive environments in which women and men can participate on equal terms.

The goal was to build the capacity of local councils across Victoria to prevent violence against women before it occurs.

#### Project objectives and strategies

The project aimed to capitalise upon the emerging leadership potential within local government by:

- resourcing councils across Victoria to further build their workforce capacity for the prevention of violence against women
- promoting and sharing current promising practice
- providing networking opportunities, strengthening partnerships and offering training and development.

These objectives are aligned to a series of corresponding activities, which are outlined in Figure 4.

## Figure 4: Summary of objectives and key activities

### Objective 1

Strengthen networking activity and knowledge transfer across local governments in Victoria in the area of the primary prevention of violence against women.

#### Activity 1.1

Undertake a mapping of Victorian local government activities relevant to the primary prevention of violence against women (information collected via surveys, observations, current understandings, targeted consultations and a tightly scoped document review).

#### Activity 1.2

Schedule a monthly e-bulletin for local governments on PVAW activities and news.

Develop an e-platform (website) for active sharing of PVAW resources between Victorian local governments

#### Activity 1.3

Facilitate coordination of the inaugural PVAW conference for Victorian local governments with the leadership of MAV, VLGA and OWP (and as an immediate action of A Right to Respect: Victoria's Plan to Prevent Violence Against Women 2010-2020).

#### Activity 1.4

Develop relationships with the Australian Local Government Association to share information, promote the Project nationally (and at the leadership level), and encourage local governments in Victoria and interstate to engage in preventing Violence Against Women planning and activity.

#### Activity 1.5

Document the learnings and findings (including unexpected impacts) from the Projects' evaluation activities.

### Objective 2

Resource existing partnerships and develop new partnerships between local governments and communities to support the primary prevention of violence against women.

#### Activity 2.1

Implement 5 region-wide leaders' events for Victorian local governments. Events will be appropriate to the context of the local government areas concerned (understandings, capacity and needs) and will be planned in partnership with local governments.

#### Activity 2.2

Work closely with 2 identified local governments in Victoria to enhance their leadership role in PVAW. Banyule is currently active in preventing violence against women, and its capacity will be deepened through the Project. Strathbogie is relatively "new" to primary prevention, and its capacity will be built through the Project.

#### Activity 2.3

Ensure that the e-bulletin/website (1.2), state-wide conference (1.3) and leaders' events (2.1) contribute to sustaining linkages between local governments in Victoria – particularly those 'active' in PVAW with those newer to the field.

#### Activity 2.4

Establish an Evaluation and Sustainability Group of people from local government with an interest (and a stake) in seeing networking and capacity building activities continue beyond Project end.

### Objective 3

Building leadership and skills within and across local governments to undertake activity in the primary prevention of violence against women.

#### Activity 3.1

Contribute to the development of the VicHealth Short Course for the primary prevention of violence against women and ensure that local governments across Victoria are engaged to the roll out of the program.

#### Activity 3.2

Participate in relevant meetings with OWP and VicHealth to identify strategies and good practice and contribute to the implementation of A Right to Respect: Victoria's Plan to Prevent Violence Against Women 2010-2020.

#### Activity 3.3

Establish links with Victorian peak bodies to advocate for, resource and support primary prevention activities as an integrated component of local government work.

A detailed description of strategies, actions, impact and outcome measures is provided in full in the project plan and evaluation framework (outlined in Appendix 1).

## Guiding principles

A number of key principles guided our plan for the project including:

- recognition of the relationship between gender and power in contributing to the prevalence of violence against women
- understanding of the necessity for developing relevant and inclusive tools, resources and training for skills building
- promotion of a consistent 'whole of organisation' approach
- testing of interventions for impact: to measure their effectiveness, to share the results and to build on the evidence base in this emerging field.

The project logic has been informed by the guiding principles of the VicHealth Framework for the Prevention of Violence Against Women (VicHealth 2007). The framework illustrates how gender inequalities at every level of society have a profound influence on violence against women. It outlines the need for extensive and sustained action, across multiple settings, in order to change the cultural conditions that allow violence against women to flourish.

Based on global evidence, the framework highlights the following three themes for action:

- promoting equal and respectful relationships between men and women
- promoting non-violent norms and reducing the effects of prior exposure to domestic violence
- improving access to resources and support systems.

Using this evidence, the framework outlines the need to implement a coordinated series of strategies and actions to effectively prevent violence against women before it occurs. The underlying key social and economic determinants and contributing factors of violence occur across three different levels: societal, community/organisational and individual/relationship.

**Figure 5: Ecological approach to understanding violence against women**



**Societal:** the culture, values and beliefs that shape the other levels of the societal ecology.

**Community/organisational:** the formal and informal social structures that impact on a person.

**Individual:** the developmental experiences and personality factors that shape a person's response to stressors in their environment.

**Relationship:** the intimate interactions a person has with others.

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(VicHealth 2011)

This project is clearly targeted towards the organisational/community level of the ecological model, resourcing a range of identified 'priority settings' with which councils interact regularly. These settings (as noted in the VicHealth PVAW framework) include corporate, faith community, education, workplace, arts, sport, recreation and health.

The key determinants to be addressed at the community and organisational level are:

- culturally specific norms regarding gender and sexuality
- masculine peer and organisational cultures
- neighbourhood, peer and organisational cultures that are supportive of violence or have weak sanctions against violence
- community or peer violence
- weak social connections and social cohesion and limited collective activity among women
- strong support for the privacy of the family
- neighbourhood characteristics (e.g. service infrastructure, unemployment, poverty, collective efficacy).

The project was specifically devised as part of a suite of complementary and mutually reinforcing strategies to sit alongside the initiatives of the State Plan (A Right to Respect: Victoria's Plan to Prevent Violence Against Women 2010–2020) and VicHealth's investments across some of the other priority settings for preventative action identified in the framework. These mutually reinforcing strategies are seen as essential to building the foundations for the profound cultural shift that is required if the prevention of violence against women is to be achieved.

Acknowledging that the cultural change process will take many years to achieve, all project strategies are designed to contribute to much longer term outcomes. It is envisaged that the project's initiatives will encourage the sustained uptake or embedding of prevention initiatives into the ongoing core work of councils, ultimately influencing the attitudes and behaviours of community members at the individual and relationship level.

### **Project scope and timelines**

This evaluation report covers a period of two years between late 2009 and 2011. It examines the support for and engagement of elected councillors, CEOs, executive managers and staff along with local government peak bodies, state government and community partners (including family violence and women's health services).

The emphasis was specifically on building capacity and promoting networking opportunities between councils. It was beyond the scope of this project to facilitate or measure internal organisational change within local councils or to initiate specific PVAW activities in any one particular local government area.

### **Lead partners**

A unique project partnership with Darebin City Council was developed, with VicHealth acting as both funding body and project partner in the development and delivery of the project.

Darebin City Council was identified as particularly well placed for leadership, given its foresight and genuine commitment to preventing violence against women, as indicated by a wide range of prior and existing initiatives including:

- development and coordination of Northern Region Help Cards 2007 and 2009 (and subsequent translation of cards in 2010)
- Darebin Domestic Violence Network convened by the Council’s Community Safety Officer 2007 to ongoing
- management of the Northern Interfaith Respectful Relationships project (one of five VicHealth-funded projects) 2008–2012
- internal White Ribbon Action Team established in 2008 and Strategic Plan developed in 2009
- resourcing of a dedicated PVAW Officer position 2009–2012
- gender equity articulated in the Council Plan 2009–2013
- PVAW identified as a priority area in the Community Health and Wellbeing Plan 2009–2013
- internal Gender Equity Working Group established 2009 to ongoing
- Community Women’s Advisory Group established 2009 to ongoing.



*Steps of Darebin Family Services – media coverage of the Mayor and Phil Cleary launching Darebin City Council’s staff family violence policy*

Darebin City Council took the networking lead of the project, through the funding of a four-day-a-week project worker. VicHealth contributed a further two-day-a-week position to provide resourcing and support for project management including planning, development and evaluation. It was envisaged that having two dedicated staff would be likely to yield greater results, given the original 12-month time frame of the project. At the end of Year 1, the project was funded for a further year to consolidate the findings, develop a set of transferable tools and resources, and provide a sustainable link between this work and the emerging initiatives being developed by the Victorian Government (Office of Women’s Policy, Victorian Government 2009).

## Evaluation

### Approach

The evaluation framework was developed using an evaluation capacity building model (Preskill & Boyle 2008). This multidisciplinary model draws upon the fields of evaluation, organisational learning and change, and adult and workplace learning. Choosing this approach meant dedicating a significant amount of time to evaluation skill development throughout the life of the project. As part of a commitment to increasing workers' understanding and capacity to undertake effective and relevant evaluation in the emerging field of PVAW practice, VicHealth provided evaluation support in the form of a Research Leader with whom the project workers consulted in the development of the original project and evaluation plan.

The evaluation framework required a detailed description of strategies and actions along with impact and process measures. The plan was designed to guide evaluation activity as an integral part of project implementation in two ways:

- process evaluation findings were used to inform ongoing monitoring and development of the project
- impact evaluation findings were used to assess whether the project met its stated objectives (outlined in Appendix 1).

To build on the emerging evidence base in the field, as well as strengthen the pool of prevention practitioners within Victoria, VicHealth also provided quarterly learning circles. Workers had the opportunity to meet with and discuss their endeavours and share their learnings with others undertaking similar funded projects.

Evaluation findings were reported to the project steering committee on a bimonthly basis and six-monthly written reports were provided to VicHealth, assisting with the systematic gathering and processing of the data for reflection and improvement. Project updates were also provided to the Evaluation and Sustainability Stakeholder Group, which was specifically convened to support local government networking and capacity building activities to continue beyond project end. This group comprised representatives of local government in Victoria with an interest and commitment to the prevention of violence against women.

The project workers collected the majority of data for this evaluation, including solicited and unsolicited feedback from events and survey responses. In addition, the VicHealth Research Leader conducted reflective interviews with the project's lead partners.

## Reflections

In balancing the demands of project work with those of the evaluation, it was decided that an external evaluator would be sought to provide a comprehensive report at the end of Year 1. The external evaluator undertook a series of eight interviews with local government representatives from across Victoria and collated and provided a summary data report of the Year 1 project findings. However, the time and expertise required in being able to envisage and communicate clearly the requirements of such a report cannot be underestimated. Effective analysis required an intimate knowledge of the work over the course of the project, which was not easily transferred to someone external to the project. The advantages of buying in evaluation support were tempered by the significantly larger amount of time spent both sorting information and resourcing the external evaluator and, once the initial data report was written, in shaping it to more fully capture the story of the project.

The discipline required to embed evaluation planning and regular data collection into the ongoing work of the project was a challenge. Time was built in on a regular basis to gather data and reflect on the direction of the work but, with multiple and competing demands, it was very tempting to drop evaluation off the agenda. While project workers had a theoretical commitment to the evaluation process, it was some time into the project before the real value of this work began to emerge at a practical level. The regular practice of feeding back to the steering committee on the project's achievements meant that there was a solidly built, accessible trail of evidence that could help shape the final evaluation story.

Project data has been gathered and aligned to specific objectives and is reported in Section 4 according to activities undertaken.

## 4. Activities and outcomes

This section describes the key strategies undertaken to achieve project goals. The purpose, achievements and outcomes of each strategy are stated here and key strengths and challenges are summarised in Section 5.

### Assessing council readiness

The purpose of mapping current local government activities relevant to PVAW at the beginning of the project was to:

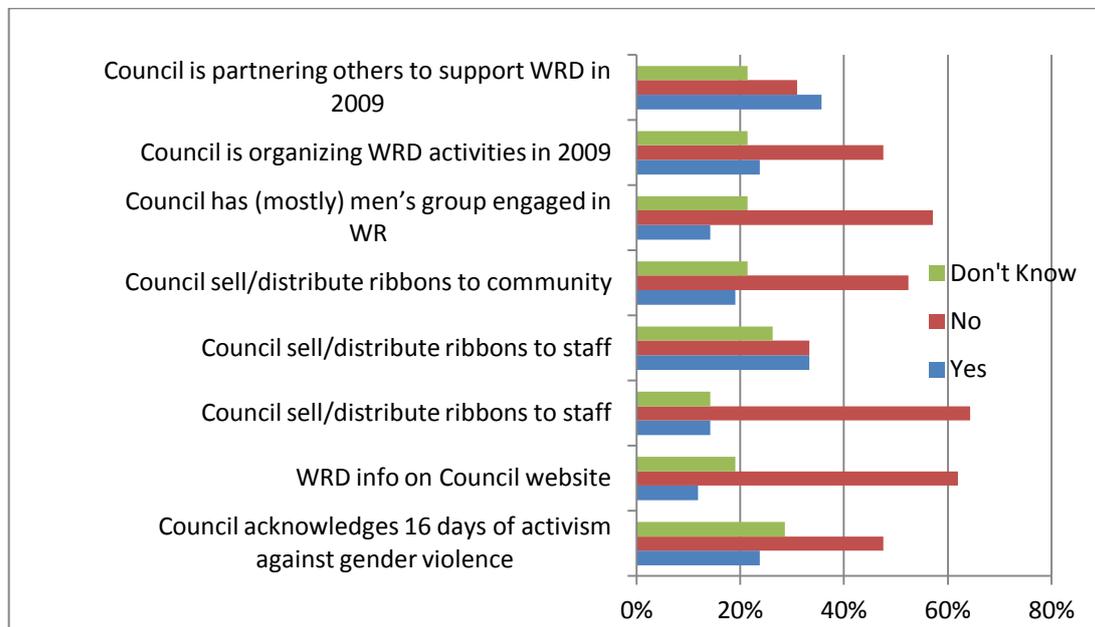
- assess the level of readiness of Victorian councils for PVAW
- guide networking and capacity building work
- inform OWP in their planning for work in the local government setting.

### Achievements

An electronic survey was emailed to all 79 Victorian councils in November 2009. The aim of the survey was to find out the degree to which each council participated in activity related to the prevention of violence against women, with a particular focus on the White Ribbon campaign (an international campaign to stop violence against women, operating in Australia since 2003). Fifty-three per cent (*n*42) of councils responded.

In recent years councils have begun to engage with the White Ribbon campaign as an accessible way for local government to show leadership within their communities.

**Figure 6: Level of knowledge of, and council engagement in, White Ribbon Day activities**



Of the 42 councils who responded, 24 per cent (*n*10) indicated that they acknowledged the 16 Days of Activism Against Gender Violence from 25 November (International Day of Violence Against Women, or White Ribbon Day) to 10 December (International Human Rights Day).

A further 24 per cent (*n*10) of councils indicated they were not involved in the White Ribbon campaign, while 14 per cent (*n*6) reported being involved for three years, including 2009.

Of the 48 per cent (*n*20) of councils involved in White Ribbon Day, 25 per cent (*n*5) did so as a one-off event, while 75 per cent (*n*15) said this was part of a wider program to prevent violence against women.

We asked respondents to provide tips for other councils seeking to engage in activities throughout the 16 days of Activism Against Gender Violence (including the White Ribbon campaign). Responses coalesced around the following themes:

- gaining the support of councillors and senior management to recognise that everyone in council has a role to play, as leadership support will increase the number of staff involved and level of interest
- organising a male working group to plan and promote activities (either with staff or community representatives)
- talking to other councils about what they are doing and what worked for them; combining resources and advice for approaching guests and speakers
- engaging key staff members who are male (e.g. directors and CEO, mayor, managers, etc) to help talk to other males in the workplace (if organising a staff event).

For those councils that were less engaged, comments included:

- raising awareness among council: *“recognising the issue is a big start...this is the first year our council has thought about doing something”*
- taking opportunities to consolidate project outcomes and learn from others: *“it will be great to follow this project and build on what’s happening elsewhere”*.

### Outcomes

Fifty-two per cent (*n*42) of councils responded to the survey suggesting a strong level of interest in the work of the project.

While the sophistication of engagement in the White Ribbon campaign varied considerably, the number of councils with a strong commitment to the campaign was promising (though small). Further, those who had strong involvement in the White Ribbon campaign were also likely to have expanded their commitment to a range of other PVAW strategies.



*Some councils have engaged with the White Ribbon Campaign as an accessible way to show leadership in their communities.*

Those who had little or no engagement to date indicated a willingness and interest in developing their involvement further, expressing the need to engage senior management and councillors to ensure whole-of-council support and effectiveness of the campaign overall.

Of significance to this project were the suggestions that councils with less experience and knowledge could learn from those who had already developed strategies and resources. This affirmed our plan to encourage councils to share resources and provide opportunities to learn from each other.

*“The project has helped us more than you would know in getting PVAW on the agenda.”*  
 Feedback from a metropolitan council (not engaged in PVAW at commencement of the project)

### **Project Steering Committee partnership**

The purpose of the project Steering Committee Partnership was to consult and help guide and champion the PVAW work in the local government sector. It was seen as essential that the peak bodies and state government departments that provide leadership and resource councils were involved as an integral part of the project.

Along with the project leaders, VicHealth and Darebin City Council, the steering committee was composed of representatives from the Victorian Equal Opportunity and Human Rights Commission (VEOHRC), the Municipal Association of Victoria (MAV), Local Government Victoria (LGV), the Victorian Local Governance Association (VLGA), Domestic Violence Victoria (DV Vic), Maribyrnong City Council (MCC), Sport and Recreation Victoria (SRV), the Local Government Professionals Association of Victoria (LGPro) and the Office of Women’s Policy (OWP).

The project Steering Committee's Terms of Reference is outlined in Appendix 2.

### Achievements

A number of achievements have resulted from the project Steering Committee Partnership.

- The project has been referenced and promoted in statewide forums: *MAV bulletin*, *Municipality* magazine and the VLGA President's newsletter.
- The Office of Women's Policy and Local Government Victoria have been instrumental in bringing the project to the attention of the Ministers for Local Government and Women's Affairs and providing opportunities for promotion of the project at key state-government-led events.
- The Victorian Equal Opportunity and Human Rights Commission proactively sought to link the project to the work of the Human Rights Charter occurring in local government at the present time and included PVAW questions in their annual survey of councils.
- Representation of the Local Government Professionals Association of Victoria (LGPro) resulted in invitations to speak at a number of statewide Special Interest Group meetings, some of which have now incorporated PVAW into their ongoing agendas. The project was also showcased as part of the LGPro Conference Ideas Marketplace in early 2011.
- Links to the family violence sector through the statewide peak body, Domestic Violence Victoria, has ensured our preventative work complements and works alongside that of the service sector.
- The MAV agreed to host the quarterly PVAW Leadership Evaluation and Sustainability (LEAS) network meetings. (A network established by the project to facilitate a dedicated forum for interested Local Government officers, managers, Councillors and their community partners to provide support to and learn from each other.)

As a contribution to the project's evaluation, steering committee members were asked to complete a partnership evaluation. Areas that were assessed as working well included agreement on the need for the partnership, followed by 'reflecting on and continuing the partnership' and statements about contributing to a 'favourable political and social climate' and 'skilled leadership'.

Eighty per cent of the steering committee members who fully completed the Partnership Analysis Tool (VicHealth 2009) scored the partnership 92 points or above. The Tool definition of this being: '*A partnership based on a genuine collaboration has been established. The challenge is to maintain its impetus and build on the current successes.*'



*Steering Committee Chair, Jan Black (centre), with project workers Liz Murphy (left) and Kellie Nagle (right).*

## Outcomes

The project has been very fortunate to have been able to support and contribute to the growing commitment of an extremely enthusiastic steering committee comprised of peak bodies and sector-wide leaders. The work of the steering committee was invaluable in profiling the project, particularly providing legitimacy and an imprimatur at the executive management, mayor and councillor levels. The strength of the advocacy role provided by the steering committee is well worth considering in future work in the local government setting.

Partnerships have been a crucial part of the work of this project and require investments of time and resourcing to ensure they work effectively. The use of the VicHealth Partnership Analysis Tool provides a basis for guiding and monitoring the health and strength of joint work requiring strong collaboration. This tool was used to reflect on the partnership once established but, had it been part of our initial planning and establishment of both the Darebin City Council/VicHealth project partnership and the work of the steering committee (in particular); these partnerships may have been further strengthened.

One of the key partnerships established with the MAV led to them hosting the Leadership, Evaluation and Sustainability (LEAS) network and taking a key support role in the coordination of the inaugural Local Government and Community Leaders PVAW conference. This building commitment positioned them well to successfully undertake the PVAW leadership role, announced by the Minister for Women's Affairs at the inaugural Local Government and Community Leaders PVAW conference 2010.

## Collaboration with Office of Women’s Policy

The purpose of the collaboration with OWP was to create a mutually supportive environment whereby the combined work of the projects could create a much more significant impact than either one could alone. The momentum being built within the then Victorian Department of Planning and Community Development’s (now DHS) Office of Women’s Policy, with the launch of the State Plan in November 2009, provided a strong platform on which to base our engagement with local government. In response the project aimed to support, enhance and inform Victoria’s Plan to Prevent Violence Against Women 2010–2020.

### Achievements

Collaboration between the OWP and the project occurred formally and informally.

- The OWP was represented on the project’s steering committee.
- One of the priority actions of the State Plan included to:

“...support the development of a targeted conference to examine current approaches to primary prevention in local government partnering with VicHealth and their statewide capacity building project”

(Office of Women’s Policy, Victorian Government 2009)

- Regular planning meetings were held to ensure the State Plan and the project activities were able to inform and reinforce each other’s work:
  - Project workers presented at the Office of Women’s Policy briefing session for councils interested in applying for the Local Government PVAW cluster positions. (Three groups of three Local Council areas, funded as part of the Victorian Government’s State Plan, to embed PVAW into core Local Government business.
  - OWP staff and Director attended and assisted with project events, in particular, the regional White Ribbon Leaders’ Lunches, the LEAS network and the inaugural conference.



*Office of Women's Policy staff (left to right): Dr Lara Fergus; Renee Imbesi (now VicHealth); White Ribbon Foundation Chairman, Andrew O'Keefe; former Minister, Maxine Morand; Rachael Green.*

### Outcomes

There was a close alignment between the developing work of the State Plan's action strategies and our own priorities. This included the inaugural conference and the staging of a number of regional leadership events for local councils as a direct result of both initiatives' commitment to the principles of the VicHealth PVAW framework. Planning mutually reinforcing strategies extended the reach and impact of both areas of work. The strong attendance at leaders' events by mayors, CEOs and executive-level managers was assisted by the presence of the Minister for Women's Affairs.

At the Local Government and Community Leaders PVAW conference, the Minister announced funding to the MAV to build upon the work of this project.

From the OWP's perspective, the project was *"...an incredible success that inspired local governments to get involved in PVAW work and has contributed in a significant way towards the work of the OWP"* (personal communication from OWP to external evaluator August 2010).

### Local government PVAW-dedicated website

The purpose of the project's website – [www.lgpvaw.net.au](http://www.lgpvaw.net.au) – was to:

- encourage sharing of knowledge and promising practice between councils
- raise awareness among councils of the range and depth of work already occurring
- encourage those newer to PVAW work to engage with the project.

### Achievements

The website provides information about initiatives of the project including:

- promoting the inaugural Local Government and Community Leaders PVAW conference
- acting as a repository for e-bulletins
- providing information and an opportunity to learn about and join the LEAS network
- providing a template for councils to update each other about their latest PVAW endeavours
- allowing councils to upload and download relevant resources to assist in their work.

Figure 7 provides a snapshot of the types of information uploaded by councils. For example, resources may include council safety strategies, municipal public health plans, family violence resources, information about innovative prevention initiatives and links to the latest research.

**Figure 7: Snapshot of resources section of PVAW website by DHS Region**

DHS Regions	Council Name	Community Health and Wellbeing Plans	Resource
Barwon South West	Greater Geelong City Council	Community Health and Wellbeing Plans	<a href="#">Geelong Municipal Health and Wellbeing Plan</a> <a href="#">More Information...</a>
Eastern Metro	Knox City Council	Community Health and Wellbeing Plans	<a href="#">Knox Community Health &amp; Wellbeing Strategy 2009-13</a> <a href="#">More Information...</a>
Hume	Mitchell Shire Council	Community Health and Wellbeing Plans	<a href="#">Health &amp; Wellbeing Plan 2009-2013</a> <a href="#">More Information...</a>
Loddon Mallee	Macedon Ranges Shire Council	Community Health and Wellbeing Plans	<a href="#">Community Health and Wellbeing Plan 2009 - 2013</a>
Northern Metro	Darebin City Council	Community Health and Wellbeing Plans	<a href="#">Darebin Council's Community Health &amp; Wellbeing Plan 2009-2013</a> <a href="#">More Information...</a>
Northern Metro	Moreland City Council	Community Health and Wellbeing Plans	<a href="#">Moreland Health and Wellbeing Plan 2010-14</a> <a href="#">More Information...</a>
Northern Metro	Whittlesea City Council	Community Health and Wellbeing Plans	<a href="#">City of Whittlesea Municipal Public Health and Wellbeing Plan</a> <a href="#">More Information...</a>
Western Metro	Moonee Valley City Council	Community Health and Wellbeing Plans	<a href="#">The Moonee Valley Women's Health Initiative</a>

Website access rates have steadily increased over the life of the project. From the site's development in May 2010 until mid-September 2011, there were 1,649 individuals who visited the site 3,748 times and viewed 11,507 pages.

The resources section of the website is consistently the most popular for downloading and uploading of information, tools and resources.

- By mid-September 2010 – 80 resources were online, 65 of these contributed by 14 councils.
- By mid-September 2011 – 295 resources were online, 189 of these contributed by 31 councils.

Other areas accessed most frequently include the e-bulletin archive, the conference section, the LEAS network information and the Leaders' Lunch Tool Kit.

## Outcomes

One of the most powerful uses of the website has been its role as both repository and resource for local government, especially in relation to sharing of information about promising practice between local councils and non-government organisations. The following feedback from councils and community partners about the website demonstrates its value.

*“The website is looking great. I especially appreciate the opportunity to view and share resources from other councils about family violence.”*

Unsolicited email from a southern metropolitan council

*“The online resources are extremely helpful, especially being able to see other policies that neighbouring councils have produced to help inform our processes.”*

Feedback from a northern metropolitan council

*“I have had access to resources through the website I otherwise would not have known existed – saves me time and effort to put towards getting more creative and getting more things done.”*

Feedback from a western metropolitan council

*“I saw your ‘presentation to sporting clubs’ on the LGPVAW website. I think it’s just fantastic! Would you allow me to use some pages in my presentations to my local sporting clubs? I would of course acknowledge your council as the author.”*

Email request from a rural community health service

*“Website has been a great resource to find key documents and search by LGA/region. I have sometimes struggled to find documents easily (although this could just be me!). I tell a lot of people about this website as a central resource for key PVAW documents.”*

Feedback from a regional women’s health service

This sharing of resources between councils and referral of one worker by another to the website has created effective virtual support for council workers wishing to develop their knowledge and access information to encourage and guide their own planning, policy and program development.

The popularity and relevance of the site suggests that further resourcing to enhance ease of navigation and accessibility of key resources would be a sound investment.

The Municipal Association of Victoria has recognised the value and effectiveness of the website as a portal for sharing the emerging practice and resourcing councils across Victoria. MAV has taken on the management and further development of the site as part of its recently funded PVAW work.

## Local government e-bulletin

The purpose of the e-bulletin is to:

- provide a regular focal point for PVAW work
- reinforce PVAW as core to the local government agenda
- connect councils who are currently active in PVAW with those newer to the field.

### Achievements

The e-bulletin provided councils with a ready source of up-to-date and relevant information about the latest evidence, promising PVAW practice initiatives and upcoming events. By mid-September 2010, the e-bulletin had 282 subscribers, indicating strong interest in its capacity to support awareness-raising and provide a point of connection with other councils.

A further seven e-bulletins were distributed to September 2011, with a steady growth in subscriptions of between five and 10 new subscribers each month.

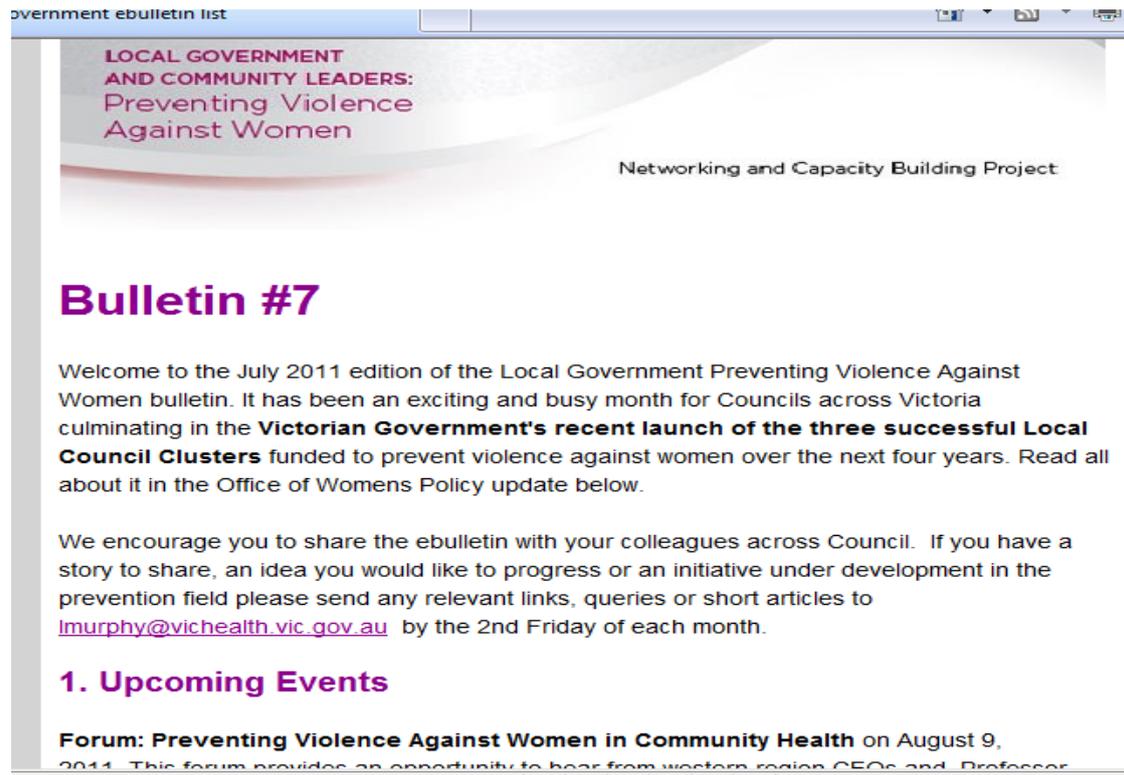
**Table 1: Number of council and non-council subscribers to the e-bulletin, September 2010 to September 2011**

Date	Total subscribers	Councils subscribed	Council staff subscribers	Non-council subscribers
Sept 2010	282	54	142	140
Sept 2011	426	65	271	155

In addition to the 65 Victorian councils receiving PVAW e-bulletins, two councils from NSW and one from Queensland have also subscribed to the e-bulletin list.

The page view rates for each edition opened have consistently been well above the industry average of 22.5 per cent, ranging from the highest open rate of 53 per cent to the lowest open rate of 39 per cent. Readers have consistently read and actively clicked on links within the e-bulletin at significantly higher rates than the industry average of 3.9 per cent, with click rates of between 14 and 35 per cent.

**Figure 8: Snapshot of Local Government PVAW e-bulletin, July 2011 edition**



### Outcomes

The PVAW e-bulletin presented an introduction to the project, announced the inaugural conference, provided information about the project's website and its resources, and included information about council-specific PVAW initiatives and activities in Victoria that might be of interest to the mainly local government audience.

The e-bulletin has consistently attracted positive feedback from the sector and has provided an emerging snapshot of the growing momentum across Victorian councils.

*"E-bulletins have been great! Another informative and useful resource."*

Feedback from a metropolitan regional women's health service

*"I have found the e-bulletin very valuable for information for my project, and keeping me in the loop with other projects – it has certainly made it easier with this link."*

Feedback from a rural PVAW project worker

The e-bulletin provides councils with easy access and the opportunity to share up-to-date information on PVAW forums, training and projects. Feedback and consistently high reader rates indicate the e-bulletin is an effective tool for developing interest and resourcing councils that want to promote events and link with others that have done similar work. These outcomes suggest that electronic communication methods should continue to be utilised for local government PVAW initiatives, with further exploration of other opportunities, such as discussion blogs or wikis, in future.

## Regional Leaders' Events

The project held four regional White Ribbon Leaders' Lunches for local councils and their community partners. The purpose of these events was to engage people new to the issue, as well as build on the successes of local government involvement in the White Ribbon campaign in previous years. The events sought to engage the leadership of councils regionally, along with key community partners, to participate in a 'working lunch' and explore and discuss ways of engaging in the primary prevention of violence against women. It was also envisaged that councils would take an active role in planning and running the events and tailor them to the specific needs of each region. In this way the strategy sought to build the leadership capacity of councils through a platform for annual engagement of the community.

### Achievements

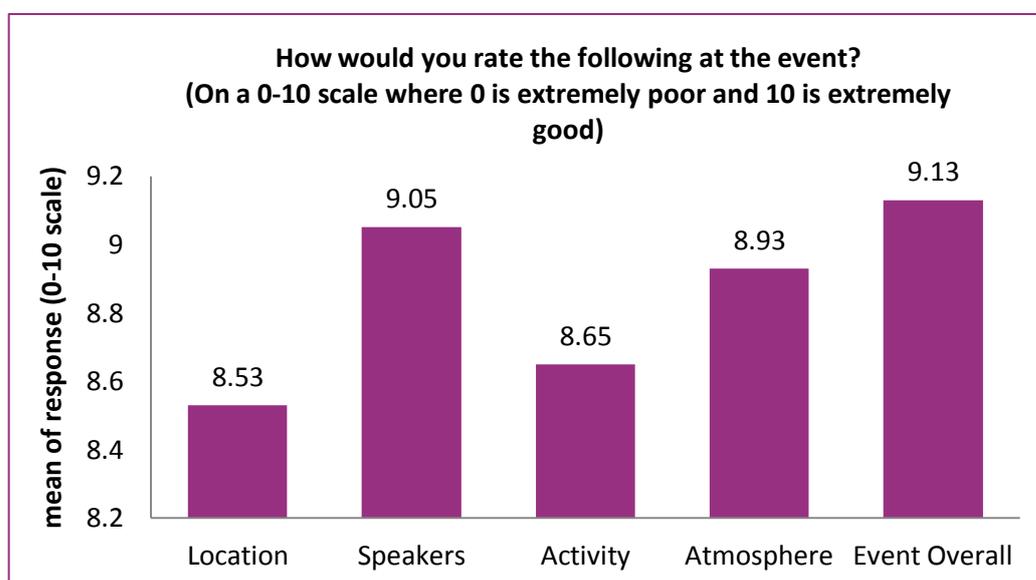
A standard format evolved over the course of the White Ribbon Leaders' Lunches. Events featured high-profile guest speakers (including the Minister for Women's Affairs, local sporting leaders, police and a survivor of intimate partner violence) followed by discussions in table groups.

According to event evaluation, the lunches were extremely popular, with between 150 and 200 people attending each event. One council mayor from each region acted as host and each event was attended by a mix of councillors, CEOs, executive management and staff. Also invited was a range of community partners including sports clubs, faith communities, schools, police, health and family violence specific services.

Participants noted the value of being placed at tables with colleagues from other councils in similar positions. Discussions were summarised and provided back to councils to assist them to pursue or extend current PVAW work and establish new partnerships. Two of the events assisted regional partnership groups to consult and guide their respective regional PVAW action plans.

Figure 9 indicates the consistently high rates of satisfaction with the leaders' events across five areas, including the quality of speakers and activities.

**Figure 9: Participant survey results – Eastern Region Leaders' Lunch, July 2010**





*Councillors and council CEOs at the Eastern Region Leaders' Lunch, July 2010*

Along with a participant survey distributed to all attendees, a series of in-depth individual interviews elicited information about the impact of the event on PVAW action and planning within participants' councils. All those who responded noted that they had gained a greater sense of their role in preventing violence against women. In addition, participants interviewed a month or more after the events all reported PVAW planning and activities had taken place in their council, region and/or community since attending the Leaders' Lunch.

This included:

- development and embedding of PVAW strategies into council policies
- community partnerships
- capacity building, education and training
- research and evaluation
- promotional activities and advocacy
- PVAW-specific council services and projects.

*"The project has been extremely helpful...without your role we would not have had the Leaders' Lunch, which opened the issue across departments and to councillors and senior staff. Having the leadership and inspiration provided by your project has been immensely helpful as it motivates us to keep going on an issue that is so easily swept under the carpet – or left to those working on service delivery rather than prevention. Prevention and awareness raising takes a lot of focus and resources – we don't have them – so project officers are vital to keep us going at the local level."*

Feedback from an Eastern Region council

One respondent noted that her council will host the 2011 (third annual) regional White Ribbon Leaders' Lunch.



*Dr Lara Fergus (OWP) with council guests on the City Development and Infrastructure table, Eastern Region Leaders' Lunch, July 2010*

### **Outcomes**

Of particular note was the feedback that the leaders' events affirmed councils' involvement in primary prevention of violence against women and provided a greater understanding of the gendered nature of family violence for councillors and senior management. This assisted staff working at ground level to move the PVAW agenda forward. Also of note was councils' broadening understanding of their role and potential areas of relevance for PVAW within council activities. Connecting management and staff from 'non-traditional' areas in council (including leisure services, local planning and economic development) enabled them to talk with other councils about how to affect change in these areas.

The findings indicate that facilitating leaders' events as part of a multi-pronged approach (in conjunction with the promotion of the project's resources, the prominence of PVAW on the VicHealth agenda and the emergence of the State Plan) was an extremely effective way to embed PVAW into council activity.

The following comments illustrate the potential influence on leadership such events can have.

*"I just wanted you to know the ripple effect the White Ribbon Day Luncheon has had on council. The CEO spoke last night at the Strategy and Policy Briefing (for Executive and Councillors) about the luncheon, particularly about the Family Violence Advocate and how all men at Council should take the oath. We are going to facilitate this on the 25/11 (White Ribbon Day)...The Mayor, also spoke about the Luncheon and clearly it had a large impact on him...he wants a large white ribbon out the front of council! The Community Safety Strategy, of which there is a large section on family violence, is nearly through the council process. An endorsement of Council's stand on family violence I think.*

*Anyway, significant progress has been made and a strong impression left on the participants of the luncheon...so a big THANKYOU!!!"*

Unsolicited email from a northern metropolitan council



*First annual Northern Region Leaders' Lunch, November 2009*

*"I just wanted to say congratulations on yesterday's event! I feel very proud to be a small part of something so huge and important. I have been around the traps for a while but it seems like all the stars are aligning, finally. The feedback from here has been amazing – everyone is in a buzz asking 'what next?' 'what can we do?' Love your work!"*

Unsolicited email from a Western Region council



*The Western Region Leaders' Lunch achieved wide media coverage in most Western Region local papers as well as a national television news interview with former Minister for Women's Affairs, Maxine Morand, - July 2010*



*City Development Table, Western Region Leaders' Lunch, July 2010*

The leaders' events, while very time and resource intensive, provided a powerful catalyst for council leaders to engage with the PVAW issue. The events included human stories from survivor advocates and the political support shown by Ministers with the opportunity to hear about, share and discuss potential PVAW initiatives that councils can engage in. This combination proved to be extremely helpful for those on the ground working to progress the agenda within their councils, as well as for those in leadership wishing to initiate work for the first time.

“The Leaders' Lunch, in particular, was an excellent opportunity to build both the political will and capacity of local councils to recognise and 'do' PVAW work.”

Feedback from a regional women's health service

A number of the resources developed through this process have been compiled into a resource kit relevant to councils in planning and running future events. This kit is available on the LGPVAW website. Resource 12 in the kit contains a summary of the ideas generated for council-led actions and can be accessed at: [www.lgpvaw.net.au/Leaders-Event-Tool-Kit.aspx](http://www.lgpvaw.net.au/Leaders-Event-Tool-Kit.aspx)

## Intensive support to enhance council planning – Strathbogie Shire

Two Victorian councils were selected to work intensively with the project as a way to learn more about the potential growth that could be achieved by offering focused support and resourcing.

The rationale for choosing Strathbogie Shire was based on our desire to learn more about the specific needs of a council very new to this area of work. Strathbogie expressed a strong commitment to progressing the prevention of violence against women within its municipality. It was of particular interest to the project as a partner that could help shine a light on both the strengths and challenges faced by rural shires in progressing the PVAW agenda.

### Achievements

The project was fortunate to work closely with the mayor and one very proactive councillor, acting as strong advocates or PVAW ‘champions’. This opened doors that may otherwise have remained closed due to the challenges of small staff numbers with multiple and competing demands on their time and limited resources.

From this starting point, a series of strategies and support evolved including:

- The mayor and a councillor attended the launch of *A Right to Respect* at Parliament House in November 2009.
- Project workers were invited to attend a Health and Wellbeing Plan consultation to discuss the relevance of prevention strategies being embedded into the plan and met with key staff to discuss how the project could further assist council to build a primary prevention agenda.
- Project officer attended a series of ‘roadshow tent’ events (e.g. councillors travelling around the shire) bringing print resources to local communities.
- Awareness-raising staff barbeques provided information about the extent of violence and how it affects rural communities. More than 100 staff attended these sessions.
- Recruitment of White Ribbon Ambassadors in community groups and clubs.
- Promotion of the PVAW message through the local print, radio and television media. Profiling of the campaign at major regional events; for example, the Great Victorian Bike Ride and concert event held in November 2010 was branded the ‘White Ribbon leg’

- One of the initial pilot PVAW Short Courses, run by VicHealth, was hosted by Strathbogie Shire and was noted to have exceeded expectations. The Short Course was strongly promoted by the shire and was attended by councillors, senior managers and staff as well as neighbouring councils and community organisations including an Aboriginal organisation. The Council prepared press releases and gained coverage through the local print, radio and television media



*The Great Victorian Bike Ride through Strathbogie Shire included a concert at Mitchelton Winery, where the White Ribbon message was promoted, November 2010*



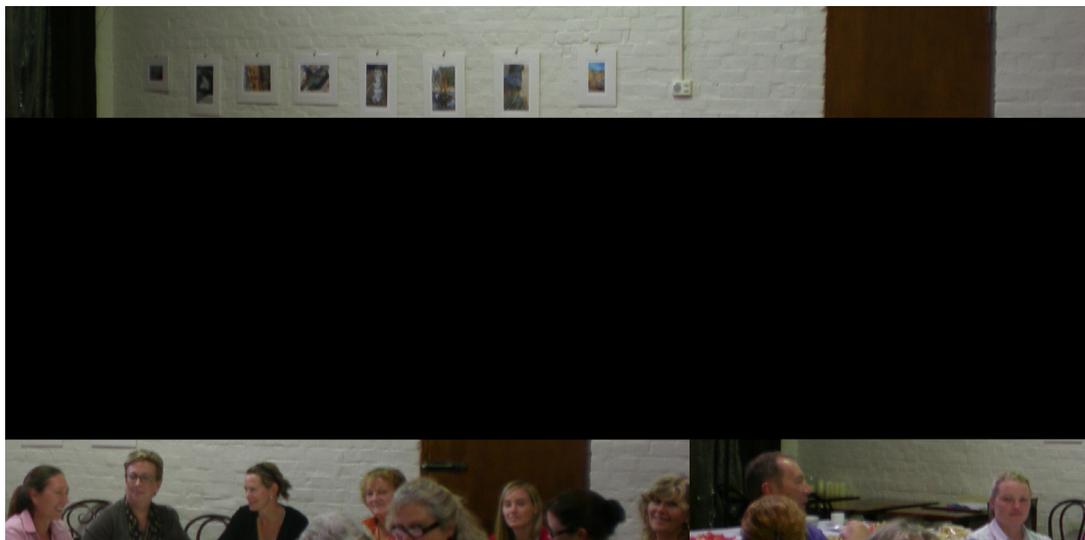
*Strathbogie Councillor Debra Swan, CEO Steve Crawcour and officer Lisa Norman in the roadshow tent, which travels to events all over the shire throughout the year*

Strathbogie Shire representatives assessed the quality and impact of the engagement with the project through a number of email communications and a reflective interview. The following themes from the feedback, capture the value of the project.

*“The many ways the project assisted Strathbogie can be evidenced in that...[PVAW] is now embedded in many of our plans and policies...including our Council Plan, Municipal Health and Wellbeing Plan...most recently, our CEO contract...[has included] key performance indicators [related to PVAW] and our Councillor Code of Conduct addresses issues...[based] on A Right To Respect, as Strathbogie Council recognises the importance of strong, accountable leadership.”*

*“The great opportunity to host one of the pilot VicHealth Short Courses was wonderful and this course increased our network locally...the course was the catalyst for bringing service providers, community, police, councillors and others together to learn and discover the VicHealth tool kit.”*

*“The support from the project coordinators, Kellie and Liz, was amazing...with information, contacts, resources and encouragement, which led Strathbogie Shire to present our journey at the PVAW conference in 2010. The benefits and assistance with policy, documentation and networking has been invaluable and we would never have reached the positive point we are today...[without this support]. With the skills and strategies nurtured by the project I know that Strathbogie Shire will have the skills and has the commitment to continue with this immensely important issue.”*



*Project workers participated in the consultation to develop the Shire’s Community Health and Wellbeing Plan 2010–2014, which includes PVAW as a priority for action*

## **Outcomes**

The level of support offered by PVAW project workers was noted as crucial to the development of the prevention agenda within council. Support via email and telephone was noted to work well and the time offered by project workers to resource and provide immediate access to support was also considered of great value.

Further, the Short Course manual was identified as a 'priceless' resource, in particular as money for developing resources is difficult to find. It was suggested that a printed 'start-up kit' with information would be very helpful.

Some specific outcomes were reported for Strathbogie Shire.

- Primary prevention of violence against women has been included in the Council Plan and Municipal Public Health Plan.
- The recently appointed new council CEO has had specific key performance indicators related to PVAW built into his job description.
- Council's website has a page dedicated to [Respectful Communities](#) and the [White Ribbon](#) campaign.
- A PVAW Action Plan is in progress, with plans for a public launch. The action plan receives input from seven council action groups that represent the community, the Goulburn Valley PCP, three medical doctors' surgeries and other local services.

The LGPVAW project was noted as having contributed to confidence in speaking publicly about this 'hard topic'. One senior council representative noted:

*"...with knowledge comes confidence in talking about it...two years ago I wouldn't have had the confidence to speak about this topic at a conference...Strathbogie wouldn't have achieved as much without the support of the LGPVAW project and...access to the project workers is priceless, you cannot put a dollar figure on it for our community."*

The project was able to learn a great deal about both the strengths and challenges faced by rural shires in progressing the PVAW agenda. It identified that the 'seepage' approach, whereby surrounding councils are influenced and motivated by the work occurring close by, has merit in the rural setting.

The council now links with other councils in the region about PVAW. Counterparts in local rural and regional councils approached Strathbogie to be involved in the August 2010 conference and Strathbogie has presented on their PVAW leadership work at an Australian Local Government Association (ALGA) dinner and as a guest speaker in other rural council forums.

Project work in the initial stages with Strathbogie Shire provided significant momentum. Activities included several visits to key planning meetings and shire events and the hosting of a PVAW Short Course. However, without the incredible drive and commitment of key individuals in councils, the work may not have grown as quickly.

## Intensive support to enhance council planning – Banyule City Council

The rationale for selecting Banyule City Council as the second council to be resourced by the LGPVAW project was based on a number of factors. These included its status of being further advanced and better resourced with regard to prevention work than many other councils. We hoped to see how a metropolitan council that was already actively engaged with a range of partner councils in PVAW work might be further strengthened through the support of the project. Banyule identified family violence as a priority in its [2005–2007 Safer Banyule Plan](#) and have been actively involved in PVAW work with colleagues in the Northern Metropolitan Region, including Darebin City Council, since 2007.

Banyule has sponsored many White Ribbon activities and broader PVAW actions including:

- White Ribbon stalls at municipal festivals and events (2007 to ongoing)
- White Ribbon staff events (2007 to ongoing)
- Not Violent, Not Silent breakfasts – partnering Darebin, Moreland and Yarra Councils (2008).

### Achievements

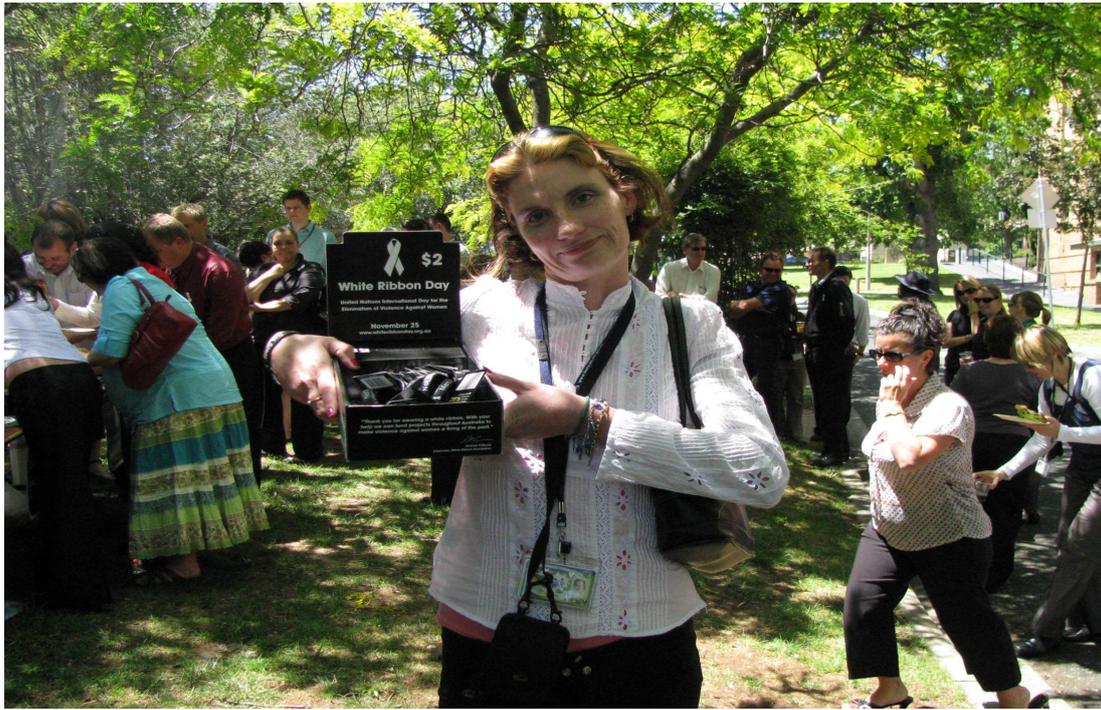
From 2009, Banyule has had the support of the LGPVAW project on a number of initiatives including:

- depot BBQ (2009–2010)
- formation of Banyule City Council Staff White Ribbon Action Team (2009)
- membership on AFL Victoria Fair Game Respect Matters Reference Group (2009–2010)
- Northern Region White Ribbon Leaders’ Lunches (2009–2011)
- Northern Football League Grand Final White Ribbon promotion, partnering with Darebin Council (2010 and 2011)
- formation of White Ribbon Community Action Group, partnering with Darebin Council (2011)
- survey of staff about their feelings and commitment to the White Ribbon campaign and the role council should play (2010–2011).

Banyule Council’s broader work includes the Community Safety Officer undertaking an organisational assessment of capacity in 2010–2011. This involved meeting with every business unit within the organisation to explore:

- what teams were doing
- what ideas they had to support primary prevention work
- what resources were required
- what actions could make a difference across Banyule.

The officer used these meetings to educate and raise awareness and to explain what primary prevention of violence against women means. As the consultation process continued and gathered momentum, one message that was conveyed by a number of teams was that *“at Banyule, White Ribbon Day is every day.”*



*Banyule staff BBQ, White Ribbon Day 2009*

The information obtained through these staff consultations has helped shape the PVAW priority area of the Safer Banyule Plan 2011–2015 and will be incorporated as priority actions in the accompanying action plan.

Banyule has actively partnered with the LGPVAW project in the organisation of the White Ribbon Leaders’ Lunches and also showcased their PVAW journey at the PVAW conference in 2010.



*Daniel Kollmorgen, Manager of Development Services, presented on Banyule City Council’s PVAW achievements at the conference.*

Five Banyule staff and one councillor attended the VicHealth Short Course, noting that this had strengthened their knowledge of primary prevention.

In 2011, the newly appointed Community Safety Officer had the role of convening the local family violence network incorporated into their position description and the network's Terms of Reference note its role to act as a reference group for council to progress their strategy to reduce and prevent family violence.

Also in 2011, Banyule's Manager of Workforce Development successfully negotiated for a family violence clause to be included in the staff Enterprise Bargaining Agreement and is now exploring suitable training packages for managers and staff.

Banyule noted that the LGPVAW project resources are very useful and commented that this is a strong and supportive sector to work in, where people share resources ('...a real spirit of sharing').

### Outcomes

Of note, as benefits of the partnership, Banyule reported that the project has inspired them to work differently in regard to primary prevention, embracing a 'whole-of-council' approach. In particular, the opportunity to connect and share work and ideas through the establishment of the Leadership Evaluation and Sustainability (LEAS) network elicited the following comment:

*"We are a bit braver, we are all learning from each other, we are hearing what is working and not working well, through collaboration, and about each other's' successes."*

Further, the importance of the VicHealth evidence base was identified as key in enhancing the opportunities of council to gain support and pursue prevention initiatives.

Councils such as Darebin and Maribyrnong were noted for their leadership and innovation in the PVAW space and for "...making it easier for other councils".

The uniqueness of the project, and the commitment to the spirit of collaboration, was summed up in the following words:

*"If we were working on our own, we might not work like this, but if you are at a meeting with 12 other councils you feel positive about change" and "...it is strategic to align yourself together, to work together to make this a priority".*

Interview with Banyule representative and LEAS network member, August 2010

While both Strathbogie Shire and Banyule Council achieved significant gains in embedding PVAW into their council work, the level of support we had initially aimed to provide was not possible to maintain. Both councils acknowledged the support provided by the project as being important to the growth of their PVAW work; however, our role was scaled back considerably from our initial intentions due to the ambitious scope of our plan and the realities of our project resource limitations.

## Creating sustainable linkages between Victorian councils

The purpose of establishing a range of communication and networking initiatives was to provide opportunities for councils across Victoria to embed PVAW work as a core component of the Victorian local government landscape. It was essential that the project reached those already active in the work as well as those completely new to the prevention agenda. We wanted councils to not only be aware of the initiatives of the project but, where possible, to be invited to participate in the development and ongoing work of the various initiatives.

### Achievements

A significant majority of councils were engaged over the two years of the project. By the end of August 2010, the project had engaged 58 per cent (*n*54) of the 79 Victorian councils and by mid-September 2011, the project had 82 per cent (*n*65) of the 79 Victorian councils 'engaged'.

Councils were engaged in the work of the project in one or more of the following ways:

- 21 per cent (*n*17) of councils responded to a letter introducing the project
- 53 per cent (*n*42) of councils responded to the White Ribbon survey
- 29 per cent (*n*23) of councils participated in a consultation at a statewide forum in April 2010
- 65 council representatives, from 43 per cent (*n*34) of councils, have attended and contributed to the development of the quarterly meeting of the LEAS network at the MAV
- 353 council representatives assisted in the planning, promotion and/or attendance at one of the regional Leaders' Lunches
- 39 per cent (*n*31) of councils have uploaded 189 resources to the project website
- 272 council representatives from 82 per cent (*n*65) of councils contributed and/or subscribed to the e-bulletin
- Six councils were chosen to host the initial six-pilot VicHealth Short Courses and 54 council participants attended the course. Since the course has been finalised and run for a fee, a further three courses have been attended by 19 council participants (see page 51 for a full discussion of the Short Course).
- 154 council representatives from 57 per cent (*n*45) of councils contributed to planning and/or attended the statewide conference in August 2010 at the Melbourne Cricket Ground (MCG).

**Table 2: Councils engaged in the project by DHS Region**

DHS Region	August 2010	August 2011
East Metro	100%	100%
South Metro	100%	100%
North Metro	100%	100%
West Metro	100%	100%
Barwon South West	78%	89%
Grampians	9%	55%
Loddon Mallee	30%	60%
Hume	75%	75%
Gippsland	50%	50%

All 31 councils in the four metropolitan regions had contact with the project in the first and second years. The proximity of councils active in PVAW to others in the metropolitan region, along with the running of the four regional events (all located in the metropolitan region), can account for the strength of engagement.

*“As I am still relatively new to the PVAW area, the networking and collaborative opportunities have been a great way to get to know other colleagues working in this area.”*

Feedback from a Northern Region council

*“The project has strengthened the links of collaboration among local governments, providing us with a very accessible and useful source of practical advice over the past year or two.”*

Feedback from a Southern Region council

Councils outside the metropolitan area, where Short Courses were located and where the project particularly targeted support (including Strathbogie Shire), account for stronger engagement than in other parts of the state.

While there was significant engagement beyond the four metropolitan regions, as expected, not every regional and rural council connected with the project:

- 33 per cent (n16) of the 48 regional and rural councils engaged in the first year
- A further 19 per cent (n9) of regional and rural councils engaged in the second year.

## Outcomes

While the project achieved full engagement of all 31 metropolitan councils, it reached just over half 52%, (n25), of the 48 regional and rural councils.

Overall, the percentage of councils not directly engaged during the two years was 20 per cent (n16) of the 79 Victorian councils.

Those councils not engaged are generally located in areas where there is little established momentum regionally for the prevention of violence against women. In outer regions where the project had specifically resourced a particular council, the uptake in neighbouring councils was greater. The two regions with the lowest engagement in the initiatives of the project are the two regions where the project has provided no significant resourcing to date.

The capacity of the project workers to reach councils in rural and remote regions was limited. The uptake of PVAW initiatives in rural locations where there was some support offered, suggests further investments of time and resourcing of unengaged councils is likely to produce positive outcomes.

The power of networking opportunities cannot be underestimated in building councils' interest and commitment to pursue the PVAW agenda.

After the PVAW conference, many participants sent emails expressing the value of the event in establishing relationships and creating a supportive environment for the work. One email sent from a rural council worker sums up the general feeling:

The greater momentum developed in areas where there is at least one active council suggests that the 'seepage' approach of engagement, whereby work in one council has the capacity to influence and support work in other neighbouring councils, has some

merit. This work is being further examined through the Victorian Government's funding of 'clusters' work that will see three sets of three neighbouring councils in Victoria partnering to build their capacity to lead initiatives for the prevention of violence against women (Office of Women's Policy, Victorian Government 2011).

"I feel inspired and connected in a new way because of yesterday. I look forward to developing my relationships further across the sector. It is due to the hard work and vision of people like you that I feel more supported and equipped. Thanks again."

Unsolicited email from a Peninsula council

## Leadership, Evaluation and Sustainability (LEAS) network

The purpose of the LEAS network was to develop a legitimate and regular opportunity to meet for those actively working in PVAW within and/or in partnership with councils. It was envisaged that the network would both support and help guide the work of the project and, in time, its members would take on the leadership of the network to ensure sustainability beyond project end.

## Achievements

In April 2010, the project workers used an opportunity to share a venue with an existing statewide Ministerial Forum for Councils, led by Local Government Victoria.

The project hosted the *Local Government: Leaders in Preventing Violence Against Women* forum to gauge the interest in the establishment of a network to continue to build the capacity for council-driven PVAW work. The forum was attended by a group of 40, including council staff, executive managers, councillors and other interested organisations.

As a result of the project, a strong group of committed PVAW advocates has formed and have met quarterly since mid-2010. They have developed terms of reference for the LEAS network, including that members will:

- share knowledge, practice wisdom, successes and challenges of PVAW work in council settings
- promote local government as a legitimate leader in PVAW
- support members to develop skills and expertise in PVAW through guest speakers and professional development opportunities
- undertake strategic networking to develop benchmarking strategies to embed the PVAW agenda into council policies and programs
- support the work of the State Plan for the PVAW and provide an avenue for direct dialogue with the OWP to inform future work of the plan.

Membership of the LEAS network crosses hierarchical boundaries within councils and includes local government officers, managers and elected councillors. The network also includes local government peak organisations, women's health organisations and Victorian Government representation through the OWP.

The first meeting of the network was held in May 2010 and attended by 14 people.

The value of the network has been affirmed by the continued growth and evolution of the membership since the initial statewide forum held in April 2010.

**Table 3: LEAS membership growth from April 2010 to July 2011**

Date	Number of councils engaged in LEAS network	Number of council representatives as members of LEAS network	Number of community partners as members of LEAS network	Total LEAS members
April 2010	23	35	12	47
December 2010	28	53	17	70
September 2011	34	65	27	92

As with the steady increase in growth of membership among councils, there has also been interest shown by other sectors. Women’s health and family violence services, with a strong commitment to the prevention of violence against women, have worked with councils to develop regional prevention networks. Other members include representatives from the Victorian Equal Opportunity and Human Rights Commission, Office of Women’s Policy, Local Government Victoria and the Australian Football League.

Feedback indicates that the impact of the LEAS network to date includes creating a supportive opportunity for both council and non-council workers to progress the work and providing a legitimate space, beyond the life of this project, for councils to pursue the PVAW agenda.

*“LEAS network provides a great opportunity to find out what’s happening across different Local Government Areas and to network with key stakeholders working in PVAW work.”*

Feedback from a regional women’s health service

*“The collegial atmosphere of the LEAS network is brilliant. I have learnt so much from others there and developed great working relationships.”*

Feedback from a Western Region council

*“The LEAS meetings are valuable. They act as a good networking opportunity and validate the role of local government with this work. There are many other meetings/networks in the family violence sector; however, I find it’s important to meet with those who are doing what I am doing – doing PVAW in a local government setting.”*

Feedback from an Eastern Region council

### **Outcomes**

The support of a respected peak organisation such as the Municipal Association of Victoria in hosting the LEAS network meetings has provided a sense of legitimacy for council officers, with managers expressing support and interest in their staff attending an MAV-led network.

For members, the opportunity to meet and share their successes and challenges can strengthen their resolve and provide much-needed validation of their work. This is sometimes difficult to find in councils where the work is just beginning or where there is active resistance.

The LEAS network has become a legitimate meeting on the Victorian local government calendar and will continue to meet and be resourced beyond this project via the newly appointed PVAW Coordinator. This position is based at the MAV and funded through the OWP. A small leadership team has nominated, from within the membership, to chair and coordinate management of the network.

## VicHealth Short Course

The purpose of targeting councils to host the initial pilot of the VicHealth Short Course for the Prevention of Violence Against Women during 2010 was to build their capacity for leadership. The project aimed to engage those councils currently working in this area to consolidate their skills and support them to engage less traditional areas of council along with their broader community networks.

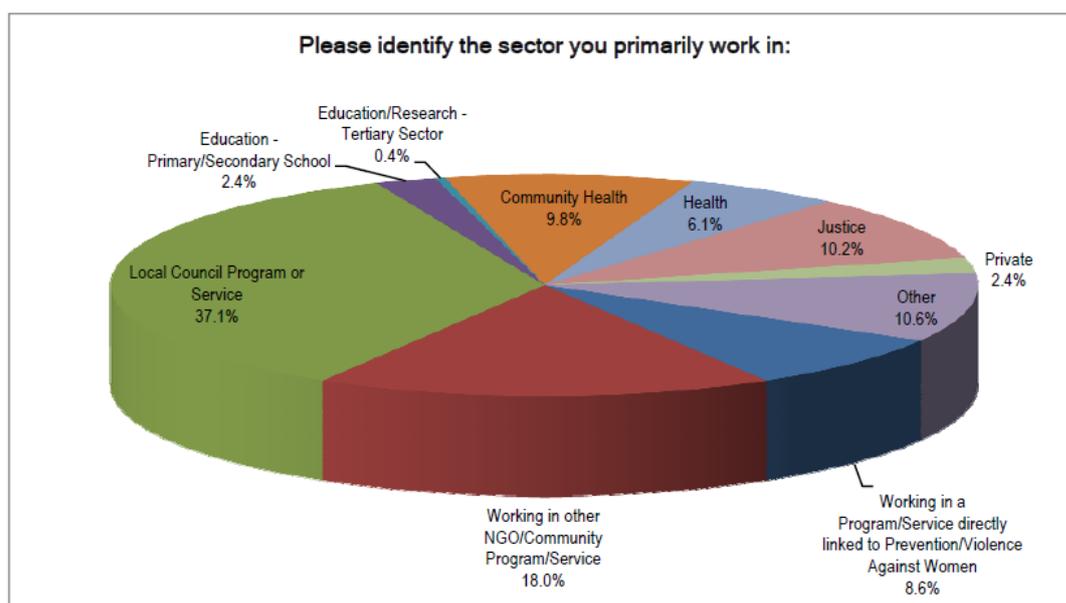
### Achievements

Six councils were approached to host and promote participation in the course along with key partner organisations, in the first year of the project. These were:

- Darebin City Council
- Maribyrnong City Council
- Strathbogie Shire
- Banyule City Council
- Yarra Ranges Shire
- Barwon G21.

Since being evaluated and becoming a full-fee-paying course, participation over the next six months included Frankston, Box Hill and Melbourne City Councils.

**Figure 10: Primary employment sectors of Short Course participants**



In total, 206 people have participated in the course to date.

Local government representatives made up 37 per cent ( $n=67$ ) of course participants (Effective Change 2010). Those departments considered more likely to attend included community and aged services, youth services, maternal and child health services and community safety. What was less expected was the diverse range of 'non-traditional' departments (such as libraries, arts and culture, public health, facilities, parking and local laws, bushland management, corporate services and strategic planning) along with several councillors and one mayor.

Council participants noted the usefulness of the VicHealth PVAW framework and the practical nature of the training to provide a strong basis for planning and project development. The following comments represent common themes summed up by participants:

*“The course provides excellent information on how to apply the framework to developing prevention initiatives. The planning and evaluation model that is covered in the training is extremely useful and has a wide application in a range of other health promotion settings. I wish this course was more widely and regularly available as it would really help us to further the understanding of primary prevention among our regional partners.”*

Feedback from a regional council

*“Of particular assistance was the Short Course for Preventing Violence against Women... which was run by VicHealth and promoted through the LGPVAW project. The information and resources I received in that two-day course gave me the grounding to reinvigorate PVAW activities at Council, culminating in the endorsement of a Family Violence Prevention Strategy.”*

Feedback from a metropolitan council

*“I did the VicHealth PVAW Short Course last week – OMG, it was fantastic.....we had such a great group of participants that it made the whole experience even more valuable...”*

Unsolicited email from a metropolitan council

*“The VicHealth Preventing Violence Against Women Short Course was one of the most inspiring, yet practical courses that I have attended. I now have a firm understanding of what primary prevention is and how to apply the Preventing Violence Against Women Framework to develop targeted initiatives in my local government area.”*

Feedback from a metropolitan council

## Outcomes

Throughout the life of the project it became clear that the involvement of council departments new to the area of prevention of violence was more likely where PVAW work had a longer history and was more strongly integrated into council business and planning. This indicates significant potential in engaging ‘non-traditional’ areas of council and embedding prevention into organisational strategies and plans. Similarly, promotion of the benefits of more refined and sophisticated gendered planning is likely to significantly enhance opportunities for councils to lead cultural change, both within their own organisations and at the community level.



*The VicHealth PVAW Short Course was delivered in Strathbogie Council Chambers, April 2010*

Seven of the eight councils that presented at the August 2010 conference undertook the VicHealth Short Course, suggesting that course participation had contributed to their confidence and capacity to provide leadership on the issue.

The three courses delivered in 2011 were at a cost to participants. The local government sector's willingness to pay for staff and councillors to attend the course and the ongoing enquiries to participate suggests that councils recognise PVAW work as a valid and worthwhile investment.

Overall, feedback affirmed that the course provided staff with an effective framework and evidence base from which to either embark on PVAW planning for the first time or to continue their work with renewed enthusiasm and confidence.

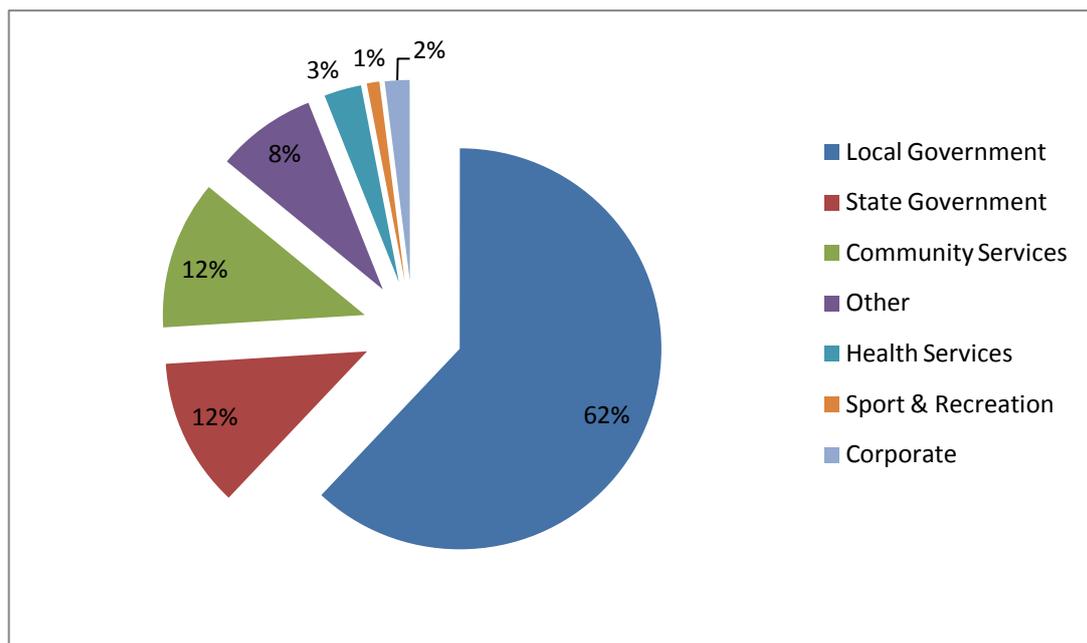
### **Local Government and Community Leaders PVAW conference**

The inaugural PVAW conference aimed to fulfil one of the key priorities of the project – to provide an opportunity for Victorian councils to meet and showcase the promising practice emerging within the local government sector and promote links to the work of the State Plan.

#### **Achievements**

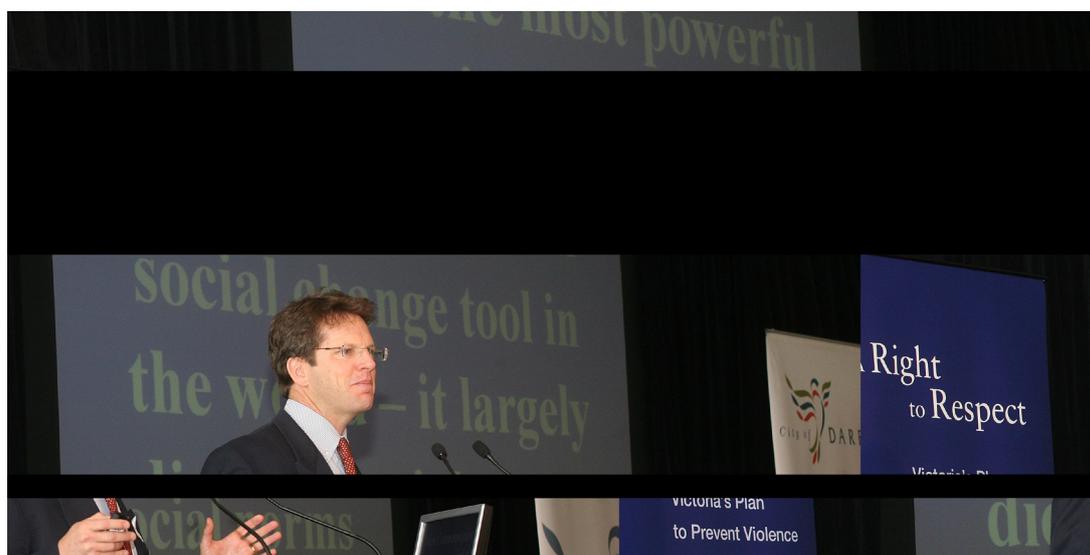
The conference was the culmination of the year's successful engagement of local councils across Victoria. It was organised in close partnership with the OWP as part of a stated priority for Year 1 of the State Plan for the prevention of violence against women. It was one of the significant achievements of Year 1 of the project and was held at the Melbourne Cricket Ground (MCG) on 26 August 2010. Of the 274 conference delegates, 156 were from local government, representing 58 per cent (*n*46) of councils.

**Figure 11: Level of attendance of conference delegates by sector**



A series of high-profile speakers, including both the Minister for Local Government and the Minister for Women’s Affairs, acknowledged the crucial role of all levels of government in promoting and supporting the prevention of violence against women and the particular importance of local government as leaders in this area.

One of the most popular speakers of the day was internationally renowned South African social marketing expert, Garth Japhet. Showcasing the successful South African television series, *Soul City*, the presentation powerfully illustrated the importance of establishing partnerships with ‘non-traditional’ sectors such as mainstream media and arts. The presentation encouraged councils to consider the value of developing a sophisticated understanding of tools such as social media to challenge the social determinants that allow ‘violence supportive’ cultures to thrive while presenting new cultural signposts for positive change.



*Dr Garth Japhet, CEO of Heartlines and inspiration behind the TV series, Soul City (South Africa).*

*"I just wanted to say congratulations for yesterday. I know how much work goes into pulling an event like that together and you did a really fantastic job. Having Garth as a speaker...[was]...obviously a highlight, but...[there are also]...so many other interesting bits of work going on that were profiled. I reckon for people there...[who were]...previously unaware of the prevention work going on in LGAs, it would have been very eye opening and inspiring."*

Unsolicited email from a statewide family violence peak

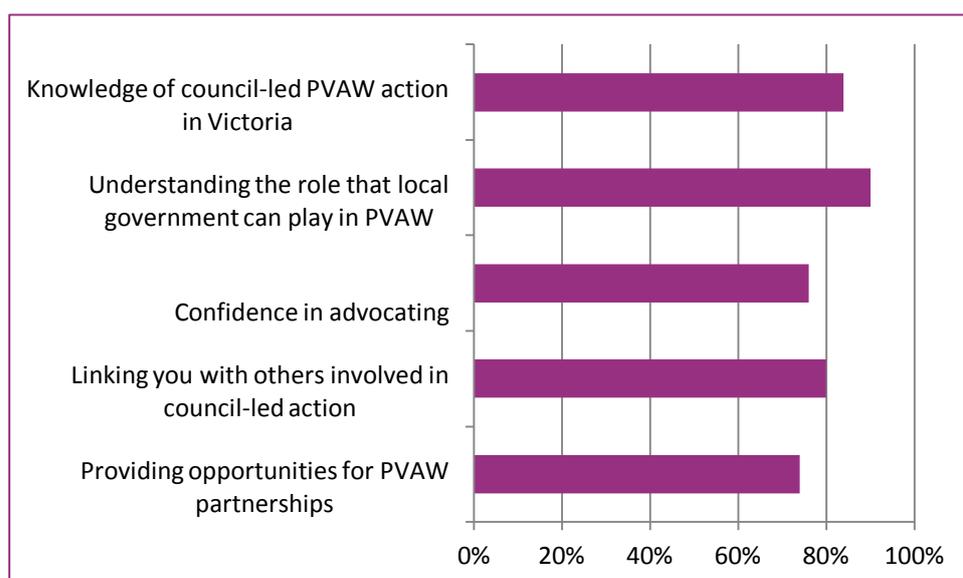
Other keynote speakers at the conference included Jude Munro (former CEO of Brisbane City Council), who outlined the 'CEO's Challenge' as a means of gaining traction for the issue of PVAW; Dr Melanie Heenan (former Manager of PVAW at VicHealth) and Rob Spence (CEO of the Municipal Association of Victoria). The day concluded with a panel discussion and questions from the audience.



*Left to right: Dr Melanie Heenan, former Manager of PVAW at VicHealth; Georgie Hill, Maribyrnong City Council; Eugene Arocca, CEO North Melbourne Football Club; Jude Munro, former CEO of Brisbane City Council; Maree McPherson, CEO VLGA; Nick Mazarella, Darebin City Council; Cr Colleen Furlanetto, Strathbogie Shire Council.*

Feedback from conference delegates was overwhelmingly positive with the significant majority of respondents reporting that the conference resourced them to prevent violence against women, improved their understanding of the role that local government can play and improved their confidence in advocating across council.

**Figure 12: Capacity of the conference to promote confidence, partnerships, understanding, knowledge and action in PVAW**



Representatives from a range of key peak bodies including MAV, LGPro, VLGA, VEOHRC and AFL Victoria committed to take a visible leadership role in the planning, sponsorship and running of the conference.

The conference gained excellent coverage by the media at the local, state and national levels. A VicHealth communications analysis concluded that media coverage of the White Ribbon Leaders' Lunches and the conference reached 916,290 people through newspaper articles and 250,000 people through radio and television (Channel 10 prime time evening news) – a total of 1,166,290 viewers/listeners/readers (VicHealth 2010).

### Outcomes

Of significant note was the Minister for Women's Affairs announcement of \$150,000 to MAV to 'help local councils implement programs aimed at preventing violence against women' (OWP August 2010). The MAV role will take over key elements of this project. The funding is part of the 2010 Victorian Government's \$14.1 million budget investment in the State Plan and is designed to build on the work commenced by this project, embedding the prevention of violence against women squarely within the leadership structure of local governments across Victoria.

The conference included eight presentations by councils, showcasing the dynamic range of innovative strategies: from those just beginning to build capacity for leadership, to those who have strongly embedded prevention work into core council business. Also of note was the diverse range of prevention work represented across council departments: from policies to departmental and council-wide plans through to ongoing internal and community wide action



**Back row** (left–right): Andrew Day, Maribyrnong; Steve Crawcour, Strathbogie; Michael Ballock, Darebin; Daniel Kollmorgen, Banyule; Lisa Armstrong-Rowe, Greater Geelong.  
**Front row** (left–right): Cr Colleen Furlanetto, Strathbogie; Nicole Hunter, Knox; Leanne Carlon, Moreland; Tracey Blythe, Casey.

*“The PVAW conference was a great success, and important for building the energy to sustain it after the completion of the LG PVAW project.”*

Feedback from a Northern Region council

*“In KOORIE terms ‘DEADLY’ job well done.”*

Unsolicited email following conference

*“On behalf of the members of The Jewish Taskforce Against Family Violence, I want to thank you for making us feel so welcome at the Preventing Violence Against Women 2010 conference. It was an informative and inspirational event, the details of which we intend to pass on to the members of our local council.”*

Unsolicited email following conference

*“I am very proud to have been involved and brilliant job to all the crew. We are on our way to making a difference!!!!”*

Unsolicited email from a rural council

“For the prevention of violence against women to become a reality, the issue must break through to the mainstream. Today is a seminal moment for local government. For the first time we have had the opportunity to hear how councils are beginning to take on leadership. We have heard from councils strengthening partnerships, auditing council facilities to ensure gender equity, articulating prevention as an issue in key documents and investing in long-term endeavours for the kind of cultural change that will be essential if we are to create safer communities for all.”

Closing remarks from Jan Black, Chair of the Project Steering Committee

The conference program is presented in Appendix 4 of this report

## 5. Discussion

### Achievement of the project's objectives

Building the leadership capacity of the Victorian local government sector to foster safe and inclusive environments in which women can live free of violence and the fear of violence was the main goal of this project.

The objectives of the project included:

- strengthening networking activity and knowledge transfer across local government in Victoria
- resourcing existing partnerships and developing new partnerships between local governments and communities
- building leadership and skills within and across local government to undertake primary prevention activity.

The initiatives of the project have been enthusiastically taken up by the Victorian local government sector. The deliberate design of the initiatives to build on, and work in partnership with, other initiatives occurring through state government and peak bodies has been particularly powerful in building capacity and networking across Victorian councils. In some instances, these initiatives are now embedded into the work of peak bodies and individual councils. In other instances, there are promising indications that ongoing support and resourcing would lead to a further strengthening of commitment and capacity.

The following reflection outlines the extent to which the project achieved its objectives and highlights the key strengths and particular challenges as a guide for future work in this area.

### Reflection on outcomes

This was an ambitious project with many strengths contributing to its success. A number of challenges were faced in pursuing the objectives and these have provided a significant set of lessons for future development of PVAW work in the local government setting.

Overall, high levels of satisfaction were expressed by those who participated in events, received support and used the resources of the project.

Figure 13 provides a colour coded visual map of the project's objectives. All three objectives have been fully or largely achieved: Objective 3 was fully achieved; Objectives 1 and 2 were largely achieved.

**Figure 13: Achievement of project objectives**

<p><b>Objective 1</b></p> <p>Strengthen networking activity and knowledge transfer across local governments in Victoria in the area of the primary prevention of violence against women.</p>	<p><b>Objective 2</b></p> <p>Resource existing partnerships and develop new partnerships between local governments and communities to support the primary prevention of violence against women.</p>	<p><b>Objective 3</b></p> <p>Building leadership and skills within and across local governments to undertake activity in the primary prevention of violence against women.</p>
<p><b>Activity 1.1</b></p> <p>Undertake a mapping of Victorian local government activities relevant to the primary prevention of violence against women (information collected via surveys, observations, current understandings, targeted consultations and a tightly scoped document review).</p>	<p><b>Activity 2.1</b></p> <p>Implement 5 region-wide leaders' events for Victorian local governments. Events will be appropriate to the context of the local government areas concerned (understandings, capacity and needs) and will be planned in partnership with local governments.</p>	<p><b>Activity 3.1</b></p> <p>Contribute to the development of the VicHealth Short Course for the primary prevention of violence against women and ensure that local governments across Victoria are engaged to the roll out of the program.</p>
<p><b>Activity 1.2</b></p> <p>Schedule a monthly e-bulletin for local governments on PVAW activities and news.</p> <p>Develop an e-platform (website) for active sharing of PVAW resources between Victorian local governments</p>	<p><b>Activity 2.2</b></p> <p>Work closely with 2 identified local governments in Victoria to enhance their leadership role in PVAW. Banyule is currently active in preventing violence against women, and its capacity will be deepened through the Project. Strathbogie is relatively "new" to primary prevention, and its capacity will be built through the Project.</p>	<p><b>Activity 3.2</b></p> <p>Participate in relevant meetings with OWP and VicHealth to identify strategies and good practice and contribute to the implementation of <i>A Right to Respect: Victoria's Plan to Prevent Violence Against Women 2010-2020</i>.</p>
<p><b>Activity 1.3</b></p> <p>Facilitate coordination of the inaugural PVAW conference for Victorian local governments with the leadership of MAV, VLGA and OWP (and as an immediate action of <i>A Right to Respect: Victoria's Plan to Prevent Violence Against Women 2010-2020</i>).</p>	<p><b>Activity 2.3</b></p> <p>Ensure that the e-bulletin/website (1.2), state-wide conference (1.3) and leaders' events (2.1) contribute to sustaining linkages between local governments in Victoria – particularly those 'active' in PVAW with those newer to the field.</p>	<p><b>Activity 3.3</b></p> <p>Establish links with Victorian peak bodies to advocate for, resource and support primary prevention activities as an integrated component of local government work.</p>
<p><b>Activity 1.4</b></p> <p>Develop relationships with the Australian Local Government Association to share information, promote the Project nationally (and at the leadership level), and encourage local governments in Victoria and interstate to engage in preventing violence against women planning and activity.</p>	<p><b>Activity 2.4</b></p> <p>Establish an Evaluation and Sustainability Group of people from local government with an interest (and a stake) in seeing networking and capacity building activities continue beyond Project end.</p>	
<p><b>Activity 1.5</b></p> <p>Document the learnings and findings (including unexpected impacts) from the Projects' evaluation activities.</p>		

	Fully achieved
	Largely achieved
	Achieved to some extent

## Project achievements

In particular, the following are notable successes:

- The project provided council officers with a rationale and evidence to persuade senior management and councillors that PVAW is part of local governments' role.
- For those already involved in primary prevention of violence against women, the project affirmed their work and connected them to a supportive network, thus reducing the isolation felt by some council officers and affirming the legitimacy of the work.
- A cross-section of metropolitan, regional and rural councils have successfully integrated PVAW strategies into mainstream planning, policy and project development as a legitimate part of their core responsibilities.
- The LGPVAW website is much valued by councils: in particular, by council officers who are currently working in isolation within their own organisations in this emerging field.
- The availability of councils' policies, plans and resources on the LGPVAW website was reported to be valuable to those councils in the process of developing similar policies or plans.
- The White Ribbon Leaders' Lunch events and the PVAW conference demonstrated the breadth of possibilities for action in local government. The events also proved effective in building the engagement of council leaders and assisting those working on the ground to further embed PVAW initiatives into the mainstream work of councils.
- The conference provided a highly visible catalyst for people working in councils across Victoria. It brought together all those currently active in building capacity and leading in the prevention of violence against women, along with those much newer to the prevention agenda. The high level involvement of the Ministers for Local Government and Women's Affairs and the CEO of MAV, along with the visible support of a range of local government peak bodies and government departments, sent a powerful and consistent message about the central and core role that local government has in the prevention of violence against women.
- The conference and regional leadership events enjoyed unusually high levels of favourable media coverage of PVAW at the local, state and national levels.
- The decision to work intensively with two councils proved a good investment of resources. Where foundations were already strong, as with Banyule City Council, project resources and support were maximised.
- The strong leadership shown by Strathbogie Shire is of particular note for other rural councils. The strong networks and advocacy at the leadership level and the creative approach to limited resources, including integrating PVAW into key performance indicators for the current CEO, is an excellent example of the capacity of rural councils to effect significant change.

- Arrangements for the sustainability of several of the project's initiatives have been put in place. The LGPVAW website and regular communication updates are now managed through MAV, who will continue to gather and promote the sharing of documents and resources and build on the accessibility of the website.
- The project drew strength from a favourable political climate. Policy enablers including the VicHealth Framework for the Prevention of Violence Against Women, the National Plan to Reduce Violence Against Women and their Children 2009–2021 and Victoria's Plan to Prevent Violence Against Women 2010–2020 which supported the project's messages, adding to its legitimacy and giving it momentum for change.
- The approach espoused in the Framework for the Prevention of Violence Against Women to work with mutually reinforcing strategies across multiple settings and sectors was affirmed by the success of this project.
- The dedication of the project's Steering Committee and the involvement of local government peak and statewide bodies allowed key players to build strong engagement with the project. This high-level commitment provided a powerful message about the legitimacy of PVAW as core council business, particularly to those in council leadership roles.
- The responsiveness of the project workers as a first point of contact was noted as a particular strength by council staff. Workers provided knowledge about relevant resources, provided links with colleagues undertaking similar work or current research and acted as a sounding board for those just beginning to build their capacity.
- Having one of the project workers physically located in local government rather than a peak body worked well during the establishment phase. The second project worker located at VicHealth added further credibility to the project.
- For the project workers, the partnership arrangement between Darebin City Council and VicHealth provided a powerful synergy. The local government expertise combined with the evidence base, provided a legitimacy that encouraged councils to engage confidently with the work. The two project workers communicated frequently, collaborated well and were able to add to the success of the project by using expertise and resources in their respective organisations, such as communications and survey development and analysis expertise.
- Using the partnership analysis tool at critical points was very effective in monitoring the development of key partnerships.

## Challenges/areas for further development

While the project has been exceptionally successful overall, there were some limitations. Several key challenges have been identified.

- The initial work plan for the project was ambitious, with some of the strategies only partially achieved due to the limitations in resources.
- While we can surmise the possible impacts of the project, it was beyond the parameters of our evaluation strategy to comprehensively measure the impact of the project on PVAW momentum and communication **between councils** or across internal council departments.
- Discussion with the Australian Local Government Association (ALGA) did occur at the commencement of this project and the project was promoted at the ALGA Board meeting in 2009; however, further contact was limited due to a change of ALGA staff and the prioritising of the Victorian demands of the project.
- The initial work plan did not account for the level of support, information and resources councils would request on an ad hoc basis. Delivering presentations at forums and management groups, phone calls and one-on-one meetings, this was time intensive and drew critical resources from other strategies. Project workers felt it was important to support interest when expressed, whether at an officer or senior level, given the infancy of this field of work. However, closer adherence to the original objectives and strategies may have assisted in withstanding the sense of pressure and over-resourcing to individual councils during the most demanding points of the project.
- Greater resources would be required to provide the level of intensive support originally envisaged for individual councils – Banyule City Council and Strathbogie Shire.
- The limited overall engagement of rural councils is a reflection of the multiple challenges they face, including limited funding, staffing across broad portfolio areas and geographical isolation. The ‘seepage effect’ that occurred within the metropolitan setting was not available in rural areas, with councils having limited opportunities to learn about and link with others establishing PVAW as a priority. Greater time dedicated to connecting with and resourcing rural councils to address these challenges may make gains here.
- Resistance to take PVAW on board was expressed at some councils due to a lack of specific funding to develop such work. It was felt that PVAW was an issue that should be the responsibility of state or federal government and that targeting local government as an appropriate location from which to lead prevention initiatives was an attempt to cost shift commonwealth and state government responsibilities. Linking councils with the large range of local government specific resources now available on the Local Government Preventing violence against women website ([www.lgpvaw.net.au](http://www.lgpvaw.net.au)) can be used to affirm the leadership role of local government as an appropriate location from which to lead this work.

- More time was required for partnership development between the two lead organisations at the outset of the project. The roles and responsibilities between the two project leaders were not sufficiently defined. This led to a less efficient distribution of resources across project strategies and differing expectations between the two organisations about the level of resourcing required for various aspects of the project. In Year 2, regular meetings were implemented to identify and address issues arising, the value of which was indicated by a partnership analysis exercise.
- The evaluation capacity building model encourages a 'learn by doing' approach, which is very time intensive. While the sophistication and skill of the project partners developed over time, the level of skill was limited during the crucial establishment phase when developing the main research question and evaluation parameters. Access to greater expertise in shaping the original research question would have helped refine the evaluation process and impact measures, thus tightening and making more realistic, the parameters of the project.
- The multiple and competing demands of the project made it an ongoing challenge to maintain a focus and priority on evaluation. The advantage of 'buying in' extra evaluation support, six months into the project, was tempered by the significantly larger amount of time spent sorting information and resourcing the external evaluator, and once the initial data report was written, in shaping it to more fully capture the story of the project. The final product was not what we had anticipated and this was clearly due to the limitations of the brief rather than a reflection on the skill of the evaluator.

## 6. Conclusion and ways forward

The LGPVAW project has achieved its objectives either fully or to a large extent. It has provided opportunities for the transfer of knowledge and strengthening of networks between councils and other community leaders, and contributed to the building of capacity through training in leadership and skills to undertake activity in the primary prevention of violence against women. The project has inspired people working in local government and generated a sense of optimism that this work is going to make a difference.

There is considerable potential and indeed a strong mandate for local government to lead community-wide efforts to prevent violence against women. The commencement of this project at a time of unprecedented support and resourcing of prevention work across both state and federal government, provided the ideal conditions on which to build and promote the role of local government as a leader in this space. Several factors contributed to provide a firm foundation from which to capitalise on and enhance the growing momentum. These included the number of councils already active in preventing violence against women, the work of peak bodies (including the VLGA) who have a track record of commitment to resourcing and supporting councils, the VicHealth evidence base and Darebin City Council's role as a respected leader in this work.

The resourcing and capacity building work of this project has met with much greater support and commitment than originally envisaged. This has strongly reinforced the emerging evidence suggesting that preventing violence against women is a legitimate and urgent imperative for local government and needs to be embedded as a core, sustainable part of councils' ongoing work.

The collaborative approach shown by many of the key drivers of this work – across women's health, sport, local and state government and the domestic violence sector – has meant that much greater reach and impact was achieved. In this way, the project modelled and affirmed the approach espoused in the Framework for the Prevention of Violence Against Women to work with mutually reinforcing strategies across multiple settings and sectors. This report contributes to the growing evidence base on the role of local government as leaders in PVAW work and can be used to help guide other states across Australia and those in the municipal setting internationally.

By design, this project finishes at a time when PVAW work in local government in Victoria is being reinforced with a number of initiatives to build on its strengths and achievements. The first of these is the funding of a 12-month position at the MAV to continue to support, build and embed PVAW into council planning processes. The second is the 2011–2014 funding of three 'council clusters' across Victoria to further develop the leadership role of councils in PVAW work.

## 7. Recommendations

With the growing momentum within Victorian councils and the new initiatives funded to further support and build capacity, it is envisaged that the findings of this report can be drawn upon to further enhance PVAW work in the local government setting. It is with this in mind that the following recommendations are made.

### Evaluation

**Recommendation:** That future projects invest in strong evaluation expertise at commencement and throughout the life of PVAW initiatives. This will enhance the capacity of project workers and their organisations to undertake realistic, manageable and clearly targeted evaluation to contribute to the growing evidence base.

### Engagement of leadership

**Recommendation:** That state government and peak bodies continue to engage local government leaders through a number of key activities, including:

- That the MAV further invest in the engagement of senior management, CEOs and councillors as PVAW advocates
- That VicHealth targets local government and its key partners as a priority for the delivery of the executive version of the PVAW Short Course
- MAV LG network pursues opportunities for the development of a peer-mentoring program, linking council staff experienced in PVAW with those newer to the work
- MAV and OWP re-establish connections with the members of the original LGPVAW Steering Committee to continue the strong advocacy role of local government peak organisations in supporting the future work of the State Plan, including the work of the funded clusters and the work of the MAV
- That MAV re-engage the ALGA to alert them to the findings of this report and explore opportunities for promotion of networking and capacity building with statewide peaks.

### Tools, resources and structures

**Recommendation:** That state government and peak bodies continue to build capacity and networks of local government, using the following mechanisms developed in this project.

#### E-bulletin

**Recommendation:** That the MAV PVAW-dedicated position continues to provide key communications support to local government, including:

- Provision and further embedding of PVAW e-bulletin updates as a regular communication tool and resource for councils

- That further options for electronic communications, such as blogs/online discussion groups, are explored for those wishing to discuss current barriers and challenges in a safe and confidential space. (Such approaches need to consider privacy issues).

### Website

**Recommendation:** That MAV invest further in improved design of the LGPVAW website to enhance accessibility.

### Leaders' Lunch and White Ribbon Action Group

**Recommendation:** That the Leaders' Lunch and White Ribbon Action Group tools and resources developed by the project be promoted and used to guide future initiatives within and across councils.

### Investment in partnerships

**Recommendation:** That the VicHealth partnership Analysis Tool continues to be used from the beginning of partnership work and regularly throughout to guide and monitor the health and strength of partnerships.

### Planning

**Recommendation:** That the VicHealth Framework for Preventing Violence Against Women is used as the foundational document to guide development of future PVAW strategies in the local government setting.

### Support for regional and rural councils

**Recommendation:** That state government and peak bodies prioritise resources for rural councils to lead and coordinate PVAW work, including:

- That MAV continue support to nurture the significant gains made to date with Strathbogie Shire
- That targeted resourcing and support to rural councils continues to be explored, including through both the MAV position and the 'council cluster' work, to capitalise on their great potential and capacity for leadership on this issue.

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## 9. APPENDICES

### Appendix 1: Local government networking and capacity building Project to prevent violence against women. Project plan and evaluation framework<sup>1</sup>

**Project timelines:** October 2009 to September 2010

**Project vision:** Local governments and communities that foster safe and inclusive environments in which women and men can participate on equal terms

**Project goal:** To build local government and community capacity across Victoria to prevent violence against women before it occurs

**Target populations:** Local government leaders (councillors and executive management), council officers and champions in local government and the community

**Key settings/sectors for action:** Local governments and their communities

**Project partners:** Steering Committee members, Leadership, Evaluation and Sustainability (LEAS) network, Banyule City Council, Strathbogie Shire Council and local governments across Victoria

**Project Steering Committee:** VicHealth, Darebin City Council, Maribyrnong City Council, Victorian Local Governance Association (VLGA), Municipal Association of Victoria (MAV), Local Government Victoria (LGV), Office of Women's Policy (OWP), Local Government Professionals Inc (LGPro), Domestic Violence Victoria (DV Vic), Sport and Recreation Victoria (SRV) and the Victorian Equal Opportunity and Human Rights Commission (VEOHRC). Members will provide advice and offer guidance to project implementation and evaluation. The Steering Committee will meet bimonthly from December 2009.

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<sup>1</sup> All elements of the evaluation framework (questions and data collection methods/tools) to be further refined as part of Activity 1.5 (during monthly evaluation and review meetings)

Objective 1: Strengthen networking activity and knowledge transfer across local governments in Victoria in the area of the primary prevention of violence against women			
Activities	Indicators of successful implementation (processes) Indicators of desired change (impacts)	Timelines/ milestones	Evaluation framework
1.1 Undertake a mapping of Victorian local government activities relevant to the primary prevention of violence against women (information collected via surveys, observations, current understandings, targeted consultations and a tightly scoped document review).	<p>Process indicators:</p> <p>The LGPVAW project is introduced to 79 local governments.</p> <p>A comprehensive overview is built of PVAW activities in local governments across Victoria.</p>	<p>By Nov 2009</p> <p>From Mar 2010</p>	<p>Evaluation questions</p> <ul style="list-style-type: none"> <li>• How was information collected from local governments? How were instruments developed? Who was involved in their development?</li> <li>• What sort of information was sought? And gained? Were there any differences?</li> <li>• Which local governments provided information about their PVAW activities? Who didn't? Do we know why?</li> <li>• How was the information put together? Who was involved?</li> <li>• Who received the overview? Did recipients feel it was a useful resource?</li> <li>• Did the overview provide quality 'baseline' data for A Right to Respect?</li> <li>• Did things go according to plan? Were there difficulties/challenges and, if so, how were they handled? What were the learnings? What could have been done differently? Were there any unexpected impacts?</li> </ul> <p>Methods and tools for data collection:</p> <p>Project workers will keep all planning documentation (e.g. meeting notes) and records (e.g. survey results) related to this activity.</p> <p>Project workers will maintain a reflective journal that describes the challenges, learnings, what went to plan, what could be done differently, unexpected impacts, etc.</p>
	<p>Impact indicator:</p> <p>The overview is available for use as 'baseline' data for the Victorian Government's State Plan, A Right to Respect: Victoria's Plan to Prevent Violence Against Women 2010–2020 (local government setting).</p>	<p>Project end</p>	

Objective 1: Strengthen networking activity and knowledge transfer across local governments in Victoria in the area of the primary prevention of violence against women			
Activities	Indicators of successful implementation (processes) Indicators of desired change (impacts)	Timelines/ milestones	Evaluation framework
1.2 Schedule a monthly e-bulletin for local governments on PVAW activities and news.  Develop an e-platform (website) for active sharing of PVAW resources between Victorian local governments.	<p>Process indicators:</p> <p>50% of Victorian local governments receive the e-bulletin.</p> <p>20% of Victorian local governments receive the e-bulletin across 3+ departments within their organisations.</p> <p>10% of e-bulletin recipients do their work in settings other than local government (e.g. community/women's health, schools, sporting clubs and the media).</p> <p>40% of Victorian local governments contribute information and material to the e-bulletin and website.</p> <p>100+ downloads of resources from the website.</p>	<p>By Feb 2010</p> <p>By Jun 2010</p> <p>By Jun 2010</p> <p>By Jun 2010</p> <p>Project end</p>	<p>Evaluation questions:</p> <ul style="list-style-type: none"> <li>• How were the e-bulletin and website developed? Who was involved?</li> <li>• How were the e-bulletin and website promoted? To whom?</li> <li>• How many times was the e-bulletin issued? Was the target met? If not, why?</li> <li>• Were e-bulletin recipient targets met at Feb 2010 and Jun 2010? If not, why? Of local governments that didn't subscribe, do we know why?</li> <li>• Were e-bulletin contribution targets met at Jun 2010? If not, why?</li> <li>• Were website resource download targets met at Jun 2010? If not, why?</li> <li>• How many local governments contacted each other as a result of the e-bulletin/website? What was the nature of their contact, e.g. resource sharing, linkages, partnerships? Were there any surprises in who made contact with whom?</li> <li>• Was there evidence that these contacts enhanced practice at the local level?</li> <li>• Did things go according to plan? Were there difficulties/challenges and if so how were they handled? What were the learnings? What could have been done differently? Were there any unexpected impacts?</li> </ul> <p>Methods and tools for data collection:</p> <p>Project workers will keep all planning documentation (e.g. meeting notes) and records (e.g. e-bulletin subscriptions, website visits) related to the development and monitoring of the e-bulletin/website.</p> <p>E-bulletin/website will contain built-in mechanisms to capture feedback and assess if the content is useful/has made a difference to local governments. For example:</p> <ul style="list-style-type: none"> <li>• 'We'd love to know what you think of this e-bulletin. Please</li> </ul>
	<p>Impact indicators:</p> <p>50% of Victorian local governments make contact with other local governments to find out more about primary prevention activities as a result of the e-bulletin and website.</p> <p>5 local governments demonstrate that their practice has been enhanced by contacts with other local governments facilitated by the Project. (Practice includes policy development, organisational audits, workforce development, primary prevention networks, advocacy activities, support of leaders/champions).</p>	<p>Project end</p> <p>Project end</p>	

		<p>send your feedback.'</p> <ul style="list-style-type: none"> <li>• 'We'd love to know if the resources on this website have helped in your primary prevention efforts. Please share your story.'</li> </ul> <p>Project workers will keep lists of local governments (and others) that have made contact with them as a result of the e-bulletin/website.</p> <p>Project workers will use a mix of observational understandings and semi-structured interviews with selected local governments to capture in more detail the level of resource sharing, communication, linkages, partnerships and leadership that is occurring as a result of the e-bulletin/website.</p> <p>Project workers will maintain a reflective journal that describes the challenges, learnings, what went to plan, what could be done differently, unexpected impacts, etc.</p>
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**Objective 1: Strengthen networking activity and knowledge transfer across local governments in Victoria in the area of the primary prevention of violence against women**

Activities	Indicators of successful implementation (processes) Indicators of desired change (impacts)	Timelines/ milestones	Evaluation framework
<p>1.3 Facilitate coordination of the inaugural PVAW conference for Victorian local governments with the leadership of MAV, VLGA and OWP (and as an immediate action of A Right to Respect: Victoria's Plan to Prevent Violence Against Women 2010–2020).</p>	<p>Process indicators:</p> <p>A detailed action plan/communications strategy is developed involving key stakeholders.</p> <p>The action plan is implemented (conference in Aug 2010).</p> <p>70% of Victorian local governments are reflected in the organisational profile of conference delegates.</p> <p>Of delegates from local governments, 40% are not in health or safety officer roles and 10% are councillors.</p> <p>Victorian local governments comprise 75% of conference presentations.</p> <p>The conference is covered by local media in 10+ areas across the state.</p> <p>The conference is covered by 3+ state and 1+ national media outlets (print, TV, radio or other).</p> <p>80% of delegates return completed evaluation forms. Of these, 90% say the conference was a day well spent.</p> <p>Impact indicators:</p> <p>Of those completing evaluation forms:</p> <ul style="list-style-type: none"> <li>• 80% say their knowledge on PVAW was enhanced</li> <li>• 60% state they intend to use the learnings and resources from the conference to improve PVAW practice, with details on how (e.g. policy development, organisational audits, workforce development, primary prevention networks, advocacy activities, support of leaders/champions).</li> </ul> <p>80% of delegates show their support for an annual local government PVAW conference or event.</p> <p>The project drafts and presents an 'accord' to conference delegates that facilitates their commitment to supporting future networking and capacity building activities.</p> <p>The project enlists 10+ conference delegates to a future</p>	<p>By Feb 2010</p> <p>Feb–Aug 2010</p> <p>Aug 2010</p>	<p>Evaluation questions:</p> <ul style="list-style-type: none"> <li>• Who was involved in planning (i.e. partners, sponsors, logistics, promotion, etc.)? Was there anyone who could have been involved but wasn't? Why?</li> <li>• How was the conference promoted? Who received promotional material? Did information about the conference reach all 79 local governments?</li> <li>• How many people attended the conference? Did delegates reflect the target audience, i.e. were targets met? Were there any surprises in the delegates list? Do we know who didn't attend? Do we know why?</li> <li>• How was the conference program finalised? What themes did presentations cover? Were conference presentation targets met?</li> <li>• Were media coverage targets met?</li> <li>• What did delegates think of the registration process, venue, catering, program, presentations, resources, networking opportunities, overall running of the day, etc? Did they feel it was time well spent? What sort of follow-up was required?</li> <li>• Did the conference achieve targets with respect to estimated impacts (knowledge, practice, support for future networking and capacity building activities, sustainability beyond project)? Were there any unexpected impacts?</li> <li>• Did things go according to plan? Were there difficulties/challenges and if so how were they handled? What were the learnings? What could have been done differently? Were there any unexpected impacts?</li> </ul> <p>Methods and tools for data collection:</p> <p>Project workers will keep all planning documentation (e.g. meeting notes, action plan/communications strategy, details of expenditure) and records (e.g. delegates' lists, completed evaluation forms, follow-up notes) related to this activity.</p>

	<p>structure that will ensure networking and capacity building activities continue beyond project end and within the 10-year horizon of A Right to Respect: Victoria's Plan to Prevent Violence Against Women 2010–2020) (see 2.4).</p>	<p>Evaluator and members of the Leadership, Evaluation and Sustainability (LEAS) network will seek delegates' reflections on how the day went and determine if the conference made a difference. This will be through a mix of methods including evaluation forms, semi-structured 'roaming' interviews, a wrap-up session asking, 'As a result of today, what two things will you do when you get back to the office to progress primary prevention in your area?', and participant observation (including photographs). Project workers will keep a list of local governments (and others) that made contact for information about the conference.</p> <p>Project workers will maintain a reflective journal that describes the challenges, learnings, what went to plan, what could be done differently, unexpected impacts, etc.</p>
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Objective 1: Strengthen networking activity and knowledge transfer across local governments in Victoria in the area of the primary prevention of violence against women			
Activities	Indicators of successful implementation (processes) Indicators of desired change (impacts)	Timelines/ milestones	Evaluation framework
1.4 Develop relationships with the Australian Local Government Association to share information, promote the project nationally (and at the leadership level) and encourage local governments in Victoria and interstate to engage in preventing violence against women (PVAW) planning and activity.	<p>Process indicators:</p> <p>The project is promoted three times to ALGA's membership base.</p> <p>A consistent message about the project is communicated at the national, state and local levels.</p>	<p>Oct 2009</p> <p>Feb 2010</p> <p>May/Jun 2010</p>	<p>Evaluation questions:</p> <ul style="list-style-type: none"> <li>• What strategies were used to ensure the project was exposed nationally?</li> <li>• Did local governments (or other bodies) from outside Victoria contact project workers for information about the project?</li> <li>• Were there reports of similar networking and capacity building activities being implemented in other states inspired by the project? Where?</li> <li>• Were e-bulletin targets for interstate recipients met?</li> <li>• Were conference targets for interstate delegates met?</li> <li>• Did things go according to plan? Were there difficulties/challenges and, if so, how were they handled? What were the learnings? What could have been done differently? Were there any unexpected impacts?</li> </ul> <p>Methods and tools for data collection:</p> <p>Project workers will keep all planning documentation (e.g. notes from conversations) and records (e.g. e-bulletin subscriptions, inquiries from interstate) related to this activity.</p> <p>Project workers will collect stories they hear of interstate local government initiatives inspired by the project.</p> <p>Project workers will maintain a reflective journal that describes the challenges, learnings, what went to plan, what could be done differently, unexpected impacts, etc.</p>
	<p>Impact indicators:</p> <p>3+ local governments in other states inquire about the project and/or report they are progressing with similar networking and capacity building activities in their areas as a result of hearing about the project.</p> <p>20 local governments in other states sign up for the e-bulletin (see 1.2).</p> <p>2+ are represented at the statewide conference (see 1.3).</p>	<p>Project end</p> <p>By Jun 2010</p> <p>Aug 2010</p>	

Objective 1: Strengthen networking activity and knowledge transfer across local governments in Victoria in the area of the primary prevention of violence against women			
Activities	Indicators of successful implementation (processes) Indicators of desired change (impacts)	Timelines/ milestones	Evaluation framework
1.5 Document the learnings and findings (including unexpected impacts) from the project's evaluation activities.	<p>Process indicators:</p> <p>An evaluation framework is developed and confirmed.</p> <p>Evaluation is undertaken alongside project activities.</p> <p>Monthly evaluation and review meetings are held between project workers and the project evaluator.</p> <p>Evaluation updates are reported to the Steering Committee.</p> <p>A report is produced of publishable standard (10,000 words) showing how local governments, communities and partners in Victoria are working together to:</p> <ul style="list-style-type: none"> <li>• build safe/inclusive environments for women and men</li> <li>• foster equal/respectful non-violent gender relations</li> <li>• implement evidence-based primary prevention initiatives.</li> </ul> <p>The report is published by VicHealth; 250 copies are printed.</p> <p>The report (hardcopy) is distributed to 79 local governments and other key stakeholders in Victoria. Electronic distribution of the report is provided to ALGA for their networks nationally.</p> <p>The report is uploaded onto relevant websites.</p>	<p>Dec–Jan 2010</p> <p>Ongoing</p> <p>From Jan 2010</p> <p>From Dec 2010</p> <p>1<sup>st</sup> draft early Sept 2010; recommendations mid-Sept 2010 (see 3.5);</p> <p>2<sup>nd</sup> draft late Sept 2010; final report 6 Oct 2010</p> <p>Beyond project</p> <p>Beyond project</p> <p>Beyond project</p>	<p>Evaluation questions:</p> <ul style="list-style-type: none"> <li>• How was the evaluation framework developed? Who was involved?</li> <li>• Were evaluation activities refined and implemented as part of project activities? How was this process ensured?</li> <li>• What was the process for analysing and synthesising the evaluation data?</li> <li>• How many times did the Steering Committee receive evaluation updates?</li> <li>• Were process evaluation findings useful in informing the development of project activities? Did any activities change as a result of these findings?</li> <li>• Who was involved in drafting the report? Who was involved in the development of recommendations? Was there anyone who could have been involved in both these activities but wasn't? Why weren't they?</li> <li>• Was the report prepared on time?</li> <li>• How was the report distribution list finalised?</li> <li>• Did things go according to plan? Were there difficulties/challenges and, if so, how were they handled? What were the learnings? What could have been done differently? Were there any unexpected impacts?</li> </ul> <p>Methods and tools for data collection:</p> <p>Project workers will keep all planning documentation (e.g. meeting notes, project plan and evaluation framework) and records (e.g. report distribution list) related to this activity.</p> <p>Project workers will maintain a reflective journal that describes the challenges, learnings, what went to plan, what could be done differently, unexpected impacts, etc.</p> <p>(Note: methods and tools for capturing details of activities beyond the project will need further shaping).</p>
	<p>Impact indicators:</p> <p>A Leadership, Evaluation and Sustainability network is established (see 2.4) that will commit to leading networking and capacity building activities for local governments beyond the life of the project.</p> <p>The final report makes a contribution to the international evidence base.</p>	<p>By Jan 2010</p> <p>Beyond project</p>	

**Objective 2: Resource existing partnerships and develop new partnerships between local governments and communities to support the primary prevention of violence against women**

Activities	Indicators of successful implementation (processes) Indicators of desired change (impacts)	Timelines/ milestones	Evaluation framework
<p>2.1 Implement 5 region-wide leaders' events for Victorian local governments. Events will be appropriate to the context of the local government areas concerned (understandings, capacity and needs) and will be planned in partnership with local governments.</p>	<p>Process indicators: 5 region-wide leaders' events are planned involving at least 1 'lead' local government and 2+ other local governments per region; 5 events are successfully held. 80% of local governments per region attend their event. 80% of delegates return completed evaluation forms. Of these, 90% say the event was time well spent.</p> <p>Impact indicators: 3+ regions are committed to coordinating future networking and capacity-building activities (could be leaders' events) for local governments. 2+ local governments per region:</p> <ul style="list-style-type: none"> <li>• work in partnership with project workers to coordinate the organising, running and evaluation of event</li> <li>• introduce (or plan to introduce) activities to support their primary prevention efforts as a result of attending their leaders' event.</li> </ul> <p>Of those completing evaluation forms:</p> <ul style="list-style-type: none"> <li>• 80% say they'd like to see ongoing networking and capacity-building activities in their region</li> <li>• 80% say their knowledge on PVAW was enhanced by the event</li> <li>• 60% state that they intend to use the learnings and resources from the day to improve practice on preventing violence against women and provide details on how they will do this, e.g. policy development, organisational audits, workforce development, primary prevention networks, advocacy activities, support of leaders/champions.</li> </ul>	<p>Nov 2009 and Feb, Mar, Jun and Jul 2010 As above End of each event</p> <p>By project end</p> <p>By project end</p> <p>End of each event</p>	<p>Evaluation questions:</p> <ul style="list-style-type: none"> <li>• What was the rationale for the leaders' events? How were the regions selected?</li> <li>• Who was involved in planning (i.e. partners, logistics, promotion, themes/topics, etc.)? Was there anyone who could have been involved but wasn't? Why?</li> <li>• How were the leaders' events promoted? Who received promotional material?</li> <li>• Who attended? Were participant targets met? Were there any surprises in the attendees list? Do we know who didn't attend? Do we know why?</li> <li>• What did delegates think of the registration process, venue, catering, program, presentations, resources, networking opportunities, overall running of the day, etc? Did they feel it was time well spent? What sort of follow-up was required?</li> <li>• Did the leaders' events achieve targets with respect to estimated impacts (knowledge, practice, commitment to future activities)? Any unexpected impacts?</li> <li>• Did things go according to plan? Were there difficulties/challenges? How were they handled? What were the learnings? What could have been done differently?</li> </ul> <p>Methods and tools for data collection: Project workers will keep all planning documentation (e.g. meeting notes, promotional material, details of expenditure) and records (e.g. participant lists, completed evaluation forms, follow-up notes) related to this activity. Partner local governments, Evaluation and Sustainability Group and project workers will seek participants' reflections on how the events went and determine if they made a difference. This will be done through a mix of methods including evaluation forms, semi-structured 'roaming' interviews, a wrap-up session asking, 'As a</p>

		<p>result of today, what two things will you do when you get back to the office to progress primary prevention in your area?', and participant observation (including photographs).</p> <p>Project workers will keep a list of local governments that made contact about the leaders' events – noting those from regions without scheduled events.</p> <p>Evaluator will seek and document detailed information 3–4 weeks after each event on primary prevention local/regional developments (e.g. resource sharing, communication, linkages, partnerships, leadership). Information will be sought via 'lead' local governments and those involved in coordinating events. (All parties will be briefed about this step during the planning phase.) Evaluator will ask, for example, 'Since the leaders' event, what's happened in local government areas/your region to prevent violence against women?'</p> <p>Project workers will maintain a reflective journal that describes the challenges, learnings, what went to plan, what could be done differently, unexpected impacts, etc.</p>
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**Objective 2: Resource existing partnerships and develop new partnerships between local governments and communities to support the primary prevention of violence against women**

Activities	Indicators of successful implementation (processes) Indicators of desired change (impacts)	Timelines/ milestones	Evaluation framework
<p>2.2 Work closely with 2 identified local governments in Victoria to enhance their leadership role in PVAW. Banyule is currently active in preventing violence against women and its capacity will be <b>deepened</b> through the project. Strathbogie is relatively 'new' to primary prevention and its capacity will be <b>built</b> through the project.</p>	<p>Process indicators: A comprehensive assessment is made of the 2 local governments and their capacities (e.g. leaders, champions, structures, processes, policies, partnerships, resources and skills) to undertake whole-of-organisation and community partnership primary prevention activities. A detailed program of activities for 2010–2012 (i.e. PVAW action plan) is developed involving key personnel within each local government.</p> <p>Impact indicators: The 2010–2012 PVAW action plans include at a minimum:</p> <ul style="list-style-type: none"> <li>• a workforce training schedule for 2010 (i.e. participation in the VicHealth PVAW short course) with targets set at 25 participants, of which at least 10 are from the council and the balance are from the community</li> <li>• a suite of mutually reinforcing activities that coalesce around the White Ribbon campaign for Nov 2010.</li> </ul> <p>PVAW action plans are developed and may include:</p> <ul style="list-style-type: none"> <li>• policy development</li> <li>• links to community health and wellbeing plans</li> <li>• event management/coordination</li> <li>• internal capacity building through establishment/strengthening of relationships with other key settings (e.g. sports, arts).</li> </ul>	<p>Banyule by Feb 2010 Strathbogie by Apr 2010</p> <p>Banyule by Apr 2010 and Strathbogie by Jun 2010</p> <p>As above</p> <p>As above</p>	<p>Evaluation questions:</p> <ul style="list-style-type: none"> <li>• How were the 2 local governments selected? Who was involved in their determination?</li> <li>• Who was involved in planning and undertaking the organisational assessments? What did the assessments consist of? And what did they find? Were there any differences in approach given the varying levels of capacity between the 2 selected local governments?</li> <li>• Was the progress of the 2 local governments communicated to other local governments as part of project activities (e.g. e-bulletin/website, conference, leaders' events)?</li> <li>• Who was involved in developing the PVAW action plans? Was there anyone who could have been involved but wasn't? Why weren't they?</li> <li>• What was in the action plans? Were the action plans linked to any other plans? In what ways (describe)?</li> <li>• Did things go according to plan? Were there difficulties/challenges and if so how were they handled? What were the learnings? What could have been done differently? Were there any unexpected impacts?</li> </ul> <p>Methods and tools for data collection: Project workers will keep all planning documentation (e.g. rationale for selecting the 2 local governments, meeting notes, action plan development) related to this activity. Project workers will ensure that steps taken to forge links between PVAW action plans and community health and wellbeing plans are documented. The evaluator will engage those involved in the development of action plans to participate in an evaluation activity to determine the effectiveness of the intensive support provided. Project workers will maintain a reflective journal that describes the challenges, learnings, what went to plan, what could be done differently, unexpected impacts, etc.</p>

**Objective 2: Resource existing partnerships and develop new partnerships between local governments and communities to support the primary prevention of violence against women**

Activities	Indicators of successful implementation (processes) Indicators of desired change (impacts)	Timelines/ milestones	Evaluation framework
<p>2.3 Ensure that the e-bulletin/ website (1.2), statewide conference (1.3) and leaders' events (2.1) contribute to sustaining linkages between local governments in Victoria – particularly linking those 'active' in PVAW with those newer to the field.</p>	<p>Process indicator: In the lead-up to, and following, Leaders' events, encourage establishment or strengthening of ongoing networks to further PVAW activity at a regional level.</p> <p>Impact indicator: At least 3 new PVAW structures (e.g. networks, forums, etc.) are formed involving local governments in constellations that are 'natural' to them (regionally, geographically or otherwise) and for purposes that are specific to them. (These structures exclude the Evaluation and Sustainability Group – see 2.4.)</p>	<p>By Sept 2010</p>	<p>Evaluation questions:</p> <ul style="list-style-type: none"> <li>• Did local governments come together in formal structures as a result of project activities (e-bulletin, conference and leaders' events)? What/where did these emerge? Who was involved? Who led them?</li> <li>• Did things go according to plan? Were there difficulties/challenges and if so how were they handled? What were the learnings? What could have been done differently? Were there any unexpected impacts?</li> </ul> <p>Methods and tools for data collection:</p> <p>Evaluator and project workers will collect data alongside other project evaluation activities, namely:</p> <ul style="list-style-type: none"> <li>• observational understandings and semi-structured interviews with selected local governments (part of e-bulletin/website evaluation, see 1.2)</li> <li>• wrap-up session (part of conference evaluation, see 1.3)</li> <li>• actively seeking information from 'lead' local governments and others (part of leaders' events evaluation, see 2.1).</li> </ul>
<p>2.4 Establish a Leadership, Evaluation and Sustainability network of people from local government with an interest (and a stake) in seeing networking and capacity building activities continue beyond project end.</p>	<p>Process indicator: Evaluation and Sustainability Group meets twice.</p> <p>Impact indicator: Evaluation and Sustainability Group drafts Terms of Reference (TOR) for a structure that will ensure networking and capacity building activities continue beyond the project and within the 10-year horizon of A Right to Respect: Victoria's Plan to Prevent Violence Against Women 2010–2020) (see 1.3).</p>	<p>Mar, Aug 2010</p> <p>Draft Apr 2010 (presented at the conference)</p>	<p>Evaluation questions:</p> <ul style="list-style-type: none"> <li>• Who was involved in the Evaluation and Sustainability Group? Did members have a shared sense of its purpose and how was this arrived at?</li> <li>• How was the TOR for the future structure developed? Did the group feel that doing this work contributed to sustaining networking and capacity building activities beyond the project?</li> <li>• Did things go according to plan? Were there difficulties/challenges and if so how were they handled? What were the learnings? What could have been done differently? Were there any unexpected impacts?</li> </ul> <p>Methods and tools for data collection:</p>

			<p>Project workers will keep all planning documentation (e.g. recruitment to the group, meeting notes, draft TOR) related to this activity.</p> <p>Project workers will maintain a reflective journal that describes the challenges, learnings, what went to plan, what could be done differently, unexpected impacts, etc.</p>
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**Objective 3: Build leadership and skills within and across local governments to undertake activity in the primary prevention of violence against women**

Activities <sup>2</sup>	Indicators of successful implementation (processes) Indicators of desired change (impacts)	Timelines/ milestones	Evaluation framework
<p>3.1 Contribute to the development of the VicHealth Short Course for the primary prevention of violence against women and ensure that local governments across Victoria are engaged to the rollout of the program.</p>	<p>Process indicators:</p> <p>79 local governments are made aware of the short course.</p> <p>6 local government short course participants share their impressions at the statewide conference (see 1.3).</p> <p>Project workers work efficiently with short course coordinators to ensure that the short course is evaluated for its effectiveness from the project's perspective.</p>	<p>From Mar 2010 Aug 2010</p> <p>From Mar 2010</p>	<p>Evaluation questions:</p> <ul style="list-style-type: none"> <li>• How was the short course promoted through the project? Who received the information? Did information reach all 79 local governments? If not, why?</li> <li>• Did project workers contribute to evaluation activities of the short course? How?</li> <li>• Did participants think the short course was time well spent? Did they enjoy time with their colleagues to develop PVAW leadership and skills? Did they think this was beneficial in building momentum for cross-organisation PVAW action?</li> <li>• Who was selected for the conference presentation? How were they selected? Who heard their presentation at the conference (% of conference delegates)?</li> <li>• Did the project achieve targets with respect to estimated impacts (participation in short course, commitment to participate/interest in short course)? Of those who didn't participate (or commit to participating), do we know why?</li> <li>• Did things go according to plan? Were there difficulties/challenges? How were they handled? What were the learnings? What could have been done differently?</li> </ul> <p>Methods and tools for data collection:</p> <p>Project workers will keep records related to this activity (e.g. conversations with short course coordinators, number of times the short course is promoted through the project, number of delegates at the conference presentation on the short course).</p> <p>Project workers will ensure short course registration includes the question, 'How did you hear about this short course?' Project workers will obtain results of this and other evaluation activities relevant to the project from short course coordinators.</p> <p>Project workers will keep a list of conference delegates seeking further information about the short course.</p> <p>Project workers will capture commitment to PVAW workforce development in 2010–2011 budgets through a mix of methods</p>
	<p>Impact indicators:</p> <p>Representatives from 10 local governments in Victoria attend the short course in the first 9 months of rollout as a direct result of hearing about it through the project.</p> <p>30% of participants felt that spending time with colleagues to develop PVAW leadership and skills contributed to building momentum for PVAW action across their organisations (e.g. policy development, organisational audits, workforce development, primary prevention networks, advocacy activities, support of leaders/champions).</p> <p>5+ local governments prioritise resources for staff to attend the short course in 2010–2011 budgets as a result of hearing about it through the project.</p> <p>12 local governments express an interest in receiving information about the short course after the presentation by short course participants at the conference.</p>	<p>Feb–Sept 2010</p> <p>Feb–Sept 2010</p> <p>Jul 2010</p> <p>Aug 2010</p>	

<sup>2</sup> Several activities under Objectives 1 and 2 also contribute to building leadership and skills, especially 2.1 (regional leaders' events) and 3.1 (intensive supports for Banyule and Strathbogie).

			<p>including observational understandings/semi-structured interviews with selected local governments (part of e-bulletin/website evaluation, see 1.2), feedback form, wrap-up session, etc. (part of conference evaluation, see 1.3) and actively seeking information from 'lead' local governments and others (part of leaders' events evaluation, see 2.1).</p> <p>Project workers will maintain a reflective journal that describes the challenges, learnings, what went to plan, what could be done differently, unexpected impacts, etc.</p>
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Objective 3: Build leadership and skills within and across local governments to undertake activity in the primary prevention of violence against women			
Activities	Indicators of successful implementation (processes) Indicators of desired change (impacts)	Timelines/ milestones	Evaluation framework
3.2 Participate in relevant meetings with OWP and VicHealth to identify strategies and good practice and contribute to the implementation of A Right to Respect: Victoria's Plan to Prevent Violence Against Women 2010–2020.	<p>Process indicators:</p> <p>There is representation by OWP/VicHealth on the project Steering Committee.</p> <p>There is a mutual exchange of information and identification of joint opportunities between the project workers and OWP/VicHealth staff.</p> <p>There is representation by OWP/VicHealth at the conference and other relevant project events.</p> <p>The project's final report includes recommendations to guide policy decisions (including resourcing) of the Victorian Government with respect to further supporting the primary prevention activities of local government in the context of A Right to Respect: Victoria's Plan to Prevent Violence Against Women 2010–2020 (see 3.3).</p>	<p>Dec 2009</p> <p>Oct 2010</p>	<p>Evaluation questions:</p> <ul style="list-style-type: none"> <li>• How many times was OWP/VicHealth represented at meetings of the Steering Committee and project events (e.g. the conference)?</li> <li>• Did conversations between project workers and OWP/VicHealth staff take place to facilitate information exchange and opportunities identification? How many? What were the outcomes?</li> <li>• Was OWP/VicHealth involved in the development of project recommendations (see 3.3)?</li> <li>• How many times was the project mentioned in OWP presentations on A Right to Respect: Victoria's Plan to Prevent Violence Against Women 2010–2020?</li> <li>• Is there evidence that formal ministerial support has been gained for the project (correspondence, media releases)?</li> <li>• Did things go according to plan? Were there difficulties/challenges and if so how were they handled? What were the learnings? What could have been done differently? Were there any unexpected impacts?</li> </ul> <p>Methods and tools for data collection:</p> <p>Project workers will keep all planning documentation (e.g. meeting notes) and records (e.g. conversations with OWP/VicHealth, copies of ministerial documents, list of OWP presentations) related to this activity.</p> <p>Project workers will maintain a reflective journal that describes the challenges, learnings, what went to plan, what could be done differently, unexpected impacts, etc.</p> <p>(Note: methods and tools for capturing details of activities occurring beyond the project will need further shaping.)</p>
	<p>Impact indicators:</p> <p>The project is included in OWP presentations on A Right to Respect: Victoria's Plan to Prevent Violence Against Women 2010–2020 (local government setting).</p> <p>Ministerial support for the project is formally achieved.</p> <p>Future iterations of A Right to Respect: Victoria's Plan to Prevent Violence Against Women 2010–2020 are informed by findings emerging through the project.</p>	<p>Feb–Sept 2010</p> <p>Feb–Sept 2010</p> <p>Beyond project</p>	

**Objective 3: Build leadership and skills within and across local governments to undertake activity in the primary prevention of violence against women**

Activities	Indicators of successful implementation (processes) Indicators of desired change (impacts)	Timelines/ milestones	Evaluation framework
<p>3.3 Establish links with Victorian peak bodies to advocate for, resource and support primary prevention activities as an integrated component of local government work.</p>	<p>Process indicators:</p> <p>Project Steering Committee is established and works efficiently to advise and guide project activities.</p> <p>Peak bodies promote the project and are actively involved in the conference (coordination and presentations).</p> <p>Impact indicators:</p> <p>The project is included in presentations 3+ times at events held by peak bodies.</p> <p>The project is communicated by peak bodies 12+ times through their websites and other information channels.</p> <p>The Steering Committee contributes to the development of project recommendations and leads action on them.</p> <p>For discussion at February 2010 Steering Committee meeting:</p> <ul style="list-style-type: none"> <li>• how do we know Steering Committee are engaged?</li> <li>• what does this look like?</li> <li>• how would we measure it?</li> </ul> <p>Could this involve:</p> <ul style="list-style-type: none"> <li>• peaks' ongoing engagement with annual statewide PVAW conference?</li> <li>• peaks hosting PVAW leadership events (e.g. Leaders' Lunches)?</li> <li>• peaks driving LGA-wide PVAW platform?</li> <li>• peaks' engagement in actioning State Plan?</li> <li>• PVAW as a key theme for MAV annual conference?</li> <li>• LGPro PVAW Special Interest Group forming?</li> <li>• LGPro awards category being established?</li> <li>• VLGA hosting PVAW Leading Edge forum?</li> <li>• Other ideas?</li> </ul>	<p>Dec 2009</p> <p>Feb–Aug 2010</p> <p>Sept 2010 (see 1.5)</p> <p>By Sept 2010</p> <p>By Sept 2010</p>	<p>Evaluation questions:</p> <ul style="list-style-type: none"> <li>• Who was involved in the Steering Committee? Did members have a shared sense of its purpose and how was this arrived at? Did they feel that their work contributed effectively to advising and guiding the project?</li> <li>• Were members of the Steering Committee actively involved in project promotion and other activities? How?</li> <li>• Which peak bodies mentioned the project during presentations at their events? Who attended these events (e.g. organisations, sector, roles)? What did presenters say about the project? Did anyone make contact with the project workers as a result of these presentations?</li> <li>• Did things go according to plan? Were there difficulties/challenges and if so how were they handled? What were the learnings? What could have been done differently? Were there any unexpected impacts?</li> </ul> <p>Methods and tools for data collection:</p> <p>Project workers will keep all planning documentation (e.g. meeting notes) and records (e.g. number of peak body presentations and communications, lists of related contacts) related to this activity.</p> <p>Evaluator will engage members of the Steering Committee in an evaluation activity to determine the functioning and effectiveness of the group in advising and guiding project activities and other impacts.</p> <p>Project workers will maintain a reflective journal that describes the challenges, learnings, what went to plan, what could be done differently, unexpected impacts, etc.</p>

## Appendix 2: Steering Committee – overview of the project and terms of reference

### Background

The Local Government Networking and Capacity Building Project to Prevent Violence Against Women (LGPVAW) is a VicHealth-funded project (October 2009 to September 2010) coordinated by Darebin City Council in partnership with VicHealth.

The project will engage Victorian local government to undertake a program of networking activity in the area of preventing violence against women. Local councils play a pivotal role in creating environments for communities to prosper and enjoy improved health and wellbeing. In particular they have a track record and commitment to creating safe public environments, developing community facilities, supporting access to sport, culture and employment and providing health and community services.

Local government can play a significant leadership role in preventing violence against women by seeking to mobilise and increase the capacity of communities to develop initiatives that can change the kind of attitudes, behaviours, practices and cultures that allow violence against women to go unchallenged.

VicHealth has significant investment in preventing violence against women, including five projects funded through the Respect, Responsibility and Equality – Preventing Violence Against Women initiative. Of these, the following two projects in particular, will be closely linked with the work of the LGPVAW project:

- **The Northern Interfaith Respectful Relationships project** (led by Darebin City Council) – builds on the established collaboration with faith leaders which led the development and signing of a ‘Declaration against Family Violence’. This project aims to deepen the work by engaging with faith leaders and communities to challenge values as well as develop policies, programs and communication strategies to foster respectful violence-free relationships between men and women.

**The Maribyrnong Respect and Equity: Preventing violence against women project** – is undertaking activity that will: 1) integrate violence prevention into the core business of local government; 2) increase capacity of community groups and organisations to undertake prevention activity, and 3) provide leadership and mentoring with other local governments by documenting and disseminating the learnings and challenges of primary prevention of violence against women activities.

A further three projects funded under the initiative represent a range of population groups, settings and geographical catchments that reflect the range of approaches and partnerships necessary to prevent violence against women across our communities.

- **Linfox Safety in the Home** program – devised by Women’s Health Victoria, this program aims to embed prevention of violence against women in organisational policies and programs.

- **Baby Makes 3** project – located at Whitehorse Community Health. In partnership with Maternal and Child Health Nurses from Whitehorse City Council, the project aims to build primary prevention awareness and capacity of workers across a range of fields engaged with first-time parents in the periods before and after their baby's birth, as a critical stage of higher risk for violence against women.
- **Partners in Prevention project (PiP)** – coordinated through Domestic Violence Resource Centre Victoria (DVRCV), PiP provides a peer network for support and engagement in youth-focused primary prevention of violence against women across Victoria, along with an online clearing house of relevant resources.

## Federal and state government context

The current commitment in policy and planning by both commonwealth and state governments also creates unique opportunities for the development of primary prevention activity with local government.

A Right to Respect: Victoria's Plan to Prevent Violence Against Women 2010–2020 addresses the underlying causes of violence against women and it reflects the Victorian Government's commitment that all women have a right to live free from violence. The plan was developed in close consultation with representatives from local government, education, sport, media, arts and popular culture, workplaces and community settings. It is a coordinated, long-term and whole-of-community framework for action to change the culture in which violence occurs. In particular, the plan identifies an explicit link to the work of this project as one of its immediate actions:

- “Support the development of a targeted conference to examine current approaches to primary prevention in local government partnering with VicHealth and their statewide capacity-building project.”

*Time for Action: The National Council's Plan for Australia to Reduce Violence Against Women and their children, 2009–2021* outlines the need for a sustained new level of investment in primary prevention and the justice system that will create respectful relationships, fair outcomes for all and safer communities. The plan identifies the integral role that local government must play in supporting communities to change the attitudes that support violence and is well positioned to support groups that oppose violence and improve the evidence of what works in changing attitudes and beliefs. It identifies the crucial role local government has in working collaboratively with commonwealth and state government to develop policy, planning and service delivery responses for sexual assault, domestic and family violence.

## Key objectives

The three key objectives of the LGPVAW project are:

- strengthen networking activity and knowledge transfer across local governments in Victoria in the area of the primary prevention of violence against women

- resource existing partnerships and develop new partnerships between local governments and communities to support the primary prevention of violence against women
- build leadership and skills within and across local governments to undertake activity in the primary prevention of violence against women.

### **Partnership between Darebin City Council and VicHealth**

The coordination of the project will be shared between Kellie Nagle, the main project leader in collaboration with Liz Murphy at VicHealth. This new model of project partnership has been developed in recognition of:

- the intensity of work required in establishing strong and sustainable relationships with local governments across Victoria in this first year of the project
- the added value to be gained through a shared approach to planning, networking and training and the development and provision of resources, information and sustainable partnerships.

### **Steering Committee membership**

Steering Committee membership includes representation from the following organisations:

- Darebin City Council
- Domestic Violence Victoria
- Local Government Professionals Inc
- Local Government Victoria
- Maribyrnong City Council
- Municipal Association of Victoria
- Office of Women’s Policy
- Sport and Recreation Victoria
- VicHealth
- Victorian Equal Opportunity and Human Rights Commission
- Victorian Local Governance Association.

There is capacity for the project to co-opt a limited number of representatives from other organisations should there be a need for specialist knowledge and input than that which already exists currently.

### **Meeting arrangements and schedule**

Meetings of the Steering Committee are bimonthly commencing 14 December 2009. Meetings are no longer than two hours in duration and will be scheduled at times mutually acceptable to Steering Committee members. Meetings will be held at VicHealth in Pelham Street, Carlton unless otherwise stated.

Meeting agendas are forwarded to Steering Committee members at least one week prior to scheduled meetings and minutes are circulated to Steering Committee members following each scheduled meeting.

## Meeting dates

Date	Time
Monday 14 December 2009	2 pm – 4 pm
Wednesday 24 February 2010	10 am –12 noon
Wednesday 28 April 2010	10 am –12 noon
Wednesday 23 June 2010	10 am –12 noon
Wednesday 25 August 2010	10 am –12 noon
Wednesday 6 October 2010	10 am –12 noon

## Key project contacts

As the project leader, Kellie Nagle will be the main point of reference for the project and works four days per week. She can be contacted at Darebin City Council, Family Services, 185–187 High Street Northcote 3070 or PO Box 91 Preston 3072.

**Phone:** (03) 8470 8923  
0419 750 611

**Email:** [kellie.nagle@darebin.vic.gov.au](mailto:kellie.nagle@darebin.vic.gov.au)

Liz Murphy works two days per week on the project and can be contacted at VicHealth, 15–31 Pelham Street Carlton 3053 or P.O. Box 154 Carlton South 3053.

**Phone:** (03) 9667 1335

**Email:** [lmurphy@vichealth.vic.gov.au](mailto:lmurphy@vichealth.vic.gov.au)

## **Local Government Networking and Capacity Building Project to Prevent Violence Against Women**

### **Steering Committee**

#### **Terms of Reference**

The Local Government Networking and Capacity Building project to Prevent Violence Against Women Steering Committee meets on a bimonthly basis to provide advice and receive progress reports about activities.

Committee members acknowledge the need to be respectful of confidentiality and flexible in their work together.

The Terms of Reference (ToR) for the project's steering committee are to:

1. Provide direction, guidance and advice to the project on the further development, implementation, monitoring and evaluation of the project within the parameters of the project plan
2. Support the project and evaluation plan and contribute to evaluation activities (processes and impacts) by recording data that can be used for evaluation purposes as appropriate
3. Provide high-level strategic advice, expert understanding, advocacy and leadership to promote the role of local government in the prevention of violence against women
4. Provide specialist knowledge of local government and/or primary prevention and other initiatives, processes, structures and activities occurring within Victoria to help facilitate linkages to the project
5. Actively promote project aims, strategies, information and resources to local governments across Victoria.

## Appendix 3 – Summary of survey responses: Leadership, Evaluation and Sustainability (LEAS) network

13 attendees/12 respondents

Thursday 27 May 2010 1.00pm – 3.30pm @ MAV

Survey question	Responses
How did you hear about this meeting?	E-bulletin = 2 Email = 8 Website Colleague = 4 April Forum at Convention Centre = 3 Liz and Kellie = 1
Have you been involved in other project activities?	No = 1 Received e-bulletins = 10 Downloaded info/resources = 1 Uploaded info/resources = 4 Attended April Forum = 7 Shared project info with colleagues = 8 Attended Northern Leaders' event = 3 Involved in Committee for East and West Events = 3 Distributed info through networks = 7 Distributed info through own council = 6 Had contact with project workers = 5 Had contact in relation to Short Course = 2 Presentation to staff = 1 Visited project website = 9 Registered for conference = 3 Requested your council, executive management attend conference = 3
What was the highlight of the day?	Hearing what's currently happening and progressing our planning = 5 See what others are doing and strategic networking across the state = 4 Understanding the feedback from the May forum = 3
How could future forums be improved?	Other key stakeholder involvement and info updates Guest speakers Higher level strategic thinking/approaches Profiling/sharing good practices/success/learnings from attendees workplaces = 2 All good, well done More actual collaboration and planning rather than facilitators doing most of talking (though interesting)
What issues are likely to impact on your	Time availability

<p>prevention work now or in the future?</p>	<p>Ongoing buy in and commitment for orgs/councils/keeping council interested = 4 Historically our council has not taken on PVAW agenda Motivation and support Turf wars, competing demands Senior management engagement Lack of understanding and gendered nature of violence Involving men and particularly leaders Continuation of this project! Clearer regional and local networks with clear PVAW purpose Resources and getting the right attention at the right time from the right people!</p>
<p>What is your role in local government?</p>	<p>Community Dev (priorities: PVAW and Comm Food Access) Women's Health Service = 2 Community Development Officer Manager Development Services Family and Youth Planning and Dev Coord (FV in portfolio – need to consider PVAW instead) Respect and Equity Project Coord Councillor Acting Coord – Community Safety and Development One day a week FV Manager Major Projects and Transport</p>
<p>Out of 100 how would you rate your council's readiness and commitment to PVAW?</p>	<p>80% = 3 65–75% 65% 50% 20% 10% = 3 N/A = 2</p>
<p>What could this project offer you/your council to progress this work in your organisation and municipality?</p>	<p>Resources = 5 Positive pressure, benchmarking = 5 More leverage to change practices, process, behaviour, attitudes = 2 Encouragement/support to build on PVAW agenda Exposure to momentum of others working in field/area Legitimate support of existing practices Scaffolding to build platform for this work Time saving by sharing ideas that work = 3 Networking Improved policy/plans, raised awareness</p>

	Recognised and proud leaders in our communities, LGAs
Has the project enabled you to build your capacity and/or strengthen networking in the realm of PVAW?  How?	<p>Yes = 11</p> <p>Information access</p> <p>Building links and sharing information/experiences/networking = 4</p> <p>Dissemination</p> <p>Planning for councils approach</p> <p>Brought my attention back to this agenda and provided resources to push it</p> <p>This is the catalyst for me to contribute to an issue which is imperative to recognise</p> <p>Useful to feed into the State Plan</p> <p>Further assisted and resource current work</p> <p>Not yet but has scope for the future</p>

## Appendix 4: Local Government and Community Leaders: Preventing Violence Against Women Conference. August 2010. Program Summary



**Today's Facilitator:** Cath Whelan, RECKON Community & Organisational Development P/L

<b>9am</b>	Arrival and Registration	
<b>10am</b>	Official Opening and Welcome	<p><b>Rob Spence</b> – Chief Executive Officer, Municipal Association of Victoria  <b>Aunty Di Kerr</b> – Wurundjeri Elder  <b>Todd Harper</b> – Chief Executive Officer, VicHealth</p> <hr/> <p><b>The Hon. Maxine Morand MP</b> – Minister for Children and Early Childhood Development, Minister for Women's Affairs  <b>The Hon. Richard Wynne MP</b> – Minister for Housing, Local Government &amp; Aboriginal Affairs</p> <hr/> <p>Local government leadership and capacity for innovative thinking 'outside the square'</p> <p><b>Jude Munro, AO</b> – Board Chair Queensland Urban Utilities (QUU)          Former CEO of Brisbane City Council (2000-2010) and previously held CEO positions with the Cities of Moreland and St Kilda in Victoria and the City of Adelaide.</p>
<b>11.30</b>	Morning Tea	
<b>11.50</b>	A Framework for Preventing Violence	<p><b>Dr Melanie Heenan</b> – Program Manager, Preventing Violence Against Women Program, Participation and Equity for Health Unit, VicHealth</p> <hr/> <p>Stories from local government – journeys so far</p> <p><b>Strathbogie Shire Council</b> <b>Cr. Colleen Furlanetto</b> and <b>Steve Crawcour</b> – Director Strategic &amp; Community Development  <b>City of Greater Geelong</b> <b>Lisa Armstrong-Rowe</b> – Community Development Officer (Community Safety)  <b>Banyule City Council</b> <b>Daniel Kollmorgen</b> – Manager, Development Services</p>
<b>12.55</b>	Lunch	
<b>1.30</b>	Using mass media as a means of education, advocacy and the promotion of public health	<p><b>Dr Garth Japhet</b> – Director of Heartlines, South Africa</p> <hr/> <p>Stories from local government – journeys so far</p> <p><b>City of Casey</b> <b>Tracey Blythe</b> – Health Planner Knox City Council  <b>Knox City Council</b> <b>Nicole Hunter</b> – Community Development Officer – Social Equity  <b>Moreland City Council</b> <b>Leanne Carlon</b> – Access for All Project Officer</p> <hr/> <p><b>Darebin City Council</b> <b>Michael Ballock</b> – Director Development and Amenity  <b>Maribyrnong City Council</b> <b>Andrew Day</b> – A / General Manager, Community Wellbeing</p>
<b>3.20</b>	Afternoon Tea	
<b>3.40</b>	Q & A - Facilitated panel discussion	<p><b>Dr. Melanie Heenan</b>  <b>Cr Colleen Furlanetto</b> – Strathbogie Shire Council  <b>Jude Munro AO</b>  <b>Eugene Arocca</b> – CEO North Melbourne Kangaroos Football Club  <b>Nick Mazzarella</b> – Manager Major Projects and Transport, Darebin City Council  <b>Maree McPherson</b> – CEO, VLGA  <b>Dr Garth Japhet</b>  <b>Georgie Hill</b> – Coordinator, Safer Communities and Health Promotion, Maribyrnong City Council</p> <hr/> <p>Wrap Up</p>
<b>4.30</b>	Close	

### PROJECT LEADERS



### STEERING COMMITTEE



### WITH SUPPORT FROM

