



Local stories of action to end violence against women and their children

What are other organisations doing?

A resource to support members of the
Grampians Communities of Respect and
Equality (CoRE) Alliance

June 2018

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Women's Health Grampians

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Acknowledgements

Communities of Respect and Equality (CoRE): A Plan to Prevent Violence against Women and their Children in the Grampians region was launched in May 2016. All organisations, clubs and networks in the Grampians region are invited to join the CoRE Alliance and work towards the vision of a safe, equal and respectful society for everyone, as outlined in the Plan.

Implementation of the CoRE Plan is overseen by the CoRE Alliance Governance Group. The Alliance Governance Group would like to acknowledge and thank the CoRE Alliance members, for their time and honesty in sharing their stories to develop this resource so that other members can learn from their experiences. The Alliance Governance Group would also like to acknowledge the staff at Women's Health Grampians that have led the development of this resource.

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Our first 85 members taking action

1. AME Systems
2. Ararat Rural City Council
3. Ballarat CASA
4. Ballarat City Football Club
5. Ballarat Clinical School – Deakin University
6. Ballarat Community Health
7. Ballarat Cricket Association
8. Ballarat & District Soccer Association
9. Ballarat Golf Club
10. Ballarat Health Services
11. Ballarat Regional Trades and Labour Council
12. Ballarat Roller Derby League
13. Ballarat White Ribbon Day Committee
14. Barwon CASA - Wimmera Counselling Services
15. Berry Street
16. BGT (Central Highlands Group Training Inc)
17. Buninyong Cricket Club
18. Buninyong & District Community Bank
19. Buninyong Soccer Club
20. CAFS Child & Family Services
21. Centacare Catholic Diocese Ballarat
22. Central Highlands Children and Youth Area Partnership
23. Central Highlands Community Legal Centre
24. Central Highlands Family Violence Committee
25. Central Highlands PCP
26. Centre for Participation
27. City of Ballarat
28. Department of Education and Training- Central Highlands Area
29. Department of Environment, Land, Water and Planning – Grampians Region
30. Department of Health and Human Services – Central Highlands Area
31. Department of Health and Human Services – West Division Health – Ballarat Office
32. Department of Health and Human Services – Wimmera South West Area – West Division
33. Department of Justice & Regulation – Grampians Region
34. Design for Performance – D4P Pty Ltd
35. Earth Ed
36. East Grampians Health Service
37. Federation University
38. Food is Free Inc.
39. Golden Plains Shire
40. Grampians Community Health
41. Grampians Pyrenees PCP
42. Grampians Region Palliative Care Consortium
43. GWM Water
44. Handy Girl Australia
45. Hepburn Health Service
46. Hepburn Shire Council
47. Hindmarsh Shire Council
48. Horsham Rural City Council
49. Lake Bolac College
50. MDP Photography and Video
51. Miners Rest Primary School
52. Moorabool Shire Council
53. Northern Grampians Shire Council
54. Pyrenees Shire Council
55. Rainbow Learning Group & Neighbourhood House
56. Regional Development Victoria – Grampians
57. Rotary Club of Horsham East
58. Rural Northwest Health
59. SalvoConnect
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61. Sports Central
62. Stawell Neighbourhood House
63. The Lost Ones
64. UFS Dispensaries
65. Uniting Ballarat
66. Uniting Wimmera
67. VicRoads – Grampians – Western Region
68. Victoria Police – Horsham Police Service Area
69. Victoria Police – North Grampians
70. Victorian Men's Shed Association
71. Warracknabeal Neighbourhood House and Learning Centre
72. Warracknabeal Secondary College
73. West Wimmera Shire Council
74. Western Bulldogs Community Foundation
75. Western Victoria Primary Health Network
76. Wimmera West Grampians Neighbourhood House Network Inc.
77. Wimmera and South West Area Integrated Family Violence Partnership
78. Wimmera Catchment Management Authority
79. Wimmera Health Care Group
80. Wimmera PCP
81. Women's Health Grampians
82. Women Supporting Women Ballarat
83. WRISC Family Violence Support
84. Yarriambiack Shire Council
85. YMCA – Ballarat

June 2018

Introduction

This resource has been developed to help you as a member of the Communities of Respect and Equality (CoRE) Alliance take action to end violence against women and their children by learning from what other members have done or are doing. These stories of local action both illustrate the breadth of actions that can be taken as well as share what they have found that particularly enabled the work in their organisation, and how they overcame various challenges along the way.

There are an unlimited number of actions member organisations can do that collectively, will start to address the drivers underlying violence against women and children.

This resource is to help inspire your ideas. Please do not be limited by the activities suggested in the following pages.

These organisations also share what they have learned along the way:

- Internal leadership at senior management level is crucial – both to prioritise activities and direct resources, and to model acceptable behaviours;
- Change is going to take time; but small steps can lead to bigger changes;
- Staff can be engaged in an organisational approach– this is a topic that can appeal to staff from across the organisation, and generate significant enthusiasm;
- A long term approach is important; and more valuable than an initial burst of short term actions that cannot be sustained;

Remember to refer to the **Taking Actions guide** for more ideas and information on the 5 key action areas. There is a tool in this guide to help you plan.



For a short video on the guide visit [here](#) or go to whg.org.au

Remember – whether you undertake a single activity

or many activities

your actions will help us move collectively towards our vision:

A safe, equal and respectful society for everyone



Based in Ararat, AME Systems is a globally competitive manufacturer of electrical wiring harness, power and signal distribution systems. It employs 250 staff (49% female: 51% male), making it one of the largest employers across the Grampians/ Pyrenees Region. It has a long tradition of supporting the local community and has been an employer of choice for many residents of Ararat and the wider region. Some families have had three generations represented in the workforce over the years.

AME Systems began working in the prevention of violence against women as a pilot site for Women’s Health Grampians’ Act@Work program. AME Systems is a proud member of the Communities of Respect and Equality (CoRE) Alliance.



What are some of your achievements?

Act@Work began with strong leadership from management and we put a call out for ambassadors which led to a dozen representatives among management and production staff. We promoted the program through the business with images and key messages uploaded onto our desktops and screens about the place. We still do this, and we have White Ribbon messaging in the lead up to 25 November each year.

A ‘Best-Practice’ lunch is held bi-monthly with all of our Team where we can really focus on any area or topic. One focused on violence against women and the fact that it is indeed preventable.

Last year we got involved with the 16 Days of Activism and will continue that; we use our Facebook page to create awareness to our friends about our work and values, and the 16 days Campaign fits well with this Social Media activity.

We were really proud that our Production Manager, Laura White was a finalist in the *Women in Industry Awards – ‘Excellence in Manufacturing Award’* category amongst an impressive field of nominations. The *Women in Industry Awards* recognise and reward the achievements of women working within the mining, engineering, manufacturing, process control industries and commercial road transport industries, and aims to raise the profile of women within industry.

Our internal newsletter is distributed three times a year and we make a point of mentioning a current news event or item that challenges sexism, discrimination and violence against women.

Overall, there is a much greater awareness among staff about what constitutes violence against women and it is a topic that is more openly discussed and people feel more engaged with. We deal with situations differently as well. There have been a couple of incidents that have been brought to management’s attention, which in itself is an achievement - because people are more willing to speak up if they see or hear something they feel is not right.

What has contributed to your success?

The culture of our workforce is vitally important to us and consistent with what we do through this work. It’s by chance that our newly redefined core values actually formed an acronym that was relevant: CARE. It stands for Courage, Accountability, Respect & Engagement and sits very comfortably with our involvement with CoRE.

AME Systems values all staff and aims to promote a culture of open communication and are committed to continuous learning and improvement, together with team and individual staff development. We ensure staff are supported with training opportunities and we back this up by our Policies and Procedures to assist us in creating our cohesive and enjoyable workplace culture.



AME Systems takes action across all 5 of the Essential Action Areas outlined in the national framework *Change the Story*, and the Communities of Respect and Equality (CoRE) *Taking Action* guide.

Internal (workforce)	External (business and networks)
Challenge Violence Against Women	
<p>Bystander training provided to all staff in initial Act@Work Pilot Program</p> <p>Delivered presentation about Preventing Violence against Women to bi-monthly Best Practice lunch</p> <p>White Ribbon Day is promoted through notice boards, newsletter and screen savers</p> <p>Consistent messaging through CARE strategy encourages active bystanders</p> <p>Promote membership of CoRE internally</p>	<p>Senior staff attend Leading Change events</p> <p>Staff attend WHG's Community of Practice quarterly</p> <p>Member of a community WRD working group</p> <p>Participate in 16 Days of Activism Campaign</p> <p>Promote commitment to the prevention of violence against women via local media (Used A@W program as opportunities for local media-The Ararat Advertiser)</p> <p>Champion CoRE - Promote membership to CoRE via website/Facebook</p> <p>Developed a public Leadership Statement</p>
Empower women and girls	
<p>Women in Industry Awards 2016 nomination</p> <p>Encourages male staff to undertake family friendly hours</p> <p>Social Club host International Women's Day event</p> <p>Encourage female staff to apply for leadership positions</p>	<p>Publicly acknowledge the nomination of staff member in "Women in Industry Awards"</p> <p>Support other local initiatives that seek to empower women</p>
Challenge stereotypes and norms	
<p>Challenges attitudes with strong policy</p> <p>Observe informal staff roles (washing dishes/making the cups of tea /taking minutes etc.) and promote new norms</p>	<p>Audit facilities and ensure inclusive to everyone</p> <p>Audit and review brochures and images to avoid promotion of stereotypes and gender norms and ensure visual imagery shows males and females in diverse roles</p>
Build respectful relationships	
<p>AME's CARE strategy (Courage, Accountability, Respect & Engagement) very strongly communicates respectful relationships in an already community-minded family owned company</p> <p>Respectful relationships highlighted in AME Values</p> <p>Use of posters, newsletter, screen savers etc</p> <p>Code of Conduct policy specifically references disapproval of sexist behaviour & language</p> <p>Refresher bystander training provided to all staff</p> <p>Inclusion of Act@Work clip in induction of new staff</p>	<p>Actively promotes supportive relationships with other local organisations, services and clubs</p>
Promote gender equality	
<p>Modelled through leadership, the owners of the company are a husband and wife team</p> <p>Promote membership of CoRE to staff</p> <p>Include information on PVAW & gender equality and CoRE in orientation program for new staff</p>	<p>Staff attend Grampians Community of Practice</p> <p>Provide periodic Media Releases around successes and achievements also promote through social media platforms</p> <p>Report in annual report areas of growth and support of gender equality.</p>

Acknowledgement: Thank you to the Management Team of AME for their participation and support in the development of this local story.
<http://www.amesystems.com.au/>



Ararat Rural City

The rural city of Ararat, some 200 kilometres northwest of Melbourne, is a major regional service centre in Victoria's mid-west which includes a number of small rural townships. Ararat Rural City Council (ARCC) has a population of approximately 11,000; employs 130 staff (two thirds are male); and has a total revenue of \$26m.

ARCC started its commitment to preventing violence against women in 2014, when it partnered with Women's Health Grampians as a pilot site for the Act@Work program. Since then the Council has continued to further embed the principles of respect and equality across council activities. ARCC is a proud member of the Communities of Respect and Equality (CoRE) Alliance.

What are some of your achievements?

Act@Work has had a really positive impact on the culture of the workplace and two years on, the staff are still really engaged in the issue. Our commitment as an organisation has produced strong advocates. Some are active because of personal experiences with family violence, others have young families and want to model respect, and build a positive and safe community. They have summoned dynamic energy and drive to change the way the community views women and girls, and to recognise and feel confident challenging unhelpful stereotypes.

An unexpected result has been the opportunity to give voice to survivors of family violence from the community, staff and council and enabling disclosure to be supported and not judged. One staff member who experienced family violence was coping alone while also trying to disguise her experience from colleagues. She is now a champion and an advocate, is comfortable to speak publically and feels able to speak up about her own experiences. Her colleagues are equipped and able to support her. The Council-led Ararat White Ribbon Day event has engaged with a couple from St Arnaud who have been able to share their grief, and raise community awareness in telling of their experience of the brutal murder of their daughter at the hands of her partner.

ARCC staff are also members of our local community groups, schools and clubs etc. The work we have done at Council has helped shift the conversation further afield to families, social groups, sporting clubs and other networks.

What has contributed to your success?

Most of the activities initially undertaken as part of Act@Work have been integrated into ARCC culture, primarily through the Action Group that was meeting quarterly. The decision was recently taken to combine the Act@Work Action Group, OH&S, Consultative and the Health & Wellbeing committees. The intention was to create a group that was better resourced and had more authority to make decisions. Smaller sub-groups will be formed to progress particular projects (e.g. a White Ribbon Day event). This means the work and focus of the Act@Work Action Group is now well embedded across other key areas of the organisation.



We use a range of strategies to keep attention on the topic. We do a bi-monthly media release to highlight successes and achievements to do with gender equality. This has been a positive outcome for the Council's public profile and an important way to transform attitudes. We also continue to display the resources that were part of the Act@Work program. These help start new conversations and remind people about why we are doing it and what we need to do. The Act@Work Bystander Training in particular had a powerful impact on the organisation – nothing opened people's eyes quite like that did. We also use meetings and opportunities such as Compliance Training or Policy reviews to discuss topics or current events relating to stereotypes, sexism and discrimination. It's about keeping the topic front and centre – good organisational culture doesn't cost money!

Ararat Rural City Council takes action across all 5 of the Essential Action Areas outlined in the national framework *Change the Story*, and the Communities of Respect and Equality (CoRE) *Taking Action* guide.

Internal (workforce)	External (business and networks)
Challenge Violence Against Women	
<ul style="list-style-type: none"> Undertook Act@Work program to improve staff understanding of issue and empower bystander behaviour Leadership team provided with regular updates relevant to violence against women in the workplace Introduced Family Violence Leave into EBA Hold White Ribbon Day event for staff Provided training to Local Laws officers-increasing awareness and skills in attending situations 	<ul style="list-style-type: none"> Joined CoRE Alliance and promote membership publicly Developed a Leadership Statement outlining ARCC's position on violence against women and its commitment to preventing it – on public display Senior staff attend Leading Change events in region ARCC working group lead a community White Ribbon event Staff attend community White Ribbon Day events Participate in 16 Days of Activism Campaign Promote commitment to the prevention of violence against women via local media
Empower women and girls	
<ul style="list-style-type: none"> Policies reviewed with a gender sensitive lens Social committee host an International Women's Day event Staff attend WHG Community of Practice sessions to learn more about leadership on this issue 	<ul style="list-style-type: none"> Considering resource allocation, facility management etc for Leisure Services for opportunities to encourage women and girls participation in sport
Challenge stereotypes and norms	
<ul style="list-style-type: none"> Included a netball tipping competition alongside the footy tipping competition for staff 	<ul style="list-style-type: none"> Audited and reviewed brochures and images used etc to ensure visual imagery shows males and females in diverse roles (and not stereotypes)
Build respectful relationships	
<ul style="list-style-type: none"> Bystander training provided to all staff (now in induction program) Code of conduct references respectful behaviour and notes anti-sexist behaviour required Bullying, harassment and sexist behaviour policies reviewed Internal communications strategy (posters/brochures) used to encourage discussions about respect and reinforce expectations re behaviour Physical workplace audited for sexist and offensive materials including advertising material 	
Promote gender equality	
<ul style="list-style-type: none"> OHS committee includes gender as standard agenda item Promote membership of CoRE to staff 	<ul style="list-style-type: none"> Seek opportunities in community service provision areas to address the drivers of violence against women Disseminate a Media Release bi-monthly around successes and achievements toward gender equality in the workplace

Acknowledgement

Thank you Colleen White Director Corporate Strategy, Risk and Governance, and Janeen Williamson, People & Culture Officer at ARCC for supporting the development of this local story.



Ballarat Community Health (BCH) is a public company limited by guarantee and provides services to people in the Ballarat, Golden Plains, Moorabool, Hepburn and Pyrenees local government areas. Services include general practice, sexual health clinic, pharmacotherapy, alcohol and other drug services, health education and health promotion, allied health, mental health and counselling, immigrant and refugee support services, homelessness and youth services. BCH employs approximately 108 EFT, comprising of 132 females and 28 male staff.

BCH has long been involved in dealing with the impact of family violence. Then in 2014 the Board of Management awarded the counselling team innovation funding to host a conference on family violence. The conference was held in November, 2014, attracting international speakers and was the first conference of its kind to be held in Ballarat.

Ballarat Community Health also welcomed the opportunity to become the first site for Women's Health Grampians (WHG) Act@Work program. This initiative involved the whole organisation and included training that was provided to 80% of staff on what they can do as bystanders to change attitudes that support violence and gender equality towards women. Additionally, a review of policies was undertaken to support a healthy and respectful workplace culture and a specific policy to support staff experiencing family violence was developed and implemented. BCH is now a proud member of the Communities of Respect and Equality (CoRE) Alliance and are part of the CoRE Alliance Governance Group that oversees the initiative.

What are the key enablers to start work in this area?

Ballarat Community Health is an organisation that already seeks to actively empower our workforce and has a broad commitment to gender equality. However, the statistics showing that 1 in 3 women will be a victim of violence; and 1 in 5 will experience sexual assault, are significant; and potentially directly impacting our large female workforce. This reinforced the need to be supportive, and not to be silent, when confronted with gender discrimination. The Board of Management's initial support with the conference showed the staff that this issue was seen as important.



What have been the major challenges for you, and how did you overcome them?

There was broad support and BCH embraced the work of WHG's Act@Work program, and there were no major challenges. Staff, however, did question the amount time required to attend the training - then subsequently provided feedback that more time should have been allocated! The training challenged our beliefs and attitudes and continues to generate great discussion in our workplace and with our families and friends.



Ballarat Community Health takes action across all 5 of the Essential Action Areas outlined in the national framework *Change the Story*, and the Communities of Respect and Equality (CoRE) *Taking Action* guide.

Internal (workforce)	External (business and networks)
Challenge Violence Against Women	
<p>White Ribbon – host a number of events in the week leading up to White ribbon day (organised by men) for staff and the community yearly.</p> <p>Board and leadership commitment/consistent modelling</p> <p>Include update</p> <p>Promote membership of CoRE internally</p>	<p>16 Days Campaign – participate annually</p> <p>Staff attend external White Ribbon events</p> <p>Champion CoRE - Promote membership to CoRE via use of logo etc on emails/website</p> <p>Promote and encourage membership of CoRE in networks/with partner orgs</p>
Empower women and girls	
<p>Female staff encouraged to attend women in leadership events</p>	<p>Supporting the City of Ballarat's Women in Sport strategy</p> <p>Support other local initiatives with partner organisations that seek to empower women</p>
Challenge stereotypes and norms	
<p>Check staff roles re informal responsibilities? (washing dishes/tea towels/putting bins out etc) and promote new norms</p> <p>Audit facilities re barriers to male participation/employment in community health?</p> <p>Review policies re he/she/non gender specific language and assumptions?</p>	<p>Audited and reviewed brochures and images used etc – I think this might have been to ensure you had a good balance re male/female images – but might be interesting to audit specific to stereotypes and gender norms as well</p> <p>Audit facilities and ensure inclusive to everyone (eg that baby change facilities can be accessed by all carers)</p>
Build respectful relationships	
<p>Continue to provide bystander training to all new staff (video in induction program; Women's Health Grampians training as part of half yearly training program)</p> <p>Continue internal communications strategy intermittently across the year (posters, newsletter info etc)</p>	<p>Provide a training program to schools on sexual and reproductive health – includes respectful relationships element</p> <p>Respect included as core value for org</p> <p>Consider adoption of respectful and equal relationships messaging across all program areas</p>
Promote gender equality	
<p>Employee Opinion survey includes experience re gender equality</p> <p>Position statement re gender equality adopted by Board – and integrated into systems</p> <p>Quota re female board membership</p> <p>Consider unconscious bias and recruitment strategies</p> <p>Include information on primary prevention of violence against women, gender equality and CoRE in orientation program for new Board members?</p>	<p>Gendered analysis of Ballarat Community Health client usage rates</p> <p>Position statement re gender equality adopted by Board – put on website and promoted</p> <p>Use sex disaggregated data for program planning</p> <p>Include key messages re equality in external communications strategy – to leverage opportunity across all health messaging</p> <p>Report in annual report using gendered data</p> <p>Support the CoRE Alliance Governance Group as per Action plan</p> <p>Support (mentor) new organisations commencing CoRE work (attend Community of Practice sessions, contribute to resource development etc))</p>

Acknowledgement

Thank you Louise Feery, Healthy Lifestyle Team Leader, Catherine Kennedy, Health Promotion Officer and workplace liaison and Yvette Gunn, Executive Services Manager Ballarat Community Health for supporting the development of this local story.



Ballarat Golf Club is Australia's oldest continually played course and caters to players at all levels. The course has ranked amongst the top 100 public access course in Australia, and the club includes a bistro and bar, a pro shop and conference and function facilities.

Ballarat Golf Club has over 830 members (795 males: 41 females). Governed by a Board of Directors with nine voluntary delegates, the club included a focus on the principles of gender equity and equal opportunity under their Corporate Governance pillar, in its 2016-2020 Strategic Plan.

Established in 1895, Ballarat Golf Club has created a space for the local community to play golf for 122 years. With a strong history, the club has in recent years demonstrated a commitment to gender equity, recognising it takes a whole of community effort to stop violence against women. The influence of sporting clubs on community attitudes represented a great opportunity for the club to become a leader in this area.

What are some of your achievements?

With an explicit commitment to gender equity formally cited and endorsed, the dedication to being a model of excellence for promoting and achieving gender equity in a golf club setting has resulted in the club being proactive in making their actions and vision a reality.

With a detailed Action Plan developed by an internal Gender Equality Working Group, the golf club has already achieved changes that benefit gender equity.

The club recently appointed its first ever female Vice-President; introduced new membership categories with reduced fees to attract more females to the clubhouse; introduced female only clinics to support beginners and create social opportunities for women in regional areas; has set targets for women in senior leadership (i.e. board of directors and subcommittees); and created open time sheets for competition days, allowing full and equal access to the course for both men and women.

What were the key enablers that helped you progress work in line with your plan?

The leadership and persistence of Ballarat Golf Club's president and broader clubhouse representatives has led to the continued prioritisation of gender equity and the topic remaining at the forefront of the club's agenda.

The establishment of a Gender Equality Working Group (GEWG) has further solidified this commitment, creating champions for advocacy, and allowing for collective input into the direction and actions the golf club can take to promote equality.

The ongoing support of Women's Health Grampians in supporting the GEWG and club to understand the issue of violence against women and evidence-based practice to promote equality has strengthened the capacity of the club to implement meaningful and sustainable actions for change.



What have been the major challenges for the workplace, and how did you overcome them?

Some of the messages associated with the issue of gender equity and violence against women were initially quite challenging for some members. It is hoped with continued communications and education, and the benefits as the action plan becoming evident, as it is implemented, members will become increasingly comfortable with the topic.

The composition of the GEWG was initially primarily women. It was agreed that in order to broaden the diversity of perspectives and voices for the action plan (that affects all members) some male members needed to be invited onto the group. Representatives from the GEWG nominated specific people and this was followed up individually with a personalised approach successfully leading to more men now being on the group.

Ballarat Golf Club takes action across the 5 Essential Action Areas outlined in the national framework *Change the Story*, and the Communities of Respect and Equality (CoRE) *Taking Action* guide.

Internal (workforce)	External (business and networks)
Challenge VAW	
<ul style="list-style-type: none"> Completed a Leadership Statement detailing to staff, members, and partners the club's position on preventing violence against women (PVAW). Became a member of CoRE. The delivery of a PVAW Leadership Briefing to the Board of Directors (in progress). Clubhouse staff to undertake Bystander Training to learn how to intervene in instances of sexism, discrimination and violence against women. 	<ul style="list-style-type: none"> Engaged a Communications Plan to allow for consistent and regular reference to preventing violence against women and promoting gender equality, including: <ul style="list-style-type: none"> Media release on CoRE (in progress). Display of CoRE materials around the clubhouse. Permanent reference to CoRE/gender equity on the website (in progress). Display of the Leadership Statement in the clubhouse, particularly above the bar for patrons to observe. Engaged the broader golf network (specifically other golf clubs) to inform them of the issue of violence against women and encourage them to declare a similar commitment (ongoing).
Empower women and girls	
<ul style="list-style-type: none"> Conducted a Gender Audit of the clubhouse's processes, systems and culture. Developed an extensive Gender Equity Action Plan to guide the efforts of the GEWG. Constitutionalising targets for women in senior leadership, specifically the percentage of women on the Board and Subcommittees (in progress). Management actively encouraging women to apply for non traditional gendered roles and positions i.e. greenkeeper. 	<ul style="list-style-type: none"> Created new membership categories to encourage women and men to come to the clubhouse. The provision of female-only clinics to support women to enter the golfing environment, enjoy the sport and make social connections. Modified course availability through open time-sheets to allow both men and women to equally enjoy the benefits of playing golf.
Challenge stereotypes and norms	
<ul style="list-style-type: none"> Golfing clinics for children, men and women are run by an accredited instructor who is female. 	<ul style="list-style-type: none"> The provision of female golfing clinics alters the perception that only men can, and are welcome to play golf. Will perform a gender analysis of stock imagery to ensure promotional material is reflective of the community (i.e. diversity) and is not perpetuating stereotypes.
Build respectful relationships	
<ul style="list-style-type: none"> Amended policies i.e. Code of Conduct to reference respectful relationships (in progress). 	
Promote gender equality	
<ul style="list-style-type: none"> GEWG champion and promote progressive views around gender roles and fairness. Use design principles to modify the clubhouse to create an environment (physical and cultural) that is diverse and inclusive (in progress). 	<ul style="list-style-type: none"> The club's president is a regular attendee of WHG Community of Practice to learn new innovative ways to promote equality. The club's president is a regular guest speaker at events to highlight the shift of the club in terms of gender equity, thereby supporting other organisations to do the same.

Acknowledgement

Thank you Greg Anders (President of Ballarat Golf Club) for supporting and assisting in the development of this local story.



Golden Plains Shire (GPS) is located 1 hour's drive west of Melbourne, between Geelong and Ballarat. It has a population of 21,000 (2015) with a growth rate 1.3%. Shire's main service centre is Bannockburn. The Council employs 183 EFT: 115 female and 68 male.

GPS became involved in preventing violence against women in 2014 when CEO Rod Nichols heard former Police Commissioner Ken Lay talk about the prevalence of violence against women, and the potential for community and government leaders to make a difference, at a Leading Change event in the region. Rod was active in leading a Council response and within months GPS had launched their Month of Action for November (to coincide with White Ribbon Day) displaying signage across the town, held a white ribbon event in the community with high profile presenters including Luke Ablett (former AFL player), and had formed an internal action group to plan and oversee a range of initiatives over the next 12 months. GPS is now a proud member of the Communities of Respect and Equality (CoRE) Alliance and are part of the CoRE Alliance Governance Group that oversees the initiative.



What were the key enablers for you to start work in this area?

The leadership of our CEO, and his ability to centre this work as a priority for Council was crucial to getting this started. We invited staff to form an action group and we had 15 people from right across the workplace – from all ranges and levels, with Rod chairing the group. This gave it a great profile and great reach into different areas of council. There was a lot of enthusiasm from staff right across the organisation.

The resources and support Women's Health Grampians provided also really helped. They supported us with staff training and by providing us with lots of materials and resources from the Act@Work program. Those resources really helped to raise awareness about violence against women, but also with ideas on what we could do.

What have been the major challenges for you, and how did you overcome them?

Probably the biggest thing has been maintaining the initial momentum, and balancing this work with our core work. Staff changes can impact as well. In hindsight our first plan probably made a lot of 'extra' work for us – we were focused on raising awareness in our community and our workplace about the issue– which is important. But now we are re-thinking where we go from here and planning a longer term integrated approach. We are trying to determine how we can do this in a more sustained way, where activities are aligned really closely with what we do as our business, and integrated in to our systems, so they just become part of our organisation and don't require constant, additional resourcing. Providing the Baby Makes 3 program is great example of this. We are on the 6th cycle of providing this program, and it fits really closely with our work in maternal and child health.



Golden Plains Shire takes action across all 5 of the Essential Action Areas outlined in the national framework *Change the Story*, and the Communities of Respect and Equality (CoRE) *Taking Action* guide.

Internal (workforce)	External (business and networks)
Challenge Violence Against Women	
<p>'Plain Talking' segment in staff newsletter (topics to do with the prevention of violence against women)</p> <p>Prevention of violence against women is a standard agenda item on outdoor staff meetings</p> <p>Internal action group responsible for progressing CoRE actions</p> <p>Promote membership of CoRE internally</p>	<p>Month of action in November to coincide with White Ribbon– participate annually – display town signage; White ribbon added to staff email signatures; Support external White Ribbon events in the community; and participate in 16 Days of Activism campaign</p> <p>Works/local laws staff trained in identifying family violence</p> <p>Continue to distribute the service provider card developed by Council</p> <p>Continue to display Leadership statement to community re GPS commitment to ending violence against women</p> <p>Champion CoRE - Promote membership to CoRE via use of logo etc on emails/website</p> <p>Promote and encourage membership of CoRE in networks/with partner organisations</p>
Empower women and girls	
	<p>Exploring local data re female participation in sports and engagement/membership in sporting club committees - Considering reviewing community grants criteria re girls participation, pending above; Considering reviewing section 86 Agreements re committee memberships, pending above</p> <p>Develop partnerships with other local groups developing initiatives that seek to empower women</p>
Challenge stereotypes and norms	
<p>Develop strategy to tackle male and female dominated occupations in council to achieve gender balance</p>	<p>Audit facilities and ensure inclusive to everyone (eg that baby change facilities can be accessed by all carers)</p>
Build respectful relationships	
<p>Continue to provide bystander training to all new staff (by trained GPS staff and by video infographic in induction program)</p> <p>Continue internal communications strategy intermittently across the year (posters, newsletter info etc) to raise awareness and keep topic central</p> <p>Staff code of conduct revised</p>	<p>Continue to provide Baby Makes 3 to new parents in the region</p>
Promote gender equality	
<p>Support new Councillors to attend MAV orientation re gender equity training</p>	<p>Use sex disaggregated data for program planning (train key staff re gender analysis)</p> <p>Support the CoRE Alliance Governance Group as per Action plan</p> <p>Support (mentor) new organisations commencing CoRE work (attend Community of Practice sessions, contribute to resource development etc)</p>

Acknowledgement

Thank you Jill Evans Director Community Services, Greg Anders Director Assets and Amenity, and Rebecca Hickey Health and Wellbeing Team Leader from Golden Plains Shire for supporting the development of this local story.



Grampians Pyrenees Primary Care Partnership (GPPCP) is a voluntary alliance of over 40 agencies in the health, welfare, Local Government, community and disability sectors. GPPCP covers the 3 local Government areas of Northern Grampians Shire, Ararat Rural City and Pyrenees Shire. Primary Care Partnerships (PCPs) are a State Government initiative and are unique to Victoria. The mission of the GPPCP is to lead diverse and innovative partnerships to support the wellbeing of our communities. Working together ensures an integrated and collaborative approach to common community health issues, reducing duplication and creating strategic and collective impact. This enables bigger and better outcomes for services and communities across the region.

Since becoming CoRE members in 2016 the GPPCP is taking big strides towards raising the profile of gender equality across the region. As a part of its five new Strategic Directions the Partnership aims to connect and bolster efforts to prevent and address family violence across regions and sectors. This is achieved not only through work activities but more broadly through upscaling and connecting efforts and stepping up as a key leader for change.

What are some of your achievements?

At every opportunity we look for ways we can support existing groups and networks. The GPPCP acts as a connector that helps to build and strengthen the effort. Our achievements include:

- Supporting female staff to take on local board roles as a part of their work
- Leading and supporting the use of sex disaggregated data and gender analysis planning with member organisations
- Applying a gender lens to our external communications and ensuring these do not reinforce gender stereotypes.
- Our small grants application process includes a requirement to address gender
- Through our Small Grants Program we also support local projects e.g. Girls'n Grass High tea, and the Grampians Pyrenees Leading Change Dinner
- Involvement in organising and co-sponsoring the Leading Change event 2018
- We support and promote prevention activities led by our partners e.g. the Stawell White Ribbon Day March and local White Ribbon Day events
- Developing new projects that empower rural women, for example the Rural Gender project

What were the key enablers that helped you progress work in line with your plan?

The leadership and support of Women's Health Grampians including web based CoRE resources, for

example the YouTube clip, presentations, gender audit tool and reports. The existence of fantastic campaign resources and messages that are easily accessible, as well as support from the State Government to prioritise resources (we are primarily state funded). We also have an Executive Committee, together with our Partners who are well informed and passionate about the cause – this led to this work being embedded in our Strategic Plan.

What have been the major challenges for you, and how did you overcome them?

Working out where to start: The support of Women's Health Grampians has been phenomenal; we were able to craft a journey unique to our needs and readiness. There were many other CoRE members in the same boat and it also made sense to team up and do things together, this has saved on resources significantly. The sheer degree of change needing to happen can be overwhelming: We focused on small, bite sized activities. Prioritising staff time to dedicate to this: We now have specific activities and roles in everybody's work plans, this has helped to spread the activity and make incremental and consistent progress.

Acknowledging and celebrating our achievements: At first it felt like we really weren't doing much or enough beyond our actual core work. However when reflecting on the last 3 years and documenting our activities we realised we had much to celebrate after all!

Grampians Pyrenees Primary Care Partnership takes action across the 5 Essential Action Areas outlined in the national framework *Change the Story*, and the Communities of Respect and Equality (CoRE) *Taking Action* guide.

Internal (workforce)	External (business and networks)
Challenge VAW	
<ul style="list-style-type: none"> Board and leadership commitment- raise awareness/build capacity Raise awareness of CoRE and PCP's commitment 	<ul style="list-style-type: none"> 16 Days Campaign and White Ribbon – participate annually Champion CoRE - Promote membership of CoRE via use of logo on emails/website Promote and encourage membership of CoRE in networks/with partner orgs/ (include in partnership agreement/newsletter and website (a part of all employee work plans)
Empower women and girls	
<ul style="list-style-type: none"> Female staff encouraged to attend women in leadership training and take on PD opportunities Consider women in succession planning Full time staff encouraged to take on a Board role as a part of their work time to contribute to small, local organisations 	<ul style="list-style-type: none"> Support other local initiatives with partner organisations that seek to empower women, e.g. support for and attendance at International Woman's day events Participate in International Women's Day campaign Pursue partnership project aiming to empower rural women (application submitted)
Challenge stereotypes	
<ul style="list-style-type: none"> Check staff roles re informal responsibilities (washing dishes/tea towels/putting bins out) and promote new norms- encourage conversations in the workplace that challenge stereotypes 	<ul style="list-style-type: none"> Audit and review images used to ensure a good balance re male/female images and to audit specific to stereotypes and gender norms as well
Build respectful relationships	
<ul style="list-style-type: none"> Model respectful relationships in the workplace at all times; create a culture where disrespect is challenged by encouraging open conversations 	<ul style="list-style-type: none"> Co-sponsoring and promotion of workshops and events e.g. Sex Ed by porn and Leading Change Events
Promote gender equality	
<ul style="list-style-type: none"> Include information on PVAW, gender equality and CoRE in orientation program for new staff/Executive Committee members Build capacity of PCP to lead and apply gender analysis in planning and program development Executive Officer attended Gender Analysis Training 	<ul style="list-style-type: none"> Use sex disaggregated data and apply gender analysis for program planning Lead and support the use of sex disaggregated data and gender analysis in planning with member organisations. Build capacity of PCP to lead and apply gender analysis in planning and program development Include requirement re gender in Small Grant application process Include key messages re equality in external communications strategy – to leverage opportunity across all health messaging Support the CoRE Alliance Governance Group and activities as per GPPCP Strategic Plan Support (mentor) new organisations commencing CoRE work Contribute to and participate in CoRE Grampians Pyrenees Community of Practice Host Leading Change Breakfast: Horsham August 2017 Work with other groups to host International Women's Day events Attend and support Community of Practice and other relevant forums

Acknowledgement

Thank you Emily Anderson, Executive Officer from Grampians Pyrenees Primary Care Partnership for the development of this local story.

Horsham Rural City is a vibrant, diverse community situated on the Western Highway approximately 300 kilometres north-west of Melbourne and north of the Grampians National Park, in the heart of the Wimmera region of Victoria. The municipality has a

population of 19,279 and covers an area of 4,267 square kilometres. Horsham is the largest urban centre in the Wimmera Southern-Mallee region and as such is a focal point for industry, health, sport and education in the region. Horsham Rural City Council employs approximately 175 staff comprising 75 females and 110 males.

Horsham Rural City Council is a member of the CoRE Alliance and is committed to a safe, equal and respectful society for everyone. Council is of the belief that our communities can be better places to live, if we strive to make them so. With the combined leadership and influence of those who are parties to this CoRE Plan, we will build a new future for our region, in which gender inequality and violence against women is a thing of the past.

What are some of your achievements?

One of the key prevention of violence against women (PVAW) actions Horsham Rural City Council has taken is the Act@Work program. This program has been significant for the organisation in broadening understanding across the workforce, challenging behaviour, and leading to action across different work areas.

Horsham Rural City Council has developed an action plan with four key areas of focus: workplace culture, physical environment, community connections and health and wellbeing of staff.

Horsham Rural City Council led the implementation of work prioritising PVAW across four Wimmera Councils after receiving funding from the Municipal Association of Victoria Local Government PVAW Grants. All four participating Councils and Women's Health Grampians are committed to continuous work in PVAW. The partnerships formed through this project will prove useful and beneficial for all well into the future.

What were the key enablers that helped you progress work in line with your plan?

The program has encouraged staff from all areas of Council to think about the way they conduct themselves in the workplace, and, how this might link in with PVAW even when there doesn't appear to be a direct link. It has had the effect of making staff step back, rethink and adjust their actions where necessary. It has also given staff a unique insight into the behaviours and cultures of other teams and encouraged them to take a whole-of-Council view of the issue.

What have been the major challenges for you, and how did you overcome them?

The focus of the Act@Work program on prevention of violence against women has been challenging for some Council staff. This gender-specific focus has been seen by some as being discriminatory and as a consequence there was some backlash – e.g. removal of posters regarding PVAW, questioning the focus on women and asking what about violence against men. Some of this backlash was experienced in the initial phases of the program prior to training, something for organisations to be aware of when undertaking similar work. The application of a gendered lens and the equity/equality journey is also something that is challenging – i.e. the use of gender-specific or gender-transformative policy approaches.

The Act@Work program has challenged people to think about language, behaviours and stereotypes, and this can be difficult. Of the issues surveyed, the telling of sexist jokes in social and workplace settings is the area where there was greatest diversity as to whether people think it is OK, sometimes OK, rarely OK or never OK. This is also the area where there is greatest diversity in people's willingness and levels of comfort in taking action.

A challenge has been Councillor engagement with new Councillors coming on just prior to the start of this program.

It is important for referral information to be included as there have been disclosures by staff members who have, or know of people that are, affected by family violence.

Horsham Rural City Council takes action across the 5 Essential Action Areas outlined in the national framework *Change the Story*, and the Communities of Respect and Equality (CoRE) *Taking Action* guide.

Internal (workforce)	External (business and networks)
Challenge VAW	
<ul style="list-style-type: none"> • Commitment Statement • CoRE Membership • Act@Work Program delivered • Act@Work behaviours and principles to be incorporated into Councillor and Staff Code of Conduct 	<ul style="list-style-type: none"> • Developed a Communications Plan for consistent and regular reference to preventing violence against women and promoting gender equality including: <ul style="list-style-type: none"> ○ Media release on CoRE ○ Display of CoRE Leadership Statement ○ Permanent reference to CoRE and gender equity on our website ○ PVAW initiatives identified as key actions in the Health and Wellbeing Plan ○ Development of a statement that can be included in Council publications, material and policies: respect is universal and violence in any form is wrong ○ Staff email signatures to include reference to CoRE Alliance membership • Participation and support of White Ribbon Day
Empower women and girls	
<ul style="list-style-type: none"> • Family Violence Leave included in EBA • Update staff induction to include information about workplace values: active bystanders to sexism, discrimination and violence against women • Support staff attendance at LGPro Women's Conference 	<ul style="list-style-type: none"> • Support GoWomenLG2016 Forum to encourage women to stand for Council
Challenge stereotypes	
<ul style="list-style-type: none"> • Act@Work Active Bystander Training • Install baby change facilities in the male toilets in the Civic Centre Reception Area 	<ul style="list-style-type: none"> • Review promotional and display materials including information sent by other organisations • Ensure books purchased for the new Children's Hub contain non gender stereotyped role models
Build respectful relationships	
<ul style="list-style-type: none"> • Act@Work Active Bystander Training • Include Act@Work principles in monthly Staff Recognition Award 	<ul style="list-style-type: none"> • Review parenting group processes and consult with fathers to ensure they can be better supported by parents groups
Promote gender equality	
<ul style="list-style-type: none"> • Involvement in Listen, Learn and Lead program • Trialling gender analysis for plans and projects • Progressively update templates: terms of reference for advisory committees, Council reports, project briefs, community engagement 	<ul style="list-style-type: none"> • Host Leading Change Breakfast: Horsham August 2017 • Work with other groups to host International Women's Day events • Attend and support Community of Practice and other relevant forums

Acknowledgement

Thank you Kevin O'Brien from Horsham Rural City Council for the development of this local story.



Environment,
Land, Water
and Planning

The Department of Environment, Land, Water and Planning (DELWP) is a state government agency that manages natural resources to create liveable, inclusive and sustainable communities in the Grampians region. DELWP Grampians, together with Agriculture Services and Biosecurity Operations (ASBO) of the Department of Economic Development, Jobs, Transport and Resources, established a collaborative partnership to participate in WHG Act@Work Program, with delivery to 370 staff.

With an awareness of the issue of violence against women and connections to prevention work, the departments decided to make this investment more formal by commencing the Act@Work program in April 2015, seeing it as a conduit to improve their current culture. An extension of the wonderful work DELWP has achieved through Act@Work was to join CoRE, viewing membership as a way to further consolidate their achievements thus far; and partner with and support other CoRE members; and receive further ideas to their extend their actions especially on how to create greater opportunities for women in their organisation.

What are some of your achievements?

DELWP remain very strong advocates for creating safer communities for women and this was strengthened by an extensive Act@Work Action Plan consisting of 21 activities to promote equality and discourage gender-based discrimination, sexism and violence against women. Having DELWP staff deliver site-based workshops to reinforce and recommit to preventing violence against women after the program ended was a fantastic outcome and indication of their drive to stop this issue; developing a ‘Keeping in Touch’ checklist to help women feel valued and connected to the organisation when on parental leave was great for supporting a culture of inclusion; and advocating for the department state-wide to uptake a workplace based prevention of violence against women program reflects widespread commitment to this issue.

What were the key enablers that helped you progress work in line with your plan?

Strong top-down and bottom-up support for the program was a large reason for the engagement witnessed and staff being so heavily involved in the program. Leadership commitment from the Regional Director and Regional Site Leaders gave the department licence and latitude to act, yet the interest from all staff across the different portfolios of the organisation made it possible to have conversations around gender equity and violence against women.

Having multiple champions, particularly representatives from an Action Group, allowed DELWP to be very proactive with their activities to promote gender equality, representation and participation. Importantly all staff and champions recognised prevention work as a way to lead change in the broader community where they have their own sphere of influence.



What have been the major challenges for you, and how did you overcome them?

Logistically the competing demands of the department’s principle or core activities made it difficult, at times, to involve everyone in prevention initiatives and have staff be present at events or training. However the flexibility of the program and the continued high level support has made it possible to offset these problems and ensure all staff have the opportunity to get involved.

The Department of Environment, Land, Water and Planning takes action across the 5 Essential Action Areas outlined in the national framework *Change the Story*, and the Communities of Respect and Equality (CoRE) *Taking Action* guide.

Internal (workforce)	External (business and networks)
Challenge Violence Against Women	
<p>Completed WHG Act@Work program to broaden staff understanding of the issue and encourage bystander action.</p> <p>Developed and display a leadership statement explaining the department's commitment to PVAW and acceptable behaviour towards women.</p>	<p>Became signatories to CoRE</p> <p>Circulated a media release to announce the department's engagement and leadership on the issue.</p> <p>Will complete DV Awareness Training to identify, respond and support victims of violence.</p>
Empower women and girls	
<p>Applied a gender analysis to internal policies.</p> <p>Introduced the Family Violence Leave Policy</p> <p>Regular attendees at WHG Community of Practice session to strengthen skills on being leaders for PVAW.</p> <p>Developed a Keeping in Touch Checklist to keep employees on leave attached to the organisation and valued during this absence.</p>	<p>Display A@W Posters around each site, including referral posters, to assist women to seek support.</p> <p>Developed a Facilities Checklist that to considers gender when assessing the physical environment, to make work sites more inclusive and accessible for women.</p> <p>Trialled gender decoder software to improve job design of position descriptions to better appeal to female cohorts.</p>
Challenge stereotypes and norms	
<p>Gender balance on internal working groups/committees.</p>	<p>Staff participated in WHG #HandsUp Campaign</p> <p>Staff attended WHG/WRISC International Women's Day 2016 Event – a screening of 'Lady in the Van'</p>
Build respectful relationships	
<p>All staff participated in Bystander Training to understand how to contribute to safe, respectful and equitable communities</p> <p>Bystander Training will be offered annually to new and relocating staff</p> <p>Held ongoing site-based workshops to further reinforce bystander action.</p>	<p>Coordinated a communications strategy that regularly referenced PVAW events, news and key messaging.</p>
Promote gender equality	
<p>Staff use the reward & recognition boxes to recognise the reactivity of employees promoting equality.</p> <p>Staff inductions (online/in person) embed Act@Work principles in the induction process.</p> <p>Presented at WHG Community of Practice to inform stakeholders of the work they do to promote equality.</p> <p>Offers Flexible Working Arrangements for staff.</p> <p>Supported DELWP Loddon Mallee to begin Act@Work.</p>	<p>Publicly promote CoRE membership</p> <p>Culture and gender are included as items for discussion as part of Regional Culture Action Plan</p> <p>Annual Award Category for culture is included in the Reward & Recognition Program.</p> <p>Held a White Ribbon Morning Tea to raise awareness of VAW and donate funds to the national campaign.</p> <p>Held a charity fundraiser to raise funds for WRD.</p> <p>Supported WHG submission to the Victorian Government's Gender Equality Strategy.</p> <p>Shared PVAW resources with other CoRE members.</p> <p>Attended other CoRE member events i.e. VicRoads Women Networking Event.</p>

Acknowledgement

Thank you Craig Whiteford (Regional Manager, Community Programs) and Christine Millington (CSC Business Services Manager, Grampians Region) from DELWP for supporting the development of this local story.



Being aware of WHG's Act@Work program, VWVC unanimously agreed to embark of the program and identified signing onto CoRE as a key action in order to strengthen connections and collective action with other CoRE Alliance members to stop gender-based violence and discrimination.

VicRoads is a state department responsible for managing and improving Victoria's arterial road network to benefit the local community. VicRoads Western Victoria Collaboration (VWVC) employs approximately 285 staff (40% are female) across 35 sites.

VWVC was formed in 2016 to improve the relationships and collaboration across the various VicRoads Business Areas and the Department of Economic Development, Jobs, Transport & Resources (DEDJTR) operating throughout Western Victoria. The group includes Business Area Managers and leaders from Western Highway Project, Western Region, Sprayline Road Services, VicRoads Contact Centre, VicRoads Registration and Licencing, Transport Safety Services and DEDJTR.

What are some of your achievements?

VWVC's goal is to promote a culture that is respectful, safe, diverse and inclusive, and to this end developed an Action Plan featuring 23 activities that foster this positive environment.

Standout activities included a clause in tendering contracts that advise contractors they need to develop a gender equality strategy to be considered in the selection process, this was an innovative idea to support women's growth; removing advertisements in the contact centre that displayed number plates with stereotypical language challenged gender roles; as did asking all male managers to modify their calendars to show details of carer/housework duties i.e. school drop off, etc.

What were the key enablers that helped you progress work in line with your plan?

While the proposed introduction of the VicRoads Family Violence Leave Policy provided the catalyst for VWVC to become involved in Act@Work, it was the pre-existing advocacy work to prevent violence against women being led by VicRoads State-wide CEO, John Merritt, together with widespread auxiliary support and encouragement from the central office that allowed the group latitude to invest significantly in this work.

Ultimately the success and longevity of the work VWVC has done to improve women's safety and promote gender equality was largely the outcome of a strong collaborative effort from management across all departments to prioritise this work, recognising its capacity to support women in the local community and workforce.



Western Victoria Leadership Commitment to the Prevention of Violence Against Women

Violence against women is a serious issue in our society, existing in many forms including physical, sexual, emotional, financial, social and spiritual.

In Australia...



Australian women and their children deserve to live free from violence in safe communities. Importantly, gender-based violence is entirely preventable.

"The World Health Organisation, United Nations and VicHealth all recognise that by addressing the causes and underlying foundations of violence against women, we can prevent it. Research shows that the key determinant of violence against women is the persisting inequities between women and men."

We are all responsible for addressing the causes and foundations of violence against women in our community; this is why VicRoads Western Victoria wants to contribute to a culture where violence against women is not condoned. We want to address gender inequality, increase awareness and challenge sexism, discrimination and violence against women.

VicRoads Western Region shares the vision set out in the National Plan to Reduce Violence Against Women and their Children 2010-2022, and through leadership, VicRoads commits to:

- Addressing the causes of violence by:
 - Promoting gender equality between women and men, girls and boys.
 - Challenging rigid gender roles and stereotypes.
- Supporting, participating and leading community events that prevent violence against women such as:
 - White Ribbon Day
 - International Women's Day
 - Week Without Violence
- Building capacity to contribute to safer, equitable and inclusive environments by:
 - Joining the Grampians Communities of Respect & Equality (CoRE) Alliance, to work collaboratively and collectively towards a shared vision.
 - Participating in WHG Community of Practice for the Prevention of Violence Against Women
 - Establishing a workplace based prevention of violence against women action group and plan.
 - Training and providing information for employees to recognise sexism, discrimination and inequality, and skills to intervene as active bystanders.

What have been the major challenges for you, and how did you overcome them?

The geographical spread and make-up of VicRoads sites in the region created difficulties in ensuring all staff could attend training. Management had to consider backfilling positions to ensure staff could participate in training, yet with the leadership and commitment from all managers these changes were co-ordinated and strongly supported.

This was the first time separate VicRoads departments in this region have united to deliver a program such as Act@Work, yet this unfamiliarity with other staff and understanding their lived experiences meant it was unknown how staff would react to the content of the training. However, with adequate communications the mental health and wellbeing of staff was well considered and supported.

VicRoads Western Victoria Collaboration takes action across the 5 Essential Action Areas outlined in the national framework *Change the Story*, and the Communities of Respect and Equality (CoRE) *Taking Action* guide.

Internal (workforce)	External (business and networks)
Challenge Violence Against Women	
<ul style="list-style-type: none"> Completed WHG Act@Work program to raise staff's understanding of the issue and encourage bystander action. Adopted the Family Violence Leave Policy. Submitted an application for the Outstanding Performers Award to formally recognise the group's contribution to culture change. 	<ul style="list-style-type: none"> Became signatories to CoRE. Endorsed a leadership statement highlighting the expectations of behaviour towards women. Circulated a media release to acknowledge VicRoads Act@Work achievements. Included in tendering contracts that employees view the Act@Work induction video. Completed DV Awareness Training on how to identify, respond and support victims of violence.
Empower women and girls	
<ul style="list-style-type: none"> Applied a gender analysis to internal policies Will regularly review the 'My Mentor Program' and 'Women's Networking Program' locally, to ensure it meets the needs of women in the workplace. Regular attendees at WHG Community of Practice sessions to build skills on being leaders on the issue of VAW. Management actively encourage women to apply for diverse positions i.e. engineering 	<ul style="list-style-type: none"> Organised stalls at career open days to actively encourage women to apply for STEM roles with VicRoads. Developed a Facilities Checklist to audit and improve the physical environment for women and remove potential hazards for inclusion. Hold 'Women Networking' events locally for staff and women in the community to strengthen and empower their professional development.
Challenge stereotypes and norms	
<ul style="list-style-type: none"> Male managers adopted open calendars/diaries that detail school drop off/pick up, parent teacher interviews, their kids sporting matches, grocery shopping, etc. to challenge stereotypes. Creating opportunities for women in leadership i.e. representation on working groups/committees, secondments, etc. 	<ul style="list-style-type: none"> In the process of removing advertising commercials in the contact centre that show number plates with objectifying or stereotypical language.
Build respectful relationships	
<ul style="list-style-type: none"> All staff participated in Bystander Training to acquire skills in challenging sexism, discrimination and VAW. Bystander Training will be available annually to new and relocating staff. 	<ul style="list-style-type: none"> Act@Work slogan messaging will be applied to project cars. Developed a communications strategy to visually display A@W posters, videos and brochures that reinforce key messaging around PVAW.
Promote gender equality	
<ul style="list-style-type: none"> Staff use the reward & recognition boxes to acknowledge and encourage others to champion women's rights. Staff inductions (online/in person) reference Act@Work, with staff provided a checklist of resources to watch. 	<ul style="list-style-type: none"> Publicly promote membership of CoRE. Stipulated in tendering contracts for the WHP that contractors must develop a strategy to promote equality in their organisation.

Acknowledgement

Thank you Maree McNeily (Transport Coordination Manager DEDJTR) and Trish Coleman (People Services Consultant) from VicRoads for supporting the development of this local story.

Victoria Police Western Region Division 4

Victoria Police provides policing services to the Victorian community across 54 Police Service Areas (PSAs), within 21 divisions and four regions - North West Metro, Southern Metro, Eastern and Western. Western Division 4 (WD4) covers 6 LGAs across the Wimmera. WD4 consists of approximately 230 employees (approximately 33% women).

Victoria Police has been a leader in working to prevent violence against women and promote gender equity. Not only are we an important partner in PVAW in providing service delivery as a law enforcement agency but as an employer of a large, predominately male work force, and as a leader in the community, we have significant influence in changing the culture across our communities. An important influence on our work has been the Victorian Equal Opportunity and Human Rights Commission independent review into sex discrimination and sexual harassment, including predatory behaviour, among Victoria Police personnel. See [here](#) for more information.

This work is about systemic change. It is not a reason for the community to lose confidence in Victoria Police, but instead a reminder that Victoria Police is committed to the principles of equality and diversity, and to ending violence against women. It is absolutely critical that we display this commitment in the way it treats those within its own ranks and the way which our membership interacts with community. Victoria Police Western Region Division 4 is now a proud member of the Communities of Respect and Equality (CoRE) Alliance.

What are some of your achievements?

We are looking broadly at cultural change and increasing our understanding of what creates barriers and what is needed for change. As an organisation we are redefining the notion of 'merit' and identifying structural barriers to recruitment, retention and advancement by, for example, championing senior men and women who access flexible work arrangements, including part time and parental leave etc. (Refer to the table to see more examples of activities we are undertaking.) This is not about preference for women, but ensuring that there is a level playing field, that all are at the starting line and not left far behind. At the end of the day it is hard to be what you can't see so for our women currently within the organisation there is a significant legacy piece that we have for the future.



What has contributed to your success?

We haven't achieved success yet and we still have a long way to go but there is certainly evidence of change across the organisation. Starting with clear evidence for the need for change, and an acceptance and an appetite for it being the right time, are both important.

What have been the major challenges for you, and how did you overcome them?

The challenges are many: there has been an identified culture that is well entrenched, an historically male dominated organisation, lack of acceptance of the extent of the problem and need for change, lack of women in positions of authority and influence. No one has ever disagreed that there is a need for safe and respectful workplaces for all Victoria Police employees, especially women, but I do see that some don't accept the extent of the challenge.

Organisational challenges relate to the allocation of resources, supporting the already existing flexible work options, addressing bias and discrimination around maternity leave, part time etc. But small steps lead to long-term change! Perseverance and highlighting the facts are important.

Victoria Police Western Region Division 4 takes action across all 5 of the Essential Action Areas outlined in the national framework *Change the Story*, and the Communities of Respect and Equality (CoRE) *Taking Action* guide.

Internal (workforce)	External (business and networks)
Challenge Violence Against Women	
<p>Safe space – see next column</p> <p>Workplace Harm Hotline provides advice, triage and referral services to all employees (victims/targets and supervisors) in relation to sex discrimination, sexual harassment and victimisation allegations.</p> <p>Promote membership of CoRE internally</p>	<p>Introduction of 'Safe Space'- This is an external and independent service providing confidential advice, support and advocacy for victims/targets of 'workplace harm'; both current and former employees and their families</p> <p>Support White Ribbon Day events in the community</p>
Empower women and girls	
<p>Implementation of a Victoria Police Women in Policing Advisory Group (WIPAG) supporting the implementation of the Victoria Police Women in Policing Local Committee (VPWPLC)</p> <p>Supporting women to achieve promotion and representation at all ranks</p> <p>Improved arrangements relating to promotion pathways for women dispelling the 'merit myth' with one that provides greater flexible opportunities and celebrates ability</p> <p>Increased recruitment, sponsorship, network and advocacy for women across the organisation particularly those remote and regional members often not heard</p> <p>Enhancing organisational capability when supporting and proactively progressing women in policing issues and priorities; and providing expertise and advice that will inform the Gender, Diversity & Inclusion strategy and related action plans</p>	<p>Supporting other events in the community that empower women and girls through leadership</p>
Challenge stereotypes and norms	
<p>Male Champions of change that advocate for diversity in the workplace</p>	
Build respectful relationships	
<p>Respectful relationship training across our workforce</p>	<p>Supporting Respectful relationships education in schools</p>
Promote gender equality	
<p>Staff attend the WHG's Community of Practice sessions to learn more about concepts such as unconscious bias etc</p>	

Acknowledgement

Thank you Rebecca Olsen Local Area Commander from Victoria Police Western Division 4 for supporting the development of this local story.



Established in 1918, Warracknabeal Secondary College is a rural government school based in the prosperous country town in the heart of Victoria's wheat-belt. Due to the closest secondary college being at least 40 kilometres away, Warracknabeal Secondary College services an extensive rural community in the Yarriambiack Shire. There are 220 students (121 male, 107 female) and 35 employees at the College.

The school has embraced the value of respectful relationships. This is a whole school approach to prevent harm, which may occur to members of the school. Positive relationship building between staff, students and community allows for a high level of engagement and learning capacity. Warracknabeal Secondary College is now a proud member of the Communities of Respect and Equality (CoRE) Alliance.

What are some of your achievements?

We looked at the respectful relationships and restorative approach seven years ago and have since built a school culture around this. We have initiated a whole school approach to classroom management and restorative practice. We support the onsite professional development of staff on a regular basis. Year level coordination staff are given time to work with students and a school chaplain from the National Schools Chaplaincy program is also available. We have a Student and Staff Wellbeing Coordinator who oversees school health and wellness programming. Our approach is reinforced through the school values and school leadership.



School Values

What has contributed to your success?

After undertaking research, the school found that the two main influences to changing our habits and engagement was feedback and strengthening relationships. This led us to seek out the best way to create calmer classrooms and enhance learning. Encouraged by the Bastow Leadership program we sent two staff members to explore respectful relationships and restorative practice. Time was dedicated to staff participation in onsite professional development to implement this approach in the school. A system of restorative practice was agreed upon. Recommendations were developed and feedback given to staff. Staff were also provided with practical questions and language to use with students.

We rely on dedicated staff. To overcome issues many staff use their preparation time to work with students and then prepare lessons or correct work after hours. At the school we are also grateful that in our small community our staff have respectful relationships and are involved with community members outside of school hours.

What have been the major challenges for you, and how did you overcome them?

- Resistant staff and the community: Some believe that punitive punishments are still successful as a first choice. We find this only enhances disrespect and harmful attitudes amongst staff, students and the community. It is still difficult to explain to parents/guardians that suspending a perpetrator only delays the problem.
- Rural Isolation: At Warracknabeal the nearest support of violence/ harm disclosure is 60 km away in Horsham. There is one to two counsellors that we can access and these people service the entire Horsham area. We often have a waiting list of students. DHS often take two months or more to respond to a call of reporting and disclosure of violence. The local police station is only a 16 hour station. Incidences that occur are often unreported as there is no one to report to.
- Lack of staff time and training: Staff members teach, prepare and correct classes as well as numerous other duties to help run a successful school. This leaves staff with little time left to deal with issues that arise. Many times students begin disclosure and then the trusted staff member needs to attend class, thus hindering the relationships that could be built. Staff lack training to deal with incidences. Training opportunities if available are usually in Melbourne and mean that the school not only has to replace a teacher for the day and pay for the in-service fees but also needs to find funding for some accommodation and fuel.
- High staff turnover: Every year we have approximately a quarter of our staff turnover. This then requires a great deal of time for those trained staff in mentoring new staff and teaching and embedding respectful relationships.

Warracknabeal Secondary College takes action across all 5 of the Essential Action Areas outlined in the national framework *Change the Story*, and the Communities of Respect and Equality (CoRE) *Taking Action* guide.

Internal (workforce)	External (business and networks)
Challenge Violence Against Women	
<ul style="list-style-type: none"> • Including VAW content, discussions and explicit teaching in health classes years 7-9 – ‘Good love Bad love’, respectful relationships, communication skills. • VAW content specific for welfare discussions with targeted students or staff • Gender targeted assemblies 	<ul style="list-style-type: none"> • Articles in school newsletter looking at statistics and links for information and help
Empower women and girls	
<ul style="list-style-type: none"> • Specific ‘girls shine day’ activities • Gender balanced school captains and awards • Gender neutral classrooms • Success and achievement is class and in extracurricular activities, e.g. sport, external programs, business studies, media, recycling 	<ul style="list-style-type: none"> • Articles in our school newsletter and local papers highlighting teacher and student achievements • Students involvement in external community programs, e.g. WORDS program (reading and teaching young children to read), riding for the disabled, activities at the Rest homes
Challenge stereotypes and norms	
<ul style="list-style-type: none"> • Staff in-servicing regarding appropriate language • Gender neutral language and classrooms • School programs such as Hands on learning, VCAL and male stereotyped classes (e.g. physics, design and tech etc.) offered and encouraged to all students 	<ul style="list-style-type: none"> • Continue to promote all work experience, work placement opportunities to businesses as gender neutral
Build respectful relationships	
<ul style="list-style-type: none"> • Regular staff in-servicing and inductions on how to build respectful relationships and conduct restorative practices • Specific targeted staff training (level coordinators) – respectful relationships, restorative practices • Classroom mentoring and observations • Mentoring of new graduate staff • Use of school Chaplain for one to one guidance 	<ul style="list-style-type: none"> • Working with the community in a number of programs as mentioned above and including service organisations • Coordinating activities with the primary schools of the region • Work placement and work experience opportunities and working with local and regional businesses • Community forums, parent engagement meetings • Cyber talk involving community members from the local football and netball club
Promote gender equality	
<ul style="list-style-type: none"> • Support new and existing staff with induction and on-going training • Encourage classroom mentoring and observations targeting gender equity in the classroom • Encourage and challenge language use that includes gender equity practices • Encourage all students to consider learning sciences, health and foods etc. at senior levels • Encourage all students to participate in external programs 	<ul style="list-style-type: none"> • Exposing the community to gender equitable run programs

Acknowledgement

Thank you Michael Briggs-Miller, Principal, and Julie Powell, Assistant Principal from Warracknabeal Secondary College for supporting the development of this local story.

Women's Health Grampians co-ordinates Community of Practice sessions every quarter. These are an opportunity for staff from CoRE member organisations to increase knowledge, share success stories and learn from one another.

Sign up to be informed about our Community of Practice sessions and come along and join in.
Phone 5322 4100.

Please contact Women's Health Grampians for more information and support on these initiatives.

Phone: 03 5322 4100

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Website: whg.org.au

