

**CoRE MONITORING & EVALUATION**  
**2017 Evaluation Report**



**Compiled by Alison Peipers Consulting,  
with insights from Women's Health Grampians**

**September 2017**

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## Introduction

The Communities of Respect and Equality Alliance (CoRE) is a partnership of organisations, businesses, clubs, groups and networks from across the Grampians Region that share a vision for safe, equal and respectful communities. All member organisations have committed to the vision and goals outlined in the *Communities of Respect and Equality: A plan to prevent violence against women and their children in the Grampians Region*.

The premise behind CoRE acknowledges that the underlying drivers of violence against women: culture and gender issues, are complex. The initiative calls for systemic change to be led by organisations, clubs and networks, and for mutually reinforcing activities to be conducted across the region. Members are encouraged and supported to implement sustainable changes that support the CoRE vision, and to undertake actions that align with their core business.

The CoRE initiative is managed by Women's Health Grampians (WHG) under the guidance of a CoRE Alliance Governance Group (AGG). A comprehensive evaluation strategy is in place to support the systematic monitoring and evaluating of CoRE over time.

This report is the culmination of monitoring and evaluation strategies undertaken in 2017 and reflects on the first year of the initiative. Its findings and recommendations will be used to inform future planning by both the AGG and WHG.

## Methodology

A mixed-methods approach has been undertaken in monitoring and evaluating CoRE. In this, the first year of the initiative, it included analysis of quantitative and qualitative data on process indicators and reflections gathered through an action research approach undertaken at three levels; the membership, AGG and WHG.

All monitoring and evaluation activities were designed to inform the two key evaluation questions and their sub-questions:

1. Are we making progress?
  - Is membership growing and diverse?
  - Are member organizations transforming initial commitment into (quality) actions?
    - Are member organisations' actions consistent with the 5 Essential Action Areas?
    - Systems based and sustainable in nature – to create long term change?
    - Integrated into the core planning documents of the organisations?
2. How can we improve?

Four sources of information have informed development of this report:

- Findings and analysis from the annual member reports – reported in the 2017 Member Report Summary (Appendix A)
- Outcomes from a facilitated reflection by WHG staff – reported in the 2017 WHG Reflection Report (Appendix B)
- Outcomes from a facilitated reflection by AGG members – reported in the 2017 AGG Reflection Report (Appendix C)
- Data maintained by WHG staff

## Findings

### Are we making progress?

It is clear from all sources that CoRE has made a strong and impressive start, with the success of the initiative surpassing expectations in its first 15 months. The extent of CoRE's achievements is particularly impressive given the limited resources available for the initiative.

The unique, open engagement, member-based model, with an emphasis on securing leadership (CEO) involvement, has been effective in ensuring members are fully committed to the initiative and are able to effect sustainable changes in their organisation.

## Is membership growing and diverse?

Membership of CoRE has been widely embraced, particularly by organisations from the Health and Community Services and Government sectors.

By September 2017, CoRE had 63 Alliance members (50 in first 6 months, 13 in next 9 months) and full geographical coverage of the Grampians catchment. The 63 members provide a reach to over 10 000 member-organisation employees and member clubs and networks reach a further 50 000+ people.

The decline in the rate of interest from potential new members since the launch is of some concern as to achieve its overarching goal of wide-spread culture change, CoRE must continue to grow and build momentum. Further recruitment in the high interest sectors, while also encouraging membership from a wider range of sectors, would help the initiative to reach critical mass. A more planned and strategic approach is required to ensure membership does continue to grow and is sufficiently diverse.

## Are member organizations transforming initial commitment into (quality) actions?

Results from the member reports showed members are, on the whole, making good progress with their CoRE commitments and translating their intentions into quality actions. Three-quarters of members that provided a member report were either very satisfied or somewhat satisfied with their progress on CoRE.

In working towards sustainable change, 84% of members that provided a member report had either embedded, or were in the process of embedding CoRE commitments into their organisation's policies, systems and plans. Two-thirds of members had mapped, or were in the process of mapping their activities against the 5 Essential Action Areas, while almost half said their organisation had taken action to recruit, mentor and retain a representative number of women on their board. Almost two-thirds of responding members reported having written policy/policies that affirm a commitment to gender equity.

Member priorities going forward largely related to sustainable, systems level changes.

The support provided by WHG to ensure member commitment is transformed into quality actions was thorough and well received. WHG have developed a suite of resources to support members in selecting quality actions and are endeavouring to meet with all members to establish long-term supportive relationships. Their approach is both systematic and flexible and seeks to use their minimal resources where they will be most effective. This approach has been well received by members, given the progress outlined in member reports and 95% of members reporting being somewhat or very satisfied with the support provided by WHG (the remaining thought it too early to tell). More effort is required to promote the use of the CoRE resources, as data suggests they are somewhat under-utilised.

There has been a good level of interest, and positive feedback in relation to the Community of Practice (CoP) events, with 55 members (87%) having attended at least one event and 34 (54%) having attended at least three. Suggestions have been raised for modifying CoP events to more directly meet the needs of CoRE members, to support quality actions and promote local and/or sector relationships between CoRE members.

The Act@Work Program, completed by 12 members, appeared to be particularly effective in raising awareness of gender equality issues and prompting significant and wide-spread organisational change.

## Other observations

Capacity and resource constraints were acknowledged both in terms of WHG's capacity to follow up interest with prospective members, and in providing an adequate level of support to ensure meaningful actions are taken by new members, as the membership grows.

## How can we improve?

A series of recommendations for both the AGG and WHG has been generated to improve the CoRE initiative going forward. Detailed on pages 5 and 6, the recommendations relate to:

- Increasing membership and member diversity
- The provision of support for members
- Training and information sharing options
- The development and promotion of CoRE resources
- Increasing financial resources for the initiative, and
- Advocacy strategies to attract more funding for the initiative.

## Recommendations

The following recommendations have been summarised from those listed in the reports in the appendices, where more detail is available.

	Recommendations for the AGG	
	Start	Continue
For increasing membership	<ol style="list-style-type: none"> <li>1. Form an AGG Working Group to plan a Recruitment Strategy to increase membership and attract members from a broader range of sectors (see page 18 for suggestions).</li> <li>2. Develop a one page 'CoRE Key messages' document.</li> </ol>	<ol style="list-style-type: none"> <li>3. Encourage membership growth and diversity.</li> <li>4. Leverage professional networks and relationships to promote membership.</li> <li>5. Support members to be the public face of the initiative.</li> <li>6. Encourage and support the high level of member activity in promoting the CoRE initiative in their networks.</li> <li>7. Only pursue memberships where potential members are making a meaningful decision to participate in CoRE.</li> <li>8. Focus resources towards organisations likely to be receptive to CoRE's messages and ready to take action in line with CoRE.</li> <li>9. Ensure CoRE is regularly promoted via existing AGG member communications.</li> <li>10. Assist in capturing information re. activities, successes, enablers, etc. – from AGG members' own organisations for the local stories resource.</li> <li>11. Nominate CoRE for relevant awards.</li> </ol>
To support quality actions		<p><i>Resources</i></p> <ol style="list-style-type: none"> <li>12. Support the development of CoRE resources and assist to promote their uptake.</li> </ol> <p><i>Training and information sharing</i></p> <ol style="list-style-type: none"> <li>13. Estimate resources required to subsidize the Act@Work program.</li> <li>14. Seek resources to be able to subsidize the Act@Work program for more members.</li> </ol>
Other areas	<ol style="list-style-type: none"> <li>15. Form an AGG Working Group to develop an Advocacy Strategy that identifies CoRE's advocacy priorities and strategies for the upcoming State election.</li> </ol>	<ol style="list-style-type: none"> <li>16. Consider approaching members for financial support where appropriate.</li> <li>17. Lobby for additional resources to support the initiative.</li> <li>18. Review membership at November meetings in light of Evaluation findings and recommendations.</li> </ol>

	Recommendations for WHG	
	Start	Continue
For increasing membership	<ol style="list-style-type: none"> <li>Investigate the barriers for potential members that expressed initial interest but didn't follow through to become members.</li> <li>Talk with members to try to ascertain why their efforts to attract new memberships may not have worked.</li> </ol>	<ol style="list-style-type: none"> <li>Encourage membership growth and diversity as opportunities arise.</li> <li>Nurture and support existing members.</li> <li>Support members to be the public face of the initiative.</li> </ol>
To support quality actions	<p><i>Training and information sharing</i></p> <ol style="list-style-type: none"> <li>Use member priorities to inform topics for training, Community of Practice sessions and events.</li> <li>Transform the Community of Practice program to more directly meet the needs of the CoRE members, to support quality actions and promote local and/or sector relationships between CoRE members (see page 15 for suggestions)</li> <li>Identify further aspects of the Act@Work program that can be provided more broadly as part of CoRE membership (eg. access to PVAW and Bystander training)</li> <li>Consider providing additional support for measuring the impact of gender equity principles (Gender Impact Assessment), either through training or as a topic for a Community of Practice session.</li> <li>Provide specific training and support for media outlets on CoRE messages if they become members or engage with CoRE.</li> <li>Develop resources and/or training options to assist people manage disclosures of family violence in an empathetic way, and to provide useful advice where appropriate.</li> </ol> <p><i>Member support</i></p> <ol style="list-style-type: none"> <li>Regional Consultants to use the member reports to support targeted conversations with members</li> <li>Explore ways to gather more comprehensive information from member reports.</li> <li>Encourage members to develop succession plans for their CoRE Champions.</li> <li>Work with the organisations that indicated insufficient resources as a barrier, to help them ensure the actions they have identified align with their resource levels, and to identify affordable actions.</li> <li>Discuss ongoing resource requirements with new members' leadership in detail, to hopefully avoid resource constraints limiting CoRE implementation.</li> <li>Identify members that may be reluctant to pursue gender equity strategies and use opportunities to discuss these complex issues.</li> <li>Provide specific support to the one-third of members that did not have written policy/policies that affirm a commitment to gender equity.</li> </ol>	<p><i>Training and information sharing</i></p> <ol style="list-style-type: none"> <li>Encourage enthusiastic Champions to support CoRE beyond their organisations, such as via the planned mentoring program.</li> <li>Seek opportunities to provide more members with access to Act@Work.</li> </ol> <p><i>Member support</i></p> <ol style="list-style-type: none"> <li>Invest time and resources in supporting members / potential members where the best outcomes are likely e.g. where potential members have a key staff member able to drive change.</li> <li>Meet with all new members to map actions - ideally within the first three months.</li> <li>Aim to build long-term relationships with every CoRE Contact Person (and the CEO where possible) and provide relevant support and resources in-line with their interests and intentions.</li> <li>Take opportunities to re-visit members' mapping against the 5 Essential Action Areas, as some respondents were unaware it had been completed.</li> <li>Where appropriate, remind members that their Contact Person needs to be in a position to be able to fully support the CoRE initiative and can be changed if necessary.</li> <li>Promote the uptake of resources.</li> </ol> <p><i>Other areas</i></p> <ol style="list-style-type: none"> <li>Lobby for additional resources to support the initiative.</li> </ol>

## Conclusion

Achieving culture change in relation to gender equality and respect is a challenging, long-term undertaking. By taking a collective impact/social change approach, the CoRE initiative has already shown that with support, many organisations are both willing and able to make sustainable changes that support the CoRE vision.

After making a solid start, the challenge will be to maintain CoRE's momentum and to engage new members from more diverse sectors.

The support provided by WHG has been greatly valued and has led to impressive progress by member organisations in terms of taking meaningful action, but new support models should be explored given resource constraints. It is also timely to explore different ways of engaging members in events and information-sharing opportunities that seek to build and reflect the importance of long term working relationships.

With the continued commitment and enthusiasm of WHG, the AGG and existing members, CoRE is well-positioned to make a significant contribution towards gender equality and respect in the Grampians region.

# Appendices

## Appendix A - 2017 Member Report Summary

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### Introduction

As part of the ongoing monitoring and evaluation of the Communities for Respect and Equality (CoRE) initiative being conducted in the Grampians region, members were asked to complete a 30 question Member Report in July 2017. The questions were designed to capture the activities and priorities of each member, as well as any barriers and/or enablers to implementation of their CoRE commitments.

Responses from members have been summarised in this report, which has been structured to provide the key findings and recommendations upfront, followed by a detailed analysis of responses for readers interested in more information. The results will be considered by both the Alliance Governance Group (AGG) and Women's Health Grampians (WHG) in planning for continuous improvement and ongoing growth of the initiative.

### Key findings

- Forty-three out of a possible 55 members completed a Member Report (78% response rate).
- The majority of responding members belonged to either the Health and Community Services, or Government sectors, typically with more female staff.
- In total, responding CoRE members employed over 6000 staff and had 50,000 club or network members.
- Overall, members appeared to be making good progress on CoRE commitments and translating their intentions into quality actions. Three-quarters of respondents are either very satisfied or somewhat satisfied with their progress on CoRE.
- WHG records showed that two-thirds of members had mapped their activities against the 5 Essential Action Areas.
- In working towards sustainable change, 84% of responding members had either embedded, or were in the process of embedding CoRE commitments into their organisation's policies, systems and plans.
- Almost half the responding members said their organisation had taken action to recruit, mentor and retain a representative number of women on their board.
- Almost two-thirds of responding members reported having written policy/policies that affirm a commitment to gender equity.
- Thirty-six members (84%) said they had promoted CoRE membership to other organisations, although it is unclear whether these efforts have resulted in new memberships.
- CoRE resources were generally well regarded, although many were under-utilised. The CoRE Plan was the most widely used resource.
- Member priorities going forward largely related to sustainable, systems level changes.
- Members reported consistently high levels of satisfaction with the support provided by WHG, with 95% either very or somewhat satisfied with the support provided. This affirms that WHG's model of support is well received and meeting members' needs. Members' responses implied - *Keep up the good work!*

### Recommendations

In addition to the specific recommendations provided by members (listed on page 14), the following recommendations emerged from analysis of the Member Report:

#### Recommendations for WHG

1. Work with the organisations that indicated insufficient resources as a barrier, to help them ensure the actions they have identified align with their resource levels, and to identify affordable actions.
2. Discuss ongoing resource requirements with new members' leadership in detail, to hopefully avoid resource constraints limiting CoRE implementation.

3. Identify members that may be reluctant to pursue gender equity strategies and use opportunities to discuss these complex issues.
4. Provide specific support to the one-third of members that did not have written policy/policies that affirm a commitment to gender equity.
5. Consider providing additional support for measuring the impact of gender equity principles (Gender Impact Assessment), either through training or as a topic for a Community of Practice session.
6. Look for more opportunities to promote the use of all resources.
7. Take opportunities to re-visit members' mapping against the 5 Essential Action Areas, as some respondents were unaware it had been completed.
8. Seek opportunities to provide more members with access to Act@Work.

#### Recommendations for the AGG

1. Develop strategies to attract members from a broader range of sectors, that are likely to be 'early adopters' – ie progressive in understanding the benefits of improved gender equality.
2. Use the momentum of having a large proportion of members from the 'health and community' and 'government' sectors to attract further members from those sectors.
3. Continue to encourage and support the high level of member activity in promoting the CoRE initiative in their networks. Ensure adequate follow-up is available to capitalise on this and convert to new memberships.
4. Continue to support the development of CoRE resources and assist to promote their uptake to ensure members' selected actions are of a high quality.

## Detailed Member Report analysis

### Responding Members

- Forty-three out of a possible 55 organisations who had been CoRE members for over 3 months completed a Member Report (78% response rate).<sup>1</sup>
- The vast majority of responding members (95%) joined CoRE in 2016.
- All twelve AGG members provided a Member Report, making up 28% of the responding members.
- As shown in Figure 1, the majority of responding members belonged to either the Health and Community Services, or Government sectors.

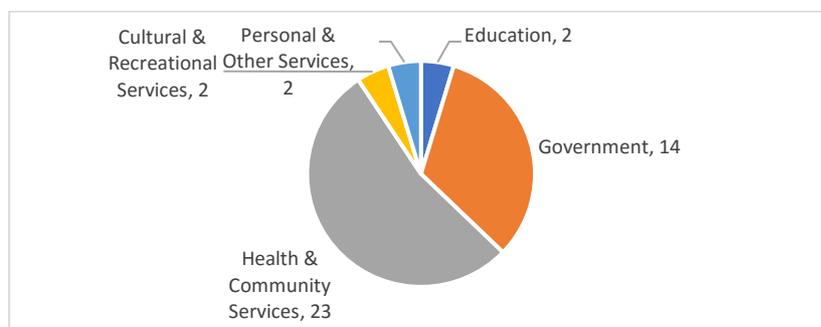


Figure 1- Member sector classification<sup>2</sup>

### Member organisations' direct influence via employees

- The number of employees at each member organisation ranged from 2 to 844, with an average of 160 employees.
- In total, responding members employed over 6000 staff.
- Where data on staff gender was available, we saw that within member organisations the employee ratio for females to males was roughly 2:1 (3846 females to 1769 males). This contrasted with the CEO gender distribution where the female to male ratio was 1:1.4 (16 females to 22 males).

### Member organisations' influence

- Nine of the responding members were member-based organisations themselves (e.g. clubs, networks, committees or groups) with opportunities to promote CoRE messages and undertake CoRE activities with their in excess of 50,000 members.

### CoRE activities

Figure 2 summaries the respondents' responses when asked about their engagement in recommended CoRE activities.

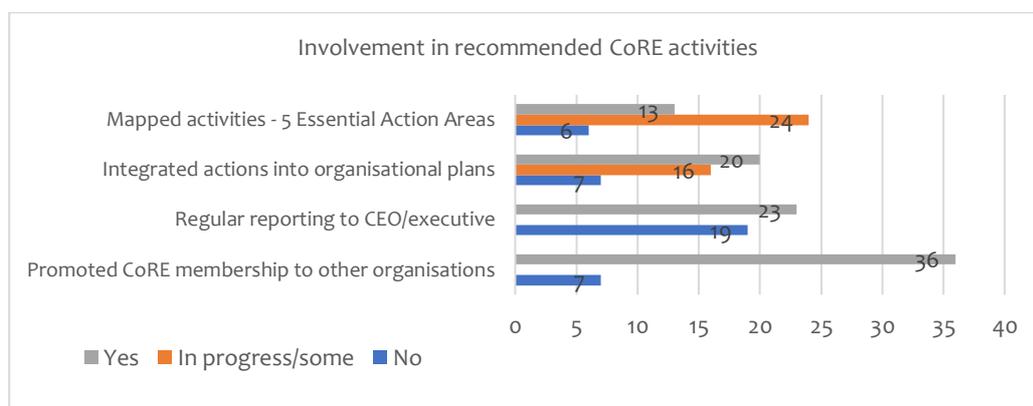


Figure 2 - Involvement in recommended CoRE activities

<sup>1</sup>Recent members who had joined CoRE in the past 3 months were excluded.

<sup>2</sup>Classifications based on the Australian Bureau of Statistics (ABS) - Australian and New Zealand Standard Industrial Classification

Although 13 of the respondents (30%) said they had mapped activities against the 5 Essential Action Areas this did not correlate with WHG records which encouragingly showed that 28 of the respondents (65%) had completed mapping. Reasons for the discrepancy were not clear. Respondents may have misunderstood the question.

Thirty-six members (84%) said they had promoted CoRE membership to other organisations. Strategies included:

- Newsletters – 11 (26%)
- Individual meetings – 26 (60%)
- CoRE presentation – 6 (14%)
- Website – 15 (35%)
- Leadership briefings – 13 (30%)
- Other – 11 (26%)
- Newspaper/media release – 8 (19%)

### CoRE resources

Members were asked to identify which CoRE resources they had used and whether they found the resources useful or not useful. As shown in Figure 2, the most commonly used resource was the CoRE Plan. All resources were well regarded by members who used them, but the uptake of some resources was quite low.

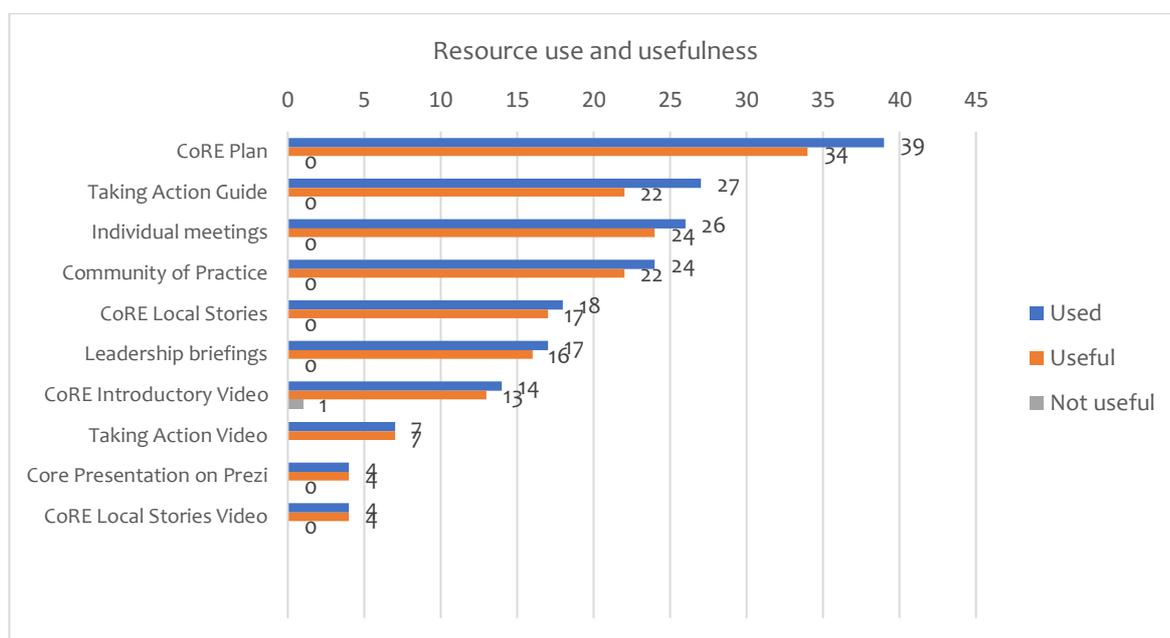


Figure 3 - CoRE resource use and usefulness

### Activities and achievements

When asked about the activities undertaken this year and the members' top achievements/highlights, respondents listed a wide range of activities. The most common themes related to:

- Involvement in events or campaigns, and
- Incorporating CoRE into the organisation's policies, plans or guidelines.

Eight respondents identified participation in Act @ Work as a highlight and several mentioned Bystander Training.

Comments of note:

- 'The development of respectful conversations would be the highlight.'
- 'We are currently recruiting for an internal committee to drive the program.'
- '(We have completed) a large amount of work making our work culture a place where people can communicate safely and in a framework of mutual respect.'
- '(A highlight was our) successful application for the Local Government Listen, Learn and Lead Gender Equity Program Grant.'
- '(Highlights were) the women in leadership campaign and applying a gender lens to planning workshops and activities.'

Members' activities and achievements correlated well with CoRE recommendations and provided good evidence that members are undertaking quality actions that should contribute to positive long-term change.

## Barriers and enablers

The most commonly cited barriers and enablers for CoRE actions are summarised in Table 1.

Barriers	Enablers
<ul style="list-style-type: none"><li>• Time and available resources</li><li>• Competing priorities</li><li>• Geographic challenges</li><li>• Getting people to accept change</li></ul>	<ul style="list-style-type: none"><li>• CoRE resources and support from WHG</li><li>• Leadership support</li><li>• Having partnerships/networks to call upon</li><li>• The engagement and enthusiasm of staff</li></ul>

Table 1 – Barriers and enablers for CoRE actions

When asked whether sufficient resources had been provided internally to action planned initiatives, 32 respondents (74%) said yes, and 11 respondents (26%) said no. WHG staff could work with the organisations that indicated insufficient resources as a barrier, to help them ensure the actions they have identified align with their resource levels, and to help them prioritise affordable actions.

## Member priorities for the next year

Member priorities for the next year most commonly related to the following themes:

- Implementation of the CoRE Action Plan and/or the Act@Work Plan
- Gender equity strategies such as increasing female participation in leadership roles, assessing the impact of gender inequality on learning outcomes (education) etc.
- Participation in, or delivery of, training and programs such as Act @ Work, Listen, Learn, Lead and Gender Equity Education, and/or
- Stronger integration of CoRE within organisational plans.

## Other member insights

Thirty-four respondents (79%) indicated that their organisation, club or network had policies and/or programs to educate or inform employees/members about what is acceptable behaviour towards women. Seven members (16%) did not. All said that the use of sexist language to describe women would be unacceptable in their workplace.

Over half the responding members (53%) reported that there had been an increase in the representation of women in leadership roles in the past 1-2 years. They mentioned new female directors, executives and elected councillors. Several members commented that women were already well represented in leadership roles in their organisation. This was not surprising given the current membership bias in terms of the number of organisations from the health and community sector.

Almost half (49%) of responding members said their organisation had taken action to recruit, mentor and retain a representative number of women on their board. This is a pleasing result in the first year of the initiative. Their actions included:

- Purposefully seeking to attract more women onto the board
- Looking at ways to avoid unconscious bias in recruitment
- Taking on a young female work experience student and in selecting our latest subcontractor we chose a woman for the role.
- Setting quotas and implementing recruitment strategies

In contrast, there were comments such as:

‘We feel this does not demonstrate equality.’

‘We don't differentiate. It is against government policy within schools.’

These comments suggest there is more work to be done in regards to educating members about the impact of unconscious bias and the value and need to empower women to achieve gender equality.

Twenty-seven responding members (63%) reported having written policy/policies that affirm a commitment to gender equity, whilst 14 (33%) members did not. Examples included a Human Rights Policy, a Gender Equity Framework, information in Human Resources Policies and a strategic plan that articulates gender equality as a vision. Although these early stage results are pleasing, they may reflect the sector bias of current members.

Steps to measuring the impact of gender equity principles were not widely undertaken. Twelve members (28%) had processes in place to measure the impact of their gender equity principles, whilst 28 members (65%) did not.

Thirty-two responding members (74%) were committed to ensuring the views of both male and female community members were equally considered in projects, programs and service design. Nine members (21%) did not systematically seek equal representation. These results may also be reflective of the sector bias within current membership. WHG Coordinators could individually follow-up with members that did not have systems in place to provide additional strategy suggestions.

The gender impact of members' projects, programs and services is not always monitored and evaluated. Ten responding members (23%) said they did monitor impact, while 20 (47%) did not. A further 12 members (28%) were not sure.

### Member satisfaction

Responding members were typically either very satisfied (14%) or somewhat satisfied (58%) with their progress on CoRE. (Figure 4) They reported consistently high levels of satisfaction with the support provided by WHG. (Figure 5)

These are very pleasing results given most members have been engaged for only 12 months and have received intensive support from WHG.

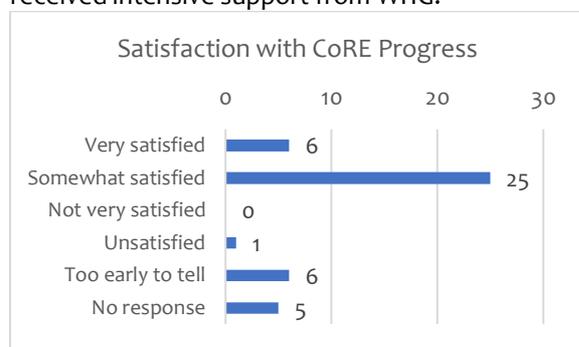


Figure 4 - Member satisfaction with CoRE progress

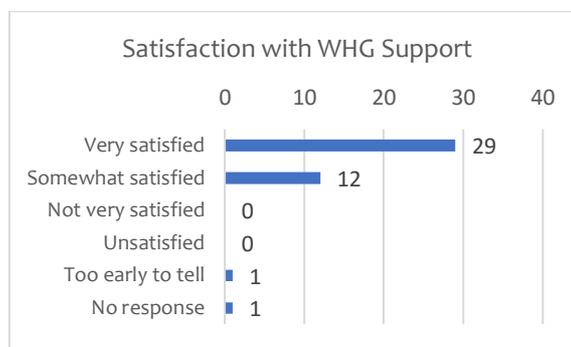


Figure 5 - Member satisfaction with WHG support

### Discussion - observations from the Member Reports in relation to the key evaluation questions

#### 1. Are we making progress?

*Is membership growing and diverse?*

Promoting CoRE memberships to other organisations was the most commonly completed member activity, although it is unclear whether these efforts have resulted in new memberships.

Responding members largely come from the 'health and community' and 'government' sectors. The homogeneity of the current membership may inhibit the initiative's capacity to gain critical mass as per the Diffusion of Innovation theory. Opportunities to attract members from a broader range of sectors should be a priority for the initiative. This should include organisations that have a larger proportion of male employees.

As the CoRE initiative is obviously attractive to organisations from the 'health and community' and 'government' sectors, efforts to engage further members from these sectors as a secondary priority, would be likely to increase membership.

*Are member organisations' activities consistent with the evidence based 5 Essential Action Areas in Change the Story?*

Overall, member responses suggest that they are making progress with their CoRE commitments and translating their intentions into quality actions. The majority of responding members had either completed or were in the process of completing recommended CoRE strategies. Two-thirds of responding members had completed the mapping exercise (as per WHG records), aligning their actions with the 5 Essential Action Areas.

*Are activities integrated into the core planning documents of the organisations?*

In working towards sustainable change, 84% of responding members had either embedded, or were in the process of embedding CoRE commitments into their organisation's policies, systems and plans. This is a pleasing result and supports the effectiveness of the processes being applied by WHG in-line with theories of organisational change. The theory suggests that this level of integration and embedding commitments at an organisational level will support long term changes.

2. *How can we improve?*

Members offered the following recommendations for improving the CoRE initiative:

- Encourage CoRE member agencies to undertake White Ribbon Accreditation
- Provide support to identify small grants to fast track activities
- Share more stories from CoRE members
- Accept challenges faced by various organisations in including this as core business
- Offer local, training to multiple organisations participating in CoRE in a local setting
- Support and resource one LGA in the GPPCP area to undertake a 'saturation' of CoRE activities
- Establish a set of workplace standards, and
- Encourage members to include Act@Work principles in staff review processes.

Further recommendations arising from Member Report analysis are listed on page 8.

## Introduction

As part of the ongoing monitoring and evaluation of the Communities for Respect and Equality (CoRE) initiative being conducted in the Grampians region, Women's Health Grampians (WHG) staff gathered for their annual reflection on the initiative on 23 August 2017.

The objectives of the session were:

- To reflect on the key evaluation questions
- To use the member reports and the 'most significant change' approach to identify learnings, and
- To determine what WHG should start doing, keep doing and/or stop doing to improve the CoRE initiative over time.

The session was facilitated by Alison Peipers Consulting. Discussion questions were based on CoRE's key evaluation questions. Recommendations for supporting in the CoRE initiative in the next year are listed below, along with additional observations from the session.

## Recommendations

Recommendations for WHG

CONTINUE

1. Encourage membership growth and diversity as opportunities arise.
2. Nurture and support existing members as they are the initiative's greatest asset.
3. Support members to be the public face of the initiative.
4. Promote the uptake of resources.
5. Invest time and resources in supporting members / potential members where the best outcomes are likely e.g. where potential members have a key staff member able to drive change.
6. Meet with all new members to map actions - ideally within the first three months.
7. Aim to build long-term relationships with every CoRE Contact Person (and the CEO where possible) and provide relevant support and resources in-line with their interests and intentions.
8. Lobby for additional resources to support the initiative.

START

*Building membership*

1. Investigate the barriers for potential members that expressed initial interest but didn't follow through to become members.
2. Talk with members to try to ascertain why their efforts to attract new memberships may not have worked.

*Supporting quality actions*

1. Regional Consultants to use the member reports to support targeted conversations with members.
2. Where appropriate, remind members that their Contact Person needs to be in a position to be able to fully support the CoRE initiative and can be changed if necessary.
3. Explore ways to gather more comprehensive information from member reports. For example:
  - Complete the reports with the members.
  - Where members' have an Action Group, ask that the group be involved in completing the report.
  - Modify the questions.
4. Transform the Community of Practice program to more directly meet the needs of the CoRE Contact Person, to support quality actions and promote local and/or sector relationships between CoRE members.
  - Consider ways to make Community of Practice sessions more accessible, such as sharing speaker presentations electronically and planning the schedule and locations to reduce travel where possible.
5. Use member priorities to inform topics for training, Community of Practice sessions and events.
6. Encourage members to develop succession plans for their CoRE Champions.
7. Identify further aspects of the Act@Work program that can be provided more broadly as part of CoRE membership (eg. access to PVAW and Bystander training)

## Recommendations for the AGG

1. Continue to encourage membership growth and diversity but consider a more targeted approach.
2. Identify key organisations from different sectors to target and plan engagement strategies (e.g. individual or group meetings).
3. Identify and prioritise engagement with key organisations/clubs/networks from different sectors that have a wide reach within their sectors – such as Commerce Ballarat, Wimmera Development Association, Leadership Ballarat and Western Region, etc.
4. Conduct high profile Leading Change-style events to strategically target different sectors (e.g. business, sport, education, etc.). Monitor and assess the success rate of membership translation from the recent Leading Change event in Horsham.
5. Consider lower profile Information Sessions targeting different sectors.
6. Only pursue memberships where potential members are making a meaningful decision to participate in CoRE.
7. Seek resources to be able to subsidize the Act@Work program for more members.
8. Lobby for additional resources to support the initiative.

## Observations noted during the reflection

### Key evaluation question 1 - Is membership growing and diverse?

Although the responsibility for growing membership sits more firmly with the Alliance Governance Group (AGG), WHG staff discussed membership trends.

#### Observations:

- It was pleasing that there are members across the whole region.
- The fact that the majority of current members belong to either the Health and Community Services, or Government sectors was not surprising, but of some concern.
- Membership growth has slowed down recently, for multiple reasons.
- Many members reported promoting membership but efforts have not resulted in an equal number of further memberships.

There was general agreement that for CoRE to be a successful, long-term initiative, ongoing efforts will be needed to continue to grow membership. Capacity and resource constraints were acknowledged both in terms of being able to follow up interest with prospective members, and for providing an adequate level of support to ensure meaningful actions are taken by new members.

### Key evaluation question 2 - Are member organization transforming initial commitment into (quality) actions?

#### General discussion

Results from the member reports showed members were, on the whole, making good progress with their CoRE commitments.

The importance of the Regional Consultants supporting members to develop their plans and maintain momentum was discussed. The group acknowledged that capacity is a concern but that the intensity of the support required for each member changes over time, peaking at about 2-5 months after joining. It was agreed that other support models could be explored where capacity could not keep up with member needs – such as older members mentoring new ones, group planning sessions etc.

### Most significant changes

Using an adaptation of the ‘most significant change’ approach, WHG staff nominated the following members as having achieved the most significant progress. Participation in Act@Work was seen as a key factor in organisations’ achieving outstanding progress.

Member	Significant achievements
VicRoads (Act@Work participant)	<ul style="list-style-type: none"> <li>• Senior managers from across the organisation were on the Action Group and were able to make quick decisions</li> <li>• Systemic changes</li> <li>• Clear commitment to ‘culture change’ – internally and externally</li> <li>• Were able to make changes and influence culture in ways very specific to their core business (eg. non-sexist marketing of personalised number plates, gender equity strategy requirements in contract tender etc.)</li> <li>• Were able to recognise that culture takes more than policy change (e.g. leadership modelling of new behaviours like open diaries for managers to note family and personal commitments.)</li> </ul>
Horsham Rural City Council (Act@Work participant)	<ul style="list-style-type: none"> <li>• Multiple drivers including one key driver</li> <li>• Good cross-organisational buy-in</li> <li>• Genuine buy-in</li> <li>• CoRE resonates with individuals and the organisations</li> <li>• An exceptional, comprehensive action plan covering all aspects of their core business</li> </ul>
Department of Environment Water, Land and Planning (Act@Work participant)	<ul style="list-style-type: none"> <li>• Committed Action Group</li> <li>• Committed champion</li> <li>• Willing to tackle complex issues related to gender (e.g. addressing traditional gender roles in their workforce)</li> <li>• Reinforcement from central office</li> <li>• Willing to work with others</li> </ul>
Northern Grampians Shire	<ul style="list-style-type: none"> <li>• Have included CoRE in their Health and Wellbeing plans</li> <li>• Several drivers</li> <li>• CoRE is an enabler for them to achieve their plans</li> <li>• Councillors are on-board</li> </ul>
Ballarat Golf Club	<ul style="list-style-type: none"> <li>• Key driver</li> <li>• Persistence has led to change</li> <li>• Tackling resistance and negative attitudes from some members</li> <li>• Have been able to see the potential for a range of systems-level and sustainable changes that are both in-line with their principal business and gender equality</li> <li>• Able to recognise that work in this space will benefit their business</li> </ul>

### Attributes that were most valued by WHG in assessing members’ achievements:

- Leadership commitment and enthusiasm
- Implementation of systemic changes
- Cross-organisational commitment
- High level of enthusiasm and commitment from the key driver
- Ongoing and increasing enthusiasm and commitment
- Commitment to advanced actions, such as addressing complex issues related to gender
- Members acknowledging that committing to gender equality has benefits their business
- Members (and/or or their key drivers) seeing themselves as leaders with the ability influence change within and outside their organisation

## Introduction

As part of the ongoing monitoring and evaluation of the Communities for Respect and Equality (CoRE) initiative being conducted in the Grampians region, Alliance Governance Group (AGG) members gathered for their annual reflection on the initiative on 6 September 2017.

The objectives of the session were:

- To consider the findings and recommendations from the member reports and the WHG Reflection Report
- To consider the progress made and outstanding items from the AGG Action Plan
- To reflect on the key evaluation questions, and
- To determine what the AGG should start doing, keep doing and/or stop doing to progress the initiative.

The session was facilitated by Alison Peipers Consulting. Discussion questions were based on CoRE's key evaluation questions. Recommendations for supporting in the CoRE initiative in the next year are listed below, along with additional reflections noted during the session.

## Recommendations for the AGG

The ongoing evaluation process and feedback from members and Women's Health Grampians staff had already generated several recommendations for the AGG. Members considered those recommendations and added others to form the following list. These recommendations will inform development of the AGG's next Action Plan.

### START

1. Form an AGG Working Group to plan a Recruitment Strategy that addresses the following recommendations:
  - Take a strategic approach to membership promotion that aligns with our theories of change.
  - Encourage membership growth by targeting a broader range of sectors, whilst focussing on likely 'early adopters'.
  - Encourage membership from more 'health and community' and 'government' sector members.
  - Conduct high and low profile events to target different sectors.
  - Individually target potential members likely to have wide reach and influence e.g. Committee for Ballarat (Chair could be a potential AGG member), service clubs such as Rotary, media outlets etc.
  - Set short and long-term targets for sector engagement and overall membership, and review regularly.
  - Develop communication material and/or messages for potential members that:
    - Address potential barriers to membership upfront.
    - Promote the benefits of membership.
    - Include messages tailored to the corporate environment.
    - Explain the downsides of not becoming members.
    - Explain how CoRE can support an organisation's brand.
2. Form an AGG Working Group to develop an Advocacy Strategy that identifies CoRE's advocacy priorities and strategies for the upcoming State election.
3. Nominate CoRE for relevant awards.
4. Estimate resources required to subsidize the Act@Work program for more members.
5. Consider approaching members for financial support where appropriate.

### CONTINUE

1. Leverage professional networks and relationships to promote membership.
2. Only pursue memberships where potential members are making a meaningful decision to participate.
3. Focus resources towards organisations likely to be receptive to CoRE's messages and ready to take action in line with CoRE.
4. Ensure CoRE is regularly promoted via existing AGG member communications.
5. Support members to be the public face of the initiative.
6. Promote the uptake of CoRE resources.
7. Lobby for additional resources to support the initiative and to be able to subsidize the Act@Work program for more members.

8. Assist in capturing information re. activities, successes, enablers, etc. – from AGG members’ own organisations for the local stories resource.

## Recommendations for WHG

1. Transform the Community of Practice program to more directly meet the needs of the CoRE members, to support quality actions and promote local and/or sector relationships between CoRE members:
  - Consider activities that will help to build WHG’s direct relationship with CoRE members’ nominated ‘contact’ people (rather than ad hoc staff from the member organisation).
  - Consider informal local networks for sharing information and trouble-shooting.
  - Consider surveying members to determine the best meeting format.
  - Consider industry-based groups vs regional groups vs groups based on other connections.
2. Encourage enthusiastic ‘champions’ to support CoRE beyond their organisations, such as via the planned mentoring program.
3. Provide specific training and support for media outlets on CoRE messages if they become members or engage with CoRE.
4. Develop resources and/or training options to assist people manage disclosures of family violence in an empathetic way, and to provide useful advice where appropriate. (Disclosures were noted as an unintended consequence of CoRE.)

## Observations noted during the reflection

There was consistently strong support and appreciation of the CoRE initiative amongst AGG members. CoRE’s unique, open model, governance structure and commitment to collective impact were seen as key to the success of the initiative.

### Reflections on CoRE to date

In reflecting on the achievements since CoRE was launched, AGG members felt that the initiative had surpassed their expectations. When AGG members were asked to nominate something about CoRE that they were proud of, a long list of highlights emerged. It included:

- The success of the model.
- The reach achieved – both in number and geography with every LGA committed early on.
- Our ability to engage CEOs, which has added credibility and meaning to memberships.
- What has been achieved with limited resources.
- The agility of the Evaluation Working Group and the quality of the evaluation plan.
- New knowledge gained having led to concrete plans.
- The high-quality support provided by WHG.
- The diversity and enthusiasm of members.
- Member staff being willing to extend their knowledge and capacity.
- Having been able to capitalise on the momentum within the external environment and community interest in preventing violence against women and children.
- Engaging men to lead social change in this field.
- The benefits of the collective impact approach and its applicability to other issues.
- The quality and interest in Community of Practice events.
- Being able to address social issues within the work culture.
- Staff now being able to articulate CoRE messages.
- The number, range and quality of the resources provided to support members to take meaningful action

### Attributes valued in member organisations

AGG members reflected on the attributes that were most valued by WHG staff in assessing CoRE members’ achievements:

- Leadership commitment and enthusiasm.
- Implementation of systemic changes.
- Cross-organisational commitment.
- High level of enthusiasm and commitment from the key driver.
- Ongoing and increasing enthusiasm and commitment.
- Commitment to advanced actions, such as addressing complex issues related to gender.
- Members acknowledging that committing to gender equality has benefits their business.

- Members (and/or or their key drivers) seeing themselves as leaders with the ability influence. change within and outside their organisation.

They added the following attributes to the list:

- Members and their staff really understanding the foundations of CoRE and collective impact.
- Members giving staff opportunities to be involved in social change, beyond their usual work.

### AGG Action Plan

AGG members reviewed the Action Plan for the first year noting it was ambitious. All were pleased with the level of progress that had been made. It was agreed a Working Group would be formed to develop a plan for the second year. The new plan is to factor in recommendations from the evaluation undertaken in 2017 on the three levels: the CoRE members ; the CoRE AGG and Womens' Health Grampians – as backbone support and leader of the initiative. AGG members discussed the outstanding items from the first 12 months of their Action Plan and agreed they should be addressed as noted, in the next action plan:

Issue identified in Report	Action to be taken
1. Development sessions as part of AGG meetings. Have been difficult to include – are they still needed? If so, how can these be included? <i>(see p4 for more information)</i>	Do not seek to include these as part of meetings but consider other opportunities for AGG support.
2. Individual AGG member promotion with target organisations – translating to new memberships. How can we continue to grow the membership at a steady rate? What would a satisfactory rate be? <i>(see pp 5-6 for more information)</i>	A new working group is to be established to develop a strategic approach to recruiting new members.
3. CoRE key messages – as yet not provided as a one pager. Do CoRE AGG members think this would be useful? Would they use it? <i>(see p7 for more information)</i>	A one page 'Key messages' document is to be developed and provided to CoRE AGG members for them to use in their communications.
4. A mass media communications strategy wasn't developed – though an ad hoc approach meant that all major opportunities were utilized. Is a strategy required? Is this the best way to focus resources? Will it lead to new memberships? Should resources be focused on building new and exploiting existing relationships with personalized information? <i>(see p7 for more information)</i>	Continue with an ad hoc approach but target media organisations in the recruitment strategy. Once media organisations are members consult with them re leading media work for CoRE.
5. Is any further policy development required for CoRE AGG to function effectively and be able to manage risk and negative events? <i>(refer p8 for more information)</i>	Nothing specific required for Year 2 – but continue to include as a regular agenda item for meetings to enable identification of new risks in the future.
6. Is further upskilling of AGG members required regarding the intersection of PVAW and other structural disadvantage (eg., CALD, aboriginality, disability, etc) <i>(refer p15 for more information)</i>	The implementation of the new CALD into CoRE project should provide sufficient opportunity and focus for Year 2.
7. AGG membership review due. Have we got the most suitable organisations on the AGG to meet the aims of the initiative? <i>(refer p15 for more information)</i>	Membership to be reviewed at November meeting and to be considered in light of the findings and recommendations of the Final Evaluation Report