



17 SEP 2020

On 21 August 2020, you emailed the Ministry of Social Development (the Ministry) requesting, under the Official Information Act 1982, the following information in regard to the report '*Campaign for Action on Family Violence, Framework for Change 2019-2023*':

1. *The report says it has been informed by the recommendations from a strategic review of the previous three phases of the It's not OK campaign, including an assessment of effectiveness by a prevention investment advisory panel; a best-practice review and consultation with key stakeholders, including our community partners, leading academics, other government agencies; and the voices of former perpetrators of violence. [May I please have copies of those reviews/reports?]*
2. *Who are the influencers and social entrepreneurs who the campaign will partner with? Are they paid? If so how much? How will the reach and success of this be measured?*
3. *One of the points is that "Harmful social and gender norms are disrupted" - there are some bullet points with the proposed action on there - but is there more information about that yet?*
4. *There is also a line in the report that says that young men don't identify with the term "family violence" - can I please have the reference for that or the information that backs that point up?*

I will answer your questions in turn.

Please find the following three documents in scope of your request enclosed in this response.

- Memo – *It's Not OK Campaign – Review of Strategic Direction* – dated 2 August 2017
- Evidence Brief – *It's Not OK Campaign* – dated 22 February 2017
- Presentation – *Provocations about design, implementation and evaluation for It's Not OK! – arising from a rapid appraisal* – dated 7 June 2017

You will note that the names of some individuals are withheld under section 9(2)(a) of the Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.

Regarding question two of your request, the It's Not OK! Campaign (the Campaign) works with numerous change makers and these partnerships change over time, depending on purpose of the partnership/work. These change makers are primarily everyday people who are working independently of the Ministry to create change within their communities (the word community is used in its broadest sense – some of our partners are champions in their workplaces, sports clubs or whānau). Others may have a higher profile nationally and some are former perpetrators of violence.

Current change maker partners include My Father's Barber, Hardcore Limited and Jeremy Eparaima. Mr Eparaima is a former family violence perpetrator who tells his story of change to show others, including men using violence and men who can influence violence, that change is possible.

As with other campaign partners, the Ministry does not pay individuals but does fund projects, provides campaign resources and shares its knowledge of what works to create change. None of the Ministry's 'influencers' or 'change makers' are paid employees and the Ministry does not pay for them to be social media influencers. Many of these people have their own social media presence but the Campaign does not generally fund this activity. Activity the Campaign has supported includes:

- contributing to Mr Eparaima speaking on an ad-hoc basis (between 10-15 times a year on average). Mr Eparaima is paid the standard Ministry committee fee rate of \$250 per half day and \$400 per day.
- funding My Father's Barber \$80,000 to support the delivery of a series of three Barber's Wananga, designed to upskill male barbers to be positive influences on other men.
- funding Hardcore Limited \$80,000 to support the delivery of the Level Up events, also to upskill personal coaches and MMA instructors to be positive influences on other men.

The Ministry opted to support these events as they support positive behaviour change in men, such as seeking help for their own violence and normalising non-violence and respectful relationships with women.

The reach and success of these partnerships is determined by the individual projects. The Ministry has commissioned the Institute for Healthcare Improvement (Ihi) to undertake evaluation of the Barber's Wananga. Ihi will work directly with My Father's Barber and barbers who attended to determine the range of impacts the wananga have had. Further to this, the Ministry intends on commissioning an independent evaluation of the Level Up programme once it has completed the delivery of its service. Due to COVID-19 the delivery of the Level Up programme has been delayed which has in turn delayed the evaluation process.

Regarding question three of your request, the Campaign has always had a focus on the harmful social and gender norms that promote or tolerate family violence and that are a barrier to men committing to being violence free, to challenging the behaviour of other men, and that limit help seeking.

In order to reduce violence against women, the Ministry knows that social and gender norms must be disrupted. This is an approach that is embedded within all campaign activities. The Campaign's Framework for Change identifies specific norms or narratives that the evidence suggests are drivers of harm but that also limit propensity for behaviour change. These are related to:

- Expectations that men have dominance over women (and that it justifies or minimises sexual and partner violence)
- Expectations that men be stoic (or invulnerable), including in their relationships with each other
- Expectations that men strictly adhere to rigid gender roles and norms.

Disrupting these norms, giving men permission to act outside of these norms and promoting alternative narratives is the purpose of current change maker partnerships.

Another Campaign initiative in development as part of the new Framework is looking at mapping these norms at a community level. It will do this by using digital and social

media and qualitative methods, alongside identifying innovative ways to disrupt these norms enough to allow people to adopt certain behaviours. This could range from help seeking and adopting healthy relationship skills through to challenging violence and the tolerance of it.

This will inform the development of the next phase of the Campaign's media approach (Including the use of social and digital media).

It should be noted that development and progress of Campaign initiatives identified as priority actions in the Framework have been delayed as the Ministry redirected focus and resources to respond to the impacts of COVID-19, particularly during the lockdown.

In regard to question four of your request, the statement mentioned is largely anecdotal and is based on direct engagement with young people by the Campaign team or its partners. The Ministry has commissioned Colmar Brunton to undertake research to understand more about young people's experience of violence in their own romantic and sexual relationships; including trying to build a language for harmful behaviours, as part of the development work for the new youth campaign, as outlined in the Framework.

The principles and purposes of the Official Information Act 1982 under which you made your request are:

- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter and any attached documents available to the wider public. The Ministry will do this by publishing this letter and attachments on the Ministry of Social Development's website. Your personal details will be deleted, and the Ministry will not publish any information that would identify you as the person who requested the information.

If you wish to discuss this response with us, please feel free to contact [OIA\\_Requests@msd.govt.nz](mailto:OIA_Requests@msd.govt.nz).

If you are not satisfied with this response regarding the Family Violence It's Not OK! Campaign, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or 0800 802 602.

Yours sincerely



Mark Henderson  
**General Manager**  
**Safer, Strong Families and Communities**



**Date:** 2 August 2017  
**To:** s 9(2)(a) OIA  
**CC:** s 9(2)(a) OIA, s 9(2)(a) OIA  
**From:** s 9(2)(a) OIA  
**Subject:** IT'S NOT OK CAMPAIGN – REVIEW OF STRATEGIC DIRECTION

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## **Purpose**

1. This memo summarises the main themes from key source documents of relevance to the review of the *It's not OK* campaign strategy.

## **Background**

2. The Social Action Team is reviewing the strategic direction of the *It's not OK* campaign, with a view to preparing an operational strategy to guide campaign activities over the next three years. To help inform this work, you asked for advice on the themes arising from three information sources:
  - a) Reports of the Family Violence Prevention Investment Advisory Board ('the Board'): a March 2017 assessment of MSD-funded family violence prevention initiatives and a May 2017 report on future investment in family violence prevention
  - b) A June 2017 presentation from Ripple Research Evaluation and Design on a rapid appraisal of the *It's not OK* campaign ('the Ripple report')
  - c) Feedback from stakeholders who participated in recent 'walkthrough' meetings on the *It's not OK* campaign.
3. A summary of the key points from each of these sources, based on my review of the material, is attached as Appendix A. An overview of the main themes that emerge from reading across these sources is set out below.

## **Main themes**

4. The main themes that emerge from my reading of the source documents are as follows. The summary includes brief comment on the questions that the team needs to consider in reviewing the campaign's future direction and focus.

### *Role of the campaign*

- a) The *It's not OK* campaign plays an important role in the prevention of family violence by challenging societal values, beliefs and cultures that perpetuate family violence and promoting healthy relationships and alternatives to violence. The success of the campaign in reaching the general population and supporting local action is valued and recognised. There is strong support for this work to continue, and to continue to evolve.
- b) A key question for the team to consider is the role of the campaign in relation to other initiatives. All three information sources suggest that *It's not OK* is (or should be) the key family violence campaign that provides the unifying framework for others. The Board



emphasises the need for active and deliberate coordination across the different campaigns to ensure consistent messaging, sharing of resources and learning, and avoid duplication of effort in mobilising communities. Consideration needs to be given to what coordination between the various prevention initiatives look like in practice.

- c) There is also a suggestion that *It's not OK* play a broader role in unifying campaigns across all forms of violence prevention, including sexual violence, interpersonal violence and bullying. Again, consideration needs to be given to whether this is appropriate and what this might involve.

#### *Theory of change and programme documentation*

- d) There is a need to clearly articulate the theory of change for *It's not OK*, both at the overall programme level, and for each of the component activities. The theory of change should clearly set out the outcomes that the initiative (and each activity) is seeking to achieve and how the activities contribute towards achieving these. In developing the theory of change, the team will need to consider whether the existing statements of desired outcomes are still current, and how they align with the Board's desired outcomes for family violence prevention.
- e) Related to this point, is the need for good programme documentation that provides a comprehensive description of the theory of change, programme activities, the rationale for target audiences, the reasons for changes in approach and new developments as the campaign evolves over time, and all the many decisions that are made along the way. The Ripple report emphasises the importance of the programme documentation in supporting shared learning and adaptive management of the initiative by the Ministry, as well as providing a comprehensive picture for others about what *It's not OK* is and how it is performing.

#### *Supporting community action*

- f) National campaign activity should continue to be supported by initiatives to mobilise communities to take action to prevent family violence locally. *It's not OK* can (and should) play an important coordinating and support role for communities through the provision of resource material, training, funding and information on good practice. The Ripple report and feedback from the walkthroughs indicate that the emphasis should be on building the capability of communities to take ownership for designing, delivering and evaluating their own initiatives, rather than the *It's not OK* team delivering campaign activities locally. The Ripple report also suggests that *It's not OK* should have an active national coordination function, rather than stepping back to let communities 'get on with it'.

#### *Target audiences*

- g) The campaign's point of difference is its use of national mass media to reach the whole population. However, it also has some specific target audiences and undertakes more targeted activities through its support for community action and partnerships with national professional associations and sports groups. All three information sources suggest a need for the team to consider whether its target audiences are still appropriate.

- h) The Board indicates that prevention initiatives should prioritise, and target activity to, populations bearing the greatest burden of harm. It also identifies some priority groups, including Māori, Pacific peoples, men, young people and new and expectant parents. A key question for the team to consider is what role *It's not OK* might play in targeting key messages to these priority groups (bearing in mind other prevention initiatives such as E Tū Whānau, Pasefika Proud and White Ribbon). For example, there appears to be little existing activity specifically targeted to young people.
- i) The Board also notes the potential for *It's not OK* to undertake more targeted work in the different settings that influence people's lives (such as workplaces and sports groups). The feedback from the walkthroughs highlighted the multiplicity of influences on people's lives and a wide range of potential partners. The team will need to carefully consider how it makes choices between these many possibilities, with reference to the Board's focus on the most vulnerable populations and available evidence on where the initiative can have most effect.

#### *Monitoring and evaluation*

- j) There is a need for more information on the effectiveness and impacts of campaign activities. All three information sources highlight the need for ongoing monitoring and evaluation; in particular, the routine collection of information on effects of campaign activities by *It's not OK* programme staff and communities. The Ripple report provides many practical suggestions for building an evaluative monitoring capability, and is a good starting point for the team in considering how it can gather better information.
- k) The Ripple report also suggest benchmarking *It's not OK* against other social marketing and social action campaigns in new Zealand.

## SUMMARY OF KEY POINTS FROM SOURCE MATERIAL

**Key points arising from the Family Violence Prevention Investment Advisory Board recommendations (March and May 2017 reports)**

1. Ensure national campaign messages are sustained and continue to evolve over time
  - National campaign activity is a key mechanism for challenging societal values, beliefs and cultures that perpetuate family violence and promoting healthy relationships and alternatives to violence. These strategies are central to the Board's investment logic model.
  - *It's not OK* is unique in providing mass media advertising to reach the whole population.
  - There is a need to keep doing it to reinforce key messages – but ensure that it evolves as audience understanding and information needs change over time.
  - The campaign plays an important role in providing consistent language, messaging and resources – acting as a framework for other national and local campaigns.
2. Support through initiatives aimed at mobilising communities
  - Government needs to continue work to encourage communities to take ownership and support them to take local action (and leverage community resources).
  - Government needs to increase funding for innovative prevention initiatives at local level – to start up, trial and assess new initiatives and share information about what is/is not working.
3. Target resources and activities where they will have most effect
  - For *It's not OK*, there is potential for more targeted work in the different settings that influence people's lives (such as workplaces and sports groups).
  - In general, prevention initiatives should prioritise, and target activity to, populations bearing the greatest burden of harm. These could be location-based communities or population groups (as below).
  - The Board recommends targeted campaign activity (across prevention initiatives) with:
    - Men and fathers
    - Māori
    - Pacific peoples
    - Young people.
  - Other Board priorities for future investment in prevention activity are:
    - New and expectant parents
    - Early adolescents (10-12 year olds) and young people (13-18 year olds).
4. Ensure coordination with other prevention initiatives:
  - Coordination is important to ensure that:
    - Resources and learning are actively shared across initiatives
    - Communities receive consistent messaging
    - There is no duplication in efforts to mobilise community action at the local level.
  - Relevant initiatives for *It's not OK* to coordinate with are:
    - E Tū Whānau



- Pasefika Proud
- Funding for family violence networks
- White Ribbon.

#### 5. Look at ways of improving the evidence base

- There is a need to gather and collate information on the effects that *It's not OK* activities are having.

### Key points from the Ripple Research Design and Evaluation report

#### 1. Be clear about the initiative's theory of change

- The team needs to articulate the reasons for the choice of target audiences (e.g. why the focus on 18-49 year olds for mass media advertising).
- Describe the mechanisms by which activities are likely to achieve desired outcomes (drawing on evidence-based theories and implementation).
- A theory of change is needed for each core activity as well as an overarching theory of change / impact model.
- It is helpful to distinguish between the different kinds of outcomes, why they are important and their relationship to each other. This assists in telling a convincing performance story.

#### 2. Document key programme information and decisions

- Documentation is important to provide a comprehensive picture about what the initiative is seeking to achieve, what it is doing and how effective it is.
- As above, articulate the rationale for the campaign's focus on some groups and not others (e.g. why no focus on young people or on elder abuse?).
- Document why decisions are made to drop, modify, adopt, escalate or support various activities over time.
- Documentation supports shared learning and adaptive management of the initiative (discussed below in relation to the monitoring, research and evaluation function).

#### 3. Clarify how the initiative is unique and complementary to other family violence prevention initiatives

- There is a need to demonstrate where the initiative 'fits' in the overall prevention system relative to other initiatives – in terms of its role and intended audiences. This will help to identify any gaps, inefficiencies and contradictions between initiatives.
- Consider and clarify the links with:
  - Family violence networks
  - Initiatives emerging from family violence/sexual violence work programme
  - Cross-cutting initiatives addressing relevant social determinants (e.g. vulnerable children, alcohol, harm, mental health, gender inequalities).

#### 4. Recognise the importance of, and develop, the national coordination function

- Infrastructure is needed to actively support communities / local ownership (rather than stepping back to 'let them get on with it').
- There is scope for more active dissemination of information across communities on local innovation, knowledge and research.
- Consider helping communities develop action-research projects (which links to the monitoring, research and evaluation function discussed below). This would build in evaluative monitoring at the local level, with local initiatives generating evaluative data, plans and actions in rapid iterative cycles.

#### 5. Develop the monitoring, research and evaluation function

- There is a need to analyse the overall contribution of *It's not OK* as well as contribution of its discrete components.
- Clear criteria for success and quality of evidence are required.
- Focus on impacts, not just pre-defined outcomes – as other unforeseen outcomes will inevitably emerge from what is a complex initiative.
- There is a need for an internal evaluative inquiry capability / evaluative monitoring systems – that is, the routine use of a combination of data-gathering and analysis methods (that are both forward looking and retrospective). It should include baselines (initial conditions) and benchmarks (expectations).
- Feedback loops are important to support an adaptive management approach (which is appropriate for a complex initiative which is being developed as it is implemented, i.e. learning by doing).
- Research remains important for formative design of mass media advertising and determining shifts in population-level attitudes and behaviours.
- *The report provides many examples of potentially useful information gathering methods/tools:*
  - *Gather the view of champions to identify gaps and shape direction*
  - *Map and count local champions and influencers and identify how active they are – as one means of gauging reach and differential impact*
  - *Develop a community needs assessment technique with cycles of participatory appraisal*
  - *Undertake intercept interviews*
  - *Count and estimate the hours & in-kind support provided by communities relative to grant money, advice and guidance provided*
  - *Participant follow-ups from national champions seminars or workshops*
  - *Routine analysis and harvesting of existing data*
  - *Use social media to enable participatory research*
  - *Establish a critical friends group to develop and test outcome measurement strategies*
  - *Show the snowball effect of engagement work across communities*

#### 6. Consider the campaign's coverage for different places and populations

- Consider assessing the place-based coverage of the mass media campaign – current surveys only provide information on overall reach.

- There is also a need to consider which populations and locations are best and least well served for the other campaign activities.

#### 7. Make more use of social media

- Social media provides effective ways of reaching young people and young adults – it can extend the coverage, reach and impact of the campaign.

#### 8. Benchmark against other New Zealand campaigns

- There is scope for benchmarking social marketing and social action in New Zealand to ensure that the Government is investing in *It's not OK* at the right level.
- Compare the cost and methodology of different campaigns relative to the effect they produce.

### Summary of feedback from the 'walkthrough' meetings

#### ***Behaviour change sought***

How would you prioritise the behaviour change we are seeking?

- People responded to this question in a variety of ways, but most made reference to the four areas of change identified in background material (or a specific aspect of them):
  - De-normalise family violence
  - Increase people's knowledge, skills and resilience in order to prevent family violence
  - Increased safety for people, families, whānau and communities
  - Reduce the harms caused by family violence for people, families, whānau and communities
- There was support for all four of these as a priority. On a simple count of responses, the strongest support appears to be for de-normalising family violence. A number of people made specific reference to gender roles or masculinity or power relationships.
- Several people identified changing perpetrator behaviour as a priority.
- With regard to knowledge and skills, a few people made reference to increasing understanding of a child's brain development.

#### ***Target audiences***

Who are the priority audiences?

- Responses to this question generally affirmed the three main audiences currently targeted for behaviour change:
  - People using violence
  - People who can influence people using violence
  - Informal helpers (for people using and experiencing violence).
- There appears to be particularly strong support for targeting influencers, including families, whānau and friends, communities and/or community leaders and employers (noting that some of these groups may also be informal helpers).



- Perpetrators and potential perpetrators were identified most frequently as a priority audience. However, a number of people also identified victims as a priority audience.
- Other population groups mentioned included young people (particularly those in their early teens), children, men and the whole population. A few people mentioned families with young children or particular groups who have been identified as more vulnerable to family violence (Māori, Pacific peoples, refugees and migrants, older people, LGBTQI communities).
- Helpers included a mix of informal helpers and community groups or government agencies who can assist (including schools, GPs and other health professionals, prisons, adults dealing with child disclosures).

### **Partners**

Who are the most important partners for us to be working with?

- This question generated a long list of responses, with 'communities' and/or community groups most frequently mentioned.
- A range of specific groups or institutions within communities were identified, including:
  - Church groups and faith communities
  - Iwi, hapu, rūnanga and marae
  - Educational establishments (early childcare centres, schools, kura kaupapa, tertiary education institutions)
  - Health professionals and/or associations (nurses, GPs, Plunket)
  - Other professions or industries (libraries, hairdressers, hospitality sector, alcohol industry)
  - Employers/workplaces
  - Sports clubs
  - Local councils
- Other partners identified were:
  - Various government agencies (with ACC, Police, Corrections, and the Ministry of Education most frequently mentioned)
  - Service providers, including the NGO/volunteer sector generally
  - Family violence networks, coordinators and/or champions
  - Others with a prevention mission, such as the Health Promotion Agency
  - Researchers
  - The media.

### **Partnerships and alliances**

What Family Violence/Sexual Violence workstreams should we be linked to or could we enhance (shared outcomes and approaches)?

Should we better align with other social change initiatives (including family violence and other related prevention issues)? If so, which ones, and how?

- With regard to alignment with Family Violence/Sexual Violence workstreams, most workstreams were mentioned at least once. The most commonly mentioned areas of work were:
  - Prevention and/or specific Government-led prevention initiatives (e.g. E Tū Whānau, Pasefika Proud, work with hard to reach populations such as gangs)
  - Sexual violence and/or sexual violence prevention

- Workforce capability.
- Some people identified a need for linkages with broader family violence initiatives including White Ribbon, local family violence networks, coordinators and champions, and school programmes such as Mates and Dates.
- Few comments elaborated on the nature of alignment needed across workstreams or initiatives. A few people commented on the need to fund or support local community initiatives, or to ensure funding for services.
- With regard to social change initiatives, a number of people identified strong linkages between family violence and other public health issues – in particular, healthy lifestyles, whānau ora, mental wellbeing, alcohol and drug abuse/addiction, suicide prevention.
  - The linkage was identified as a commonality of risk and protective factors and the need for alignment across the wider prevention workstream, rather than at the delivery level (where social marketing messages risk getting confused).
  - The Health Promotion Agency and public health organisations were identified as possible partners.
- Some people commented more specifically on the links between different forms of violence (family violence, sexual violence, interpersonal violence, bullying) and suggested that the *It's not Ok* campaign should be the leading and unifying campaign across these areas.
- A number of people identified the need to make linkages with work to promote healthy relationships and address matters of consent amongst young people.
- Other possible partnerships suggested were:
  - Considering how to inform the building financial capability sector about matters of financial control
  - Working with Netflix on a project to increase reach across communities and through the Pacific (noting that Netflix has taken on topics not discussed elsewhere)
  - Making use of the leadership of organisations like Vodafone that want to support social change.

### ***The role of the team and supporting infrastructure***

What should the role of the team be and how should the team focus its efforts?

- People were asked about what proportion of the team's effort should be go to each of its three main roles:
  - Strategic owner of the programme (campaign and logic)
  - Programme designer (planning the activities)
  - Programme deliverer (doing the activities, such as training)
- The feedback clearly indicates that the 'strategic owner' role is considered most important, followed by the 'programme designer' role. Most people felt that the delivery role should be smaller than the other roles and largely confined to building the capacity of communities to deliver activities (for example, through training and the development of tools).

What infrastructure or functions are needed at the national level to make the campaign work best?

- People most frequently mentioned the provision of leadership and strategic direction as a key national function. Other key national functions were identified as:

- Managing relationships between government agencies and coordination at the national level
- Delivering national mass media (including social media) campaigns
- Providing consistent evidence-based information, resources and campaign material to support local action
- Sharing information on learning and best practice
- Evaluating campaign impacts and developing evaluation tools
- Providing funding for community action.
- Other functions suggested by a few people include:
  - Providing regional facilitators or coordinators
  - Managing partnerships
  - Undertaking targeted occupational community action
  - Acting as connectors
  - Designing training.

Who or what is needed at the local level to enable communities to be partners in the campaign?

- Leadership was a strong theme to this question. People identified a need for local leaders, champions and others committed to enabling and driving change in communities.
- People also identified the need for good connections and integrated systems at the local level. Some people identified the need for specific roles (e.g. trainers, a regional communications/events coordinator, sustained funding for family violence network coordinators).
- Another common theme was the need for access to good information, tools and resources to support local action, as well as support and advice on good practice (i.e. 'what works').
- Other suggestions were a knowledgeable workforce, community development and freedom to give multiple expressions to the campaign.
- A few people noted the need for intervention services at the local level.

### **Evaluation**

What are the top two priorities for evaluation, and why?

- Most of the comments on evaluation priorities focused on understanding the impact of various campaign activities. A number of people commented on the need to understand the relative effectiveness of different campaign activities in achieving desired outcomes, as well as the combined effect of activities.
- Some people want to understand whether the campaign is changing attitudes to family violence/social norms as a matter of priority. Many others are interested in looking beyond attitudes to behaviour change – in terms of perpetrator behaviour, help-seeking behaviour and willingness of others to intervene.
- A number of comments emphasise the need to understand why behaviours are changing (not just what behaviours), under what conditions (success factors) and/or how the campaign is working for particular populations (e.g. Māori, people of different ethnicities, children).
- Different people identified different aspects of the campaign as priorities for evaluation:



- A number of people comment on evaluation of social marketing activities, including the extent to which people are actively engaging with messages, coverage and the reach of social media.
- Some identify the need to evaluate the impact of community action to better understand what approaches are or are not working. A number of people suggest building the capacity of communities to self-evaluate their activities.
- Others suggest a focus on champions of change, including better understanding of their roles and experiences and the impact they are having.
- A few people identify a need to examine the use of campaign resources, capacity building and champions.

What should we measure?

- A diverse range of comments were made on possible measures. They cover, for example:
  - Knowledge – recognition of the campaign, people's ability to identify 'red flags', knowledge of where to go for more information, increased awareness
  - Attitudes – individual and community tolerance of violence, perceived change in norms and action in communities, organisational change, changes in Family Court discourse, attitudes towards children, people's willingness to give help
  - Behaviours – recidivism and re-victimisation rates, reporting of family violence incidents, notifications to Oranga Tamariki, help-seeking behaviour, behaviour change agency
  - Wellbeing – including community/whānau sense of health and wellbeing
  - Social media reach, website hits and effectiveness for target audiences
  - Coverage – including the type and spread of community influences and community member involvement in activity and conversation in (place-based) communities
- Other comments include ensuring that the measures flow from the vision and theory of change, seeking the views of large numbers of community members rather than 'key informants', and presenting all results by ethnicity.

**FAMILY  
VIOLENCE  
IT'S NOT OK**

IT IS  
**OK** TO ASK  
FOR  
HELP

# Provocations about design, implementation and evaluation for *It's Not OK!* – arising from a rapid appraisal

7 June 2017

Compiled by Geoff Stone (Ripple, Research Evaluation and Design) [geoff@ripple.gen.nz](mailto:geoff@ripple.gen.nz)



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# The purpose of this presentation report on INO

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**This presentation highlights some findings, insights and provocations that we hope will support the INO team in resetting its strategy for 2017.**

‘Provocations’ include improvable areas to focus on, and suggestions about what could be considered, for INO to become more deliberative in its approach to designing, implementing and evaluating its activities.

Further observations, comments and questions are also offered to contribute to INO’s upcoming design process for its 2017 strategy.

# A rapid appraisal of INO – mid 2016

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We used the Developmental Assistance Committee (DAC) criteria as an organising framework for looking at readily available evidence. We assessed the likely value of INO's contribution to the government's family violence prevention effort.

The framework is fit for any high-level examination of a complex government policy initiative.

In this document we offer suggestions as they naturally arise from engaging with each criteria, rather than waiting until the end.

We found no previous evaluation design or framework that provided suitably comprehensive and reusable criteria for a rapid appraisal of It's Not OK, for the purposes of informing future development. The emphasis was on helping INO establish a more robust and deliberative approach.

# Evaluative criteria - a place to start



Relevance/ appropriateness	The extent to which INO is suited to the priorities and policies set by government and the needs of populations that are expected to benefit; are INO's objectives valid?
Coherence/ connectedness	The extent to which INO's activities are complementary to each other (internally consistent) and complementary and connected to related policies/initiatives (versus contradictory).
Coverage/ reach	Determining who is supported by INO's actions and why? This means seeking to understanding the proportionality of coverage and the reasons for this.
Efficiency	Are the objectives being achieved economically by INO? This often requires the use of financial data and comparing what was done with alternative ways of delivering the same kind of result. Also, potentially comparing like initiatives.
Effectiveness	Determining the extent to which INO's activities achieve their purpose, or whether this can be predicted on the basis of the outputs.
Impacts	Examining the wider effects of INO. Effects can be intended and unintended, positive and negative, and can occur at all levels across the social-ecological spectrum.
Sustainability	Assessing the longevity, constancy (or appropriate evolution), comprehensiveness, and relative effectiveness of the <i>influencing infrastructure</i> and <i>mechanisms</i> (e.g. coordination, championship, message creation and dissemination)

# Being clear about INO's purpose



*It's Not OK Campaign – Overview* (2017) states that INO is a multi-layered whole-of-population initiative with the aims of changing attitudes and behaviours.

## **INO is clear about its target audiences.**

- Mass media advertising is for all New Zealanders between 18-49 years old
- Behaviour change initiatives are directed at:
  - People using violence
  - People who can influence people using violence
  - Informal helpers (for people using and experiencing violence)

## **INO is clear about its outcomes**

**What is missing are the reasons for these targeted audiences and the mechanisms by which INO activities are likely to achieve intended outcomes**

In design and evaluation it is important to describe an initiative's purpose in order to understand to what extent it reflects policy expectations and fits well in the policy context.

# It's not OK! – what kind of intervention is it?



INO, like MSD's other social action initiatives (e.g. SKIP), has some of the characteristics of a **community-based health promotion initiative**.

Within that paradigm it takes a two-pronged approach that encompasses:

1. **mass media marketing** (i.e. principally television advertisements, boosted by a social media channel – Facebook) and
2. **community-based social marketing** (including *community mobilisation* and *community development*)

In design and evaluation it is important to describe what the intervention – the 'evaluand' (the thing under study) is. This makes it easy to identify what the intervention can be reasonably expected to do and achieve in general terms.

# INO is relevant, appropriate and unique 1



**KEY FINDING:** It's Not OK! performs a relevant, appropriate and unique role in the Government's investment mix focused on crime reduction, particularly the prevention of family violence.

- Family violence prevention is a **high government priority**. [Relevance]
- The media continues to highlight FV as a **prominent social problem** [Relevance]
- **INO uses proven approaches to prevention** (health promotion/social marketing), known to be effective in contributing to attitude and behaviour change, based on our reading of the literature [Appropriateness]

# INO is relevant, appropriate and unique 2



- **INO is well aligned** with the Government's [draft] *Shared Framework for the Primary Prevention of Family Violence and Sexual Violence in Aotearoa NZ*.
  - The first mentioned key method for prevention is to “challenge attitudes and behaviours that condone family violence ...” This is the **distinctive role of INO** within the Government's envisaged prevention system.
  - It's Not OK is the Government's flagship family violence prevention initiative, having operated for over 10 years [Uniqueness]
- **INO has evolved as necessary** while keeping its essential character
  - Some developments, particularly those focused on *messaging*, and to a lesser extent *national champions*, have been **based on extensive formative research and evaluations**.
  - Other INO component changes are **responsive to opportunity**, for example, adopting new channels of communication as they have become available - social media. [Maintaining relevance and appropriateness]



# INO's unique and relevant role



It's Not OK! performs a **unique and relevant role** in the Government's investment mix focused on crime reduction, particularly family violence.

INO commonly uses the social-ecological model, and has recently placed itself on a prevention continuum (drawing on the public health paradigm) to show its unique positioning in the FV prevention system.

Societal	Community	Institutional	Family/Relationship	Individual
Seeking to change social norms	Mobilising communities to take a stand against FV		Providing informal helping	Motivating change in perpetrators
<b>Primary Prevention</b> Making sure the things that lead to FV don't happen			<b>Secondary Prevention</b> Noticing and acting when things start going wrong	<b>Tertiary Prevention</b> Taking action when people are in crisis
De-normalise FV	Increase people's knowledge, skills and resilience in order to prevent FV	Increase safety...	Reduce the harms caused by FV...	



**INO is a complex initiative** requiring analysis of its overall contribution and its discrete components.

“Social marketing as an approach values the importance of combining interventions at different levels. As Andreasen (2002, p. 7) puts it: “it is when campaigns move beyond mere advertising that the power of the approach is manifested”.

From the Centre for Social Research and Evaluation. (2009). [The Campaign for Action on Family Violence: Effective social marketing: complex issues and innovative practice](#). Wellington: Ministry of Social Development. Retrieved from (p. 3)

“The Campaign is premised on the understanding that family violence is a complex area that requires complex solutions. To this end, mass media communications, media advocacy, cross-sector partnerships and community-based funding are designed to address different levels of complexity. Ongoing research, monitoring and evaluation are used to inform this campaign”

From Point Research. (2010). [An Innovative Approach to Changing Social Attitudes around Family Violence in New Zealand: Key ideas, insights and lessons learnt](#). Wellington: Ministry of Social Development.

# INO is coherent - its components are justifiable



**KEY FINDING:** The individual parts of It's not OK! comprise a set of interoperable, mutually reinforcing and logically consistent components that form a **coherent and 'prospectively'\* effective package**.

Descriptions of INO's core components have varied over time. Most recently an essential list of six main *strands of work* [INO's term] have been identified.

1. National Campaign Coordination
2. Community Action
3. Mass media [social marketing]
4. Communications, Tools and Resources
5. Champions of Change
6. Capacity Building

\* 'Proving' effectiveness requires evaluation, which takes into account implementation and contextual factors that are necessary for success.

# INO components make for a coherent whole



**INO's individual components are what one would expect to see** in a social marketing initiative of this kind (there is nothing obviously out of place, many components have been present in an earlier successful campaign)

- INO shares many features with the *New Zealand Police Family Violence Campaign* conducted between 1993-95.

**National coordination** has only recently been recognised as a main strand.

**A missing core component is the research, monitoring and evaluation function.** It was identified as a main strand of INO in a 2010 evaluation report.

National coordination is important because the government expects strategic coordination of family violence initiatives. Also research into community mobilisation recognises that enabling local ownership requires coordinated oversight and investment in structural support. (Hann & Trewartha, 2015, p. 23)

# INO complements some initiatives, connectedness?



- **INO complements some immediately relevant primary prevention efforts**, including [E Tu Whānau](#), [Pasifika Proud](#), and [SKIP](#). With these initiatives, particular demographics are clearly focused upon, yet they will also receive complementary and reinforcing messages from INO.
- **INO's relative positioning or connectedness to other initiatives is less clear.**

In human-centred services design, and in social marketing, a central question is, how will a change initiative be tailored and channeled to best reach, engage and meet the needs of different kinds of people?

## Processes to ensure appropriateness, coherence?



**We were unable to usefully place - or visualise - INO within the broader prevention system and to show appropriate linkages with other initiatives on the prevention spectrum, or its population focus/priorities.**

**Comment:** It would be helpful to signal areas for improvement through having consistent processes for highlighting gaps, inefficiencies and contradictions across relevant parts of the prevention system.

**Question:** What kind of processes and/or visualisations might prove useful in communicating how coherent the family violence prevention system is, especially with respect to INO's distinctive contribution and complementarity with other initiatives?

# INO could be better connected to other initiatives



**KEY FINDING: It's Not OK! could be better connected to other initiatives** within the family violence prevention system, or to innovations that may be mutually beneficial.

Opportunities to ensure complementarity may include:

- existing family violence networks and coordinators, and initiatives emerging from the family violence-sexual violence work programme
- cross-cutting initiatives addressing relevant social determinants, and where there is potential for mutual benefit/reinforcement.
  - vulnerable children, alcohol harm, mental health, and gender inequalities

When acting on complex social problems, the coordination and/or integration of policy responses is important to success (reducing confusion, maximising productivity and impact). This is well understood in the public health approach.



# Processes to show appropriateness, coherence?



**We found no systematic record of decision-making**, i.e. to drop, modify or adopt, escalate or otherwise support INO-related activities.

**Comment:** The INO team is vulnerable because much programmatic knowledge remains tacit. This reduces shared learning, and potentially mitigates against sound *adaptive management* practices based on good quality information.

**Question:** In a small team undertaking many tasks, how can key information and related programmatic decisions be easily recorded and made readily accessible?

The social investment approach requires more evaluative and deliberative procedures. Identifying the reasons for programmatic changes, and clarifying trade-offs made, is important for learning and development. This historical information can also provide critical context for making evaluative judgements about INO.

# About implementation, and programme integrity



- Implementation science tells us that **even well-designed initiatives can be insufficiently implemented** and thereby fall short of their potential.
- With complex initiatives such as INO, operating under complex conditions, **programme design is ongoing and occurs implicitly or explicitly through implementation.**
- Consequently, optimising INO's impact **requires the creation and maintenance of regular feedback loops and evaluative inquiry** (e.g. engagement with data and analysis for decision-making) across INO's activity streams.

Adaptive management is considered critical to implementing an integrated and effective intervention under conditions of complexity. Adaptive management, in our reading, is linked to shared operational leadership and sense-making involving team members and collaborators who have access to suitable and timely data. Drawing on diverse perspectives is important for innovation.



**KEY FINDING: Historically, It's Not OK! has invested in research and evaluation in points in time, but lacks evaluative monitoring systems.**

**Regular feedback processes are considered foundational** to identify and correct for unintended consequences (Darnton, A., 2008b, p. 67) and to more explicitly promote 'learning through doing', (Darnton, A., 2008a, p.23), where learning provides the basis for scaling innovations to deepen or broaden impact.

This links to the previous points about **having data and analysis to consistently inform important strategic and tactical-level decisions** about INO's activities, and about its interrelationships with other relevant teams and initiatives.

Evaluative monitoring is effectively an internal evaluation function that routinely uses a combination of data-gathering and analysis methods.



## **SUGGESTION: It's Not OK! would likely benefit from evaluative monitoring**

- to guide its implementation strategy,
- to more comprehensively communicate INO's impact,
- to more intentionally and explicitly guide the design of mass media, capability-building and social action components, and
- to continue to develop the initiative as a whole, including supporting policy learning.
- We see this as a critical aspect of adopting an investment approach
- If enacted, this will have budgetary and capability-building implications. This should, however, reduce the cost and complexity of commissioning external evaluations and reduce a range of risks associated with working without consistent evaluative processes.
- **Research remains important** – for the formative design of mass media messaging, and for determining shifts in population-level attitudes and behaviours
- The above suggests the importance of reinstituting a **dedicated research, monitoring and evaluation strand for INO**

# Tips for enabling evaluative monitoring (EM)



- **Developing theories of change** for each core activity stream within INO. This provides the basis for INO team members to routinely gather the most salient data regarding: what is considered good and why; efficiencies created; signs of effectiveness (attitude and behaviour change); and other impacts of their work.
- **Develop an overarching theory of change or *impact model*** that guides the measurement of INO's impact as a whole and the respective contribution of its component parts, i.e. lower-level theories of change are nested within an overarching INO theory of change.
- **Have easy-to-use data-gathering and sense-making tools and routines**

When developing theories of change, it is useful to identify what methods and tools are best suited to measure and monitor progress, and that appear practical to implement. It may be a phased process requiring some experimentation. It may be useful to identify what works for similar initiatives, especially in relation to community action.



**SUGGESTION: It's Not OK! would benefit from more deliberate use of evidence-based theories of behavioural change and effective implementation.**

- This should ensure INO is up-to-date with developments in the field, is transparent in its assumptions, and responsive to data - assuring coherence
- This move would likely increase Government's confidence in INO's ability to deliver results in accord with the investment approach
- Evaluative monitoring is reliant on the sound application and testing of practical behavioral theories, seeking to understand 'what works for whom under which circumstances', while acknowledging complexity

Theories and models cannot however be treated as recipes. The work of Michie et al. and Hendriks et al. provide high-level theoretical frameworks that could be useful to INO.



# Describing mass media reach is possible



There is strong evidence of **high levels of mass media reach across the general population and for high-priority populations**

- 95% cent of respondents recalled seeing at least one of the campaign advertisements.
- Engagement was typically higher for Māori and Pacific males reaching to over 90% for both of these groups.

**Coverage?** By contrast we were not able to readily determine from the data/analysis available what the relative place-based concentration of INO's efforts looked like. This could only be inferred from case studies of selected locations.

Here we are thinking of *coverage* in social marketing terms as *place* – where INO's message and influence operate, whereas reach is about intended audiences who thereafter engage with the INO messages and influencers.



# Describing INO's coverage is more difficult



**We found no system for identifying increasing coverage or reach for INO's non-mass media activities.** This could only be inferred from reading through INO's communications and evaluation case studies.

**Comment:** Several INO team members involved in developing capability and supporting social action thought it would be useful to be able to show the snowball effect of their engagement work across New Zealand communities.

**Question:** What easy-to-use methods can be adopted to record and show the spread and frequency of INO's engagement efforts?

When resources are limited to undertake primary prevention, then identifying which populations and locations are best and least well served becomes a critical evaluation question. INO can only prove it is effective for those people and places it reaches.

# Aspects of INO are efficient by design



Preventing family violence requires a comprehensive primary prevention effort across all communities and agencies. **INO builds in efficiencies by:**

- **Covering the policy objectives of multiple public sector agencies** (e.g. Accident Compensation, Police, Ministry of Justice, Ministry of Health) by providing a universal communication and marketing approach.
- **Increasingly using lower-cost digital channels** (Facebook and the INO website) for social marketing purposes and the provision of resources (vs more expensive TV advertising and printed resources).
- **Adding different levels of value suitable to the situation** - having both a direct and distinctive role in influencing community-level change, as well as complementing pre-existing local and national initiatives.
- **Tapping the latent potential in communities** - messages are delivered via the media, a free communication channel, and community action is undertaken by hundreds of volunteers using small grants,



## **Benchmarking of social marketing and social action is needed in New Zealand to guide planning and budgeting, and to help determine cost-effectiveness.**

- There may be a risk of under-investing in some aspects of the INO.
  - For example, there is no process for determining if the most expensive INO component - television advertising, is budgeted within normative production costs and provided at the right level (having enough airtime to remain memorable for a large enough audience, and to appropriately evolve its messaging).
- INO can not show itself to be effective, or cost effective, if there is a lack of investment in research and evaluative activity.

Under-investing poses a risk to a complex intervention such as INO (in terms of reduced effectiveness and overall impact), as does over-investing (losing credibility). Evaluation is a risk-mitigator in that it can potentially investigate the level of investment that secures the greatest level of impact for money spent. This goes hand-in-hand with scenario-based planning.

# Some strong evidence of effectiveness compiled



**KEY FINDING:**  
**INO has strong evidence of effectiveness in relation to components that are easier to measure, and where there has been a considerable research investment.**

Campaign success measures <sup>22</sup>	Survey results <sup>23</sup>
<b>Increased awareness of family violence</b> - being on the radar, being visible and talked about (constructively)	<b>95%</b> cent of respondents recalled seeing at least one of the campaign advertisements <b>68%</b> had discussed the campaign with someone else
<b>Increased understanding of family violence</b> - a broader understanding of what it is and its impact on victims, perpetrators themselves and others around them	<b>68%</b> agreed that the campaign [TV ads] helped them understand more about behaviours that should not be tolerated
<b>Greater connection with family violence</b> - an increasing degree of personal relevance. It is about me, not somebody else	<b>88%</b> agreed that the campaign made them see that change is possible <b>57%</b> agreed that the advertisements made them feel they could help to influence someone to change their violent behaviour
<b>Greater propensity to act on family violence</b> <ul style="list-style-type: none"><li>• <b>For perpetrators</b> an increasing belief that change is both desirable and possible... And self-help or referral for help to make a change</li><li>• <b>For victims</b> a belief change is desirable and possible and to assist the change (or get out of harm)</li><li>• <b>For influencers</b> like family, social, work and cultural networks to feel they can get involved to stop harm happening and assist/reinforce non-violent relationships</li></ul>	<b>22%</b> reported taking at least one action as a result of seeing the campaign, such as: talking to friends and family about violence they were worried about (14%), obtaining information about family violence (8%) and contacting an organisation or professional to talk about violence they were worried about (5%) <b>148%</b> increase in calls to the Family Violence Information Line during TV advertising periods (March and December) (Our Year 2014, New Zealand Government, 2014)

# Challenges remain in determining effectiveness



## KEY FINDING: evidence of INO's effectiveness across all its areas of work is inconsistently gathered and presented

- **INO has less money to purchase survey research** that enables the evaluation of mass-media marketing. This is a resource issue.
- There is no clear criteria for success and quality of evidence, and an absence of EM\*. **INO relies on periodic evaluation using different approaches.**
- INO is therefore **not able to tell a consistent or comprehensive story** about outcomes achieved (over time, from what constellation of causes).

More complex INO strands such as *community action* and *champions of change* are better approached through a *complexity-sensitive* monitoring approach discussed earlier than by seeking to tightly define and measure outcomes. There still needs to be a way of identifying regularities in the data that can be denoted as *principles of effective practice*. Again, drawing on relevant theories helps to discern patterns, and to structure reporting.

# The importance & demands of focusing on impact



In order to be useful, focusing on impact requires consideration of:

- intended and unintended consequences of an initiative (knock-on effects)
- positive and negative effects
- Attribution – to what extent did the initiative directly cause, or indirectly or partially contribute to claimed or intended outcomes (perhaps it made a negligible contribution)
- the overall worthwhileness of the initiative, compared to other plausible options to achieve the same stated aims
- preconditions for success

With complex issues and interventions, focusing on impacts is important because the operational context is dynamic - all relevant activities and consequences can't be readily foreseen. This is where complex-sensitive monitoring and evaluation fits in.



# The untidy picture of positive impact 1



**KEY FINDING: There is abundant evidence of INO's positive impact at multiple levels. We also found no obvious harms created by INO.**

However, while INO has supported community-level change since its inception, the nature of INO's contribution, alongside other factors, is not well established, and INO's overall performance story is told in a piecemeal fashion.

Mike Roguski's 2015 [\*It's not OK Campaign Community Evaluation Project\*](#) report is the most recent and comprehensive fieldwork-based evaluation. It concluded:

*The 'It's not OK' Campaign has resulted in increased awareness of family violence and a number of attitude and behaviour changes at an individual, families/whānau and community level. However, these changes have occurred incrementally. (p. 3)*



# The untidy picture of positive impact 2



Reading across various evaluations it is hard to establish a comprehensive picture that includes:

- how INO has changed over time, and why, including its state of 'maturity' (considering programme lifespan)
- how positive impacts for various groups, and in various places, have built up over time
- which aspects of INO are working optimally and which require further development, and why this is (i.e. identifying pre-conditions for success)
- what suggestions/recommendations get acted on and evaluated in their turn
- what constraints might be reducing INO's potential impact
- accumulated lessons learned, including emergent principles of effective practice

# Consider helping communities do action research



## **SUGGESTION: Help communities develop action-research projects**

This kind of approach goes hand in hand with evaluative monitoring, where progress against baseline conditions can be readily established. It starts with a situation analysis. Research should add value rather than impose an extra burden.

To help describe baseline conditions and in order to track progress it might be helpful to adopt or develop **an easy-to-use tool for assessing *community readiness* for preventing family violence.**

This would also enable community members to determine what kinds of action are required and to appraise and drive their own progress. It would also be strategically useful for INO's national coordination and initiative design function.

## IT'S NOT OK CAMPAIGN

### Overview of the programme

- 1 It's not OK is a multi-layered initiative that makes use of social marketing and community development approaches to reduce social tolerance of family violence and to change damaging behaviours within families. The campaign was launched in 2007 as an initiative of the Taskforce for Action on Family Violence.
- 2 The campaign aims to create conditions that support attitude and behaviour changes, rather than just raise awareness about family violence. It includes four main strands of work, which are designed to reinforce and support each other:
  - *Mass media advertising* – Mass media advertising makes the issue of family violence visible to all New Zealanders and disseminates the key campaign messages that family violence is not OK, it's OK to ask for help and it's OK to help. The key medium is television advertising.
  - *Community action and capacity building* – The campaign works with communities to help them deliver their own It's not OK campaigns. Support includes grant funding for community action, provision of tailored resources and communications material, and training and support to help build the capability of local change agents. Local campaigns often include advertising, such as print and billboards. More recently, the campaign has partnered with national bodies to build an 'informal' workforce, including hairdressers and librarians.
  - *Champions of change* – Champions of change are former male perpetrators of family violence, who are now violence-free and committed to challenging current beliefs, particularly about masculinity, and telling their stories to show others that change is possible. The campaign funds national champions to speak in communities, at events and in the media when opportunities arise.
  - *Communications, resources and tools* – The campaign develops resources and tools to add depth to campaign message and support attitude and behaviour change. Key resources include a website, Facebook page and Twitter account, promotional and educational material (booklets, posters, flyers, newsletters) and tools for communities, including a media manual, guidelines for reporters and community action toolkits.
- 3 It's not OK is a whole-of-population initiative. The target audience for mass media advertising is all New Zealanders aged 18 to 49 year olds. Specific audiences targeted for behaviour change are:
  - People using violence
  - People who can influence people using violence
  - Informal helpers (for people using and experiencing violence).
- 4 The intended outcomes of the programme are that:
  - people will be motivated and supported to seek help and/or change their behaviour
  - helpers and influencers will be motivated and supported to encourage others to change their behaviour

- communities will not tolerate family violence and will support positive behaviour changes
  - social and cultural norms that accept or promote violence will change
  - in the long term, family violence is reduced.
- 5 The Government currently invests \$0.5 million in the campaign through non-departmental expenditure in Vote Social Development. In addition, the Ministry of Social Development allocates further funding for It's not OK activities through reprioritised baseline on a year-to-year basis. In 2016/17, the Ministry has allocated \$0.72 million of baseline funding for It's not Ok.

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## How does the programme fit in the family violence system?

- 6 It's not OK is a prevention initiative that operates primarily at the societal and community levels, seeking to change social norms and mobilising communities to take a stand against family violence and promote change (as in the following diagram). Some of the action taken by communities, and supported by It's not OK, operates at the level of family relationships and the individual (e.g. informal helping and parenting activities).



Example of the Family Violence Socio-Ecological model, from *Creating Change* Toolkit<sup>1</sup>

- 7 It's not OK takes a whole-of-population approach so works in a complementary way to the more targeted programmes like E Tū Whānau and Pasefika Proud. However, development of the mass media advertising campaign has taken care to ensure messaging is effective for Māori and Pacific populations, indirectly supporting the priority to "invest in protecting populations with the greatest burden of harm and risk: particularly parts of Māori, Pacific, refugee, migrant, disabled, elderly and LGBTIQ communities."<sup>2</sup> Tracking surveys show that the campaign resonates well with Māori and Pacific communities, who are more likely than any other group to take action as a result (Phoenix Research, 2016). Ongoing development of the campaign approach also seeks to "build on gains already made through current primary prevention activities", another of the three priorities.
- 8 It's not OK is consistent with the Ministerial Group's draft framework for the prevention of family violence, in particular aspects of the framework that emphasise:
- Communities taking ownership for, and leading, prevention initiatives
  - Shifting attitudes and behaviours that condone family and sexual violence
  - Multi-layered and mutually reinforcing initiatives.

<sup>1</sup> Campaign for Action on Family Violence. 2011. *Creating Change: For people working to prevent family violence in New Zealand*. Ministry of Social Development.

<sup>2</sup> Minutes 2 March 2016 meeting Ministerial Group Family Violence Sexual Violence (point 21)

## Is there a sound basis for the programme?

- 9 The It's not OK campaign was launched in 2007 as an initiative of the Taskforce for Action on Family Violence.<sup>3</sup> The Taskforce was established in 2005 with the brief of advising a Ministerial team on how to make improvements to the way family violence is addressed, and how to eliminate family violence in New Zealand (Point Research, 2010).
- 10 In July 2006, the Taskforce released its first report and a programme of action covering four areas: leadership, changing attitudes and behaviours, ensuring safety and accountability, and effective support services. A national public education and awareness campaign was announced, which "will be long-term and be targeted at changing the attitude and behaviour of perpetrators, those who influence them, and those who challenge them."<sup>4</sup>

### Programme approach

- 11 It's not OK aims to prevent family violence by reducing social tolerance of family violence and prompting change to damaging behaviour within families. It aims to create conditions that support changes in attitudes and behaviours, rather than just raise awareness about family violence.
- 12 The programme is underpinned by a population health or ecological approach to family violence. A population health approach involves understanding and addressing all the factors that contribute to family violence through a comprehensive and coordinated range of interventions, including initiatives that address the social environment in which family violence occurs, such as prevailing norms and attitudes (Hann, 2015). Internationally, there is strong support for ecological approaches to family violence prevention (Fanslow, 2015; Thornley, 2013).
- 13 It's not OK draws on social marketing and community development approaches to bring about change. Key campaign strategies are:
  - Using mass media advertising to make the issue of family violence visible to all New Zealanders and disseminate the key campaign message that family violence is not okay, along with supporting messages that it is okay to ask for help, and to help
  - Mobilising communities to take a stand against family violence and take ownership for delivery of local activities that reinforce campaign messages in their communities
  - Enlisting former perpetrators (champions of change) to publicly share their stories and champion non-violent behaviour so that men, in particular, can see that change is possible
  - Providing communities and individuals with a range of free and accessible tools and resources to add depth to campaign messages and support attitude and behaviour change.

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<sup>3</sup> The Taskforce comprised government and non-government agencies, independent Crown entities and the judiciary and was active until July 2015.

<sup>4</sup> <https://nzfvc.org.nz/news/taskforce-action-violence-within-families-report-released>

- 14 Campaign activities are designed to reinforce and support each other (and other family violence prevention initiatives), rather than stand alone.

### **Theory of change**

- 15 Mass media advertising is primarily delivered via television advertising and is intended to reach a wide audience of New Zealanders across the country. The target age group is 18 to 49 year olds. The expectation is that the advertising will start to redefine social norms around what is and is not acceptable behaviour and influence the language that people use around family violence. It is also expected to normalise positive behaviours such as seeking help, and helping others. As a result, and in conjunction with the effect of other campaign activities, it is anticipated that people will become more aware of what family violence is, change their own attitudes and beliefs about family violence, and ultimately, be motivated to take action and/or change their own violent behaviour. That action or behaviour change will, in turn, lead to a reduction in family violence.
- 16 Providing funding, training and other support to communities helps build the capacity of communities to undertake their own campaigns, thus reinforcing the messages of the national campaign. Local campaigns are expected to expand the reach and effectiveness of the campaign messaging by enabling message to be delivered in ways that are most relevant to the local community. Again, successful delivery of campaign messages is expected to redefine norms, increase awareness and lead to changes in beliefs and attitudes and ultimately behaviour. A further benefit of community action is encouraging local community groups and agencies to work together, which is likely to lead to better supported and coordinated family violence services and, ultimately, a reduction in family violence.
- 17 Champions of change play a particular role in mobilising men to change their behaviour and support others to change. The expectation is that champions telling their stories will increase awareness of acceptable and unacceptable behaviours (reinforcing the normalisation of non-violence) and the possibility of change. This is expected to increase people's knowledge, confidence and belief in their ability to change their own behaviours, thus helping prompt them to seek help and/or make change. Assuming they are successful, this will lead to a reduction in family violence.
- 18 The final strand of activity is about enabling communities and individuals to access information and tools to support attitude and behaviour change. Providing access to resources and tools assists communities to be more effective in developing and delivering their own campaigns, as they have a starting point and can see what others have done. For individuals, it adds depth to the information available about what family violence is and how people can make or support change. The expectation is that the more informed people are, the more likely they are to change their beliefs and attitudes, and the more successful they are likely to be in making change. Again, successful change in behaviour is expected to result in a reduction in family violence.
- 19 An overview of how the campaign's 2016/17 activities are expected to contribute to family violence prevention is set out in the It's not OK strategic framework, appended as Attachment A.



**Alignment with the prevention literature**

- 20 Social change campaigns have been successfully used to change behaviour on other issues in New Zealand, including smoking and use of alcohol. Research suggests that “the best campaigns are part of multi-level strategies, with consistent messages conveyed through multiple sources” (Davis et al, 2003 cited by Fanslow, 2015, p31). Good practice includes having clearly defined objectives, developing an audience-centred approach, ensuring appropriate messages that are consistently repeated and reinforced by multiple credible sources, supporting the campaign with partnerships and coordinated service delivery, recognising barriers to change and making a long-term commitment with sustained funding and ongoing monitoring and evaluation (Davis et al, 2003).
- 21 Community mobilisation initiatives, such as It’s not OK, are seen as an important part of the mix of interventions needed to support an ecological approach to family violence (Hann & Trewartha, 2015). There is limited information on the effectiveness of community mobilisation approaches (Thornley, 2013). However, there is some international evidence that community mobilisation approaches can reduce family violence (Hann & Trewartha, 2015; Price Waterhouse Coopers, 2015).
- 22 Of particular note is the *SASA!* intervention in Uganda, which aims to change community attitudes, norms and behaviours that result in gender inequality, violence and increased HIV vulnerability for women by enlisting community activists, leaders and professionals to help mobilise communities (Ambrasky et al, 2016). A randomised control trial of *SASA!* found that, after four years, the intervention was associated with a reduction in both women’s experience and men’s perpetration of interpersonal violence, with community-level normative attitudes identified as the most important mediator.
- 23 The literature also emphasises the importance of capacity building, good coordination and taking an evidence-based approach to the success of community mobilisation initiatives (Hann and Trewartha, 2015).
- 24 Advice to the Ministerial Group on Family Violence and Sexual Violence in February 2016 on Government-funded primary prevention initiatives included a high-level analysis of whether the intervention design aligns with best practice. With regard to It’s not Ok, the advice was that campaign is a well-designed intervention, aligned to various models of recognised best practice. A line by line review of programme in 2015 by the Ministry of Social Development also concluded that It’s not OK aligns with what is known about best practice, and that the programme has a theory of change which is consistent with research literature.

## **Is the programme being implemented as intended?**

- 25 It's not OK has evolved over time in response to research and evaluation findings. Mass media advertising, in particular, has been heavily informed by research on the beliefs, attitudes and responses of key audiences, consistent with good practice for media campaigns. Changes to funding levels have also influenced campaign activity. However, the focus of programme activity over the past ten years has consistently been on de-normalising family violence through national television campaigns, mobilising communities to take action, using champions of change and providing supporting tools and resources.

### **Mass media advertising**

- 26 There have been three main phases of television advertisements to date, each informed by:
- research to understand factors contributing to, or protecting against, family violence
  - research to help understand current beliefs and attitudes and people's motivations or take action or change their own behaviour
  - audience research to test key messages and the format of advertisements
  - follow up research to test and reach and retention of key messages.
- 27 The second and third phases of the campaign were also informed by responses to the preceding phase of advertisements. For example, the first television advertisements focused on the key message that family violence is not OK, which was extended in the second phase to 'but it is OK to ask for help'. The third phase has added another layer, with the message that 'it is OK to help', and the campaign is now being informed by feedback that people want more information on how to help.
- 28 As a result of a recommendation of the Family Violence Death Review Committee, and further feedback from community partners and through the website, the campaign is now planning to extend the current phase, It's OK to Help, and develop a new mini-campaign, "Danger Signs", was launched in December 2016. It focuses on increasing people's understanding of coercive control and lethality factors, and ensuring people take it seriously.

### **Community mobilisation**

- 29 Community mobilisation activities have developed over time, in response to the readiness and capacity of communities. Funding levels have also influenced the level of activity undertaken. For example, the campaign's initial four year time-limited funding included around \$1.5 million a year for a Community Action Fund, which was administered via a formal application round. Grants are now allocated by the campaign team throughout the year as communities identify specific projects.
- 30 The campaign team's work with local communities (communities of place) includes:
- providing strategic support, advice and guidance on the development of local campaigns
  - partnering tailored resources and communication material
  - providing speakers, including the national champions

- building a community of practice, through hosting national hui and through Facebook and newsletters
  - building the capacity of community leaders and local champions – for example, through media training and delivery of ‘how to help’ and ‘community champions’ workshops
  - providing funding support for specific projects through one-off grants.
- 31 It’s not OK also works with communities of interest and develops partnerships with national organisations, employers and business groups. This work provides another more targeted avenue for influencing community understanding about family violence and safe ways to intervene or help people affected by violence. It’s not OK is currently working, for example, with the national hairdressers association and with New Zealand Rugby League at both national and local levels.
- 32 It’s not OK aims to undertake around 15 community projects per year. The programme was never intended to be delivered in the same way in every community, and so there is considerable variation in activity across the country. A list of the community partners currently working with It’s not OK is appended as Attachment B.
- 33 To date, the It’s not OK team has supported and funded communities and community groups where there is a readiness to change. This year, the team is also exploring opportunities to identify, engage and mobilise those communities most in need<sup>5</sup> and is developing a community readiness tool.

### **Champions of change**

- 34 It’s not OK is currently working with one full-time and two half-time national champions, who speak in communities, at events and in the media as opportunities arise. The programme team report significant demand for national champions, and available research suggests they have been effective in engaging people in discussions about family violence (Campaign for Action on Family Violence, 2011). The work of champions has been profiled in national media, including a 20/20 story and a Nigel Latta documentary about family violence.

### **Supporting tools and resources**

- 35 The national It’s not OK team has developed, and maintains, a range of resources and tools to support the campaign, including:
- A website to provide information and advice to individuals and community groups
  - A Facebook page and Twitter account
  - Promotional and educational information (booklets, posters, flyers, newsletters)
  - Tools for communities including a community change toolkit, media manual, guidelines for reporters and the social change toolkit.
- 36 A review of campaign resources has just been completed, which identified and interviewed distributors of the resources (NGOs, Police, WINZ, Corrections, DHBs) and intended audiences (perpetrators, victims, family, helpers and influencers). As a

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<sup>5</sup> Agencies have undertaken some preliminary work to identify communities ‘most in need’, bearing in mind a combination of reporting rates and prevalence of known risk factors for family violence.

result, a plan is underway to revise a number of resources and develop new ones, some in partnership with other organisations or campaigns.

### **Other activity**

37 The first five years of campaign included a strong focus on media training and media advocacy. This work involved:

- Training journalists and journalism students on reporting family violence accurately and in a way that dispels myths about family violence
- Training community spokespeople in how to engage confidently with reporters and get key family violence messages into local media

38 Forming a network of media spokespeople around the country who reporters could approach to comment on family violence stories (Point Research, 2010).

39 Media analysis commissioned by the Ministry of Social Development in the early stages of the campaign found a sustained and consistent shift in the way family violence stories are portrayed through the media since the advocacy work began (McGuinness, 2008). It's not OK has now reduced activity in this area but still provides training in journalism schools and media training for community partners.

40 At the end of each calendar year, the national It's not OK team produces a summary of campaign activity undertaken around the country (by the national team and their partners) for the sector. The text of the Year in Review 2015 is appended as Attachment C as an example.

41 The Ministry of Social Development plans to review and update the campaign strategy for It's not OK in 2017, to ensure that it aligns with the Family Violence and Sexual Violence Ministerial Work Programme. The review will ensure that all outcomes, activities and spend are clearly informed by and linked to:

- the societal, cultural and behavioural changes It's not OK is seeking to influence
- the interventions used to achieve those changes
- how to measure the impact.

## **Is the programme contributing to family violence prevention?**

- 42 As noted, the campaign aims to prevent family violence by changing community attitudes and social norms so that family violence is no longer tolerated. Desired outcomes are:
- people will be motivated and supported to seek help and/or change their behaviour
  - helpers and influencers will be motivated and supported to encourage others to change their behaviour
  - communities will not tolerate family violence and will support positive behaviour changes
  - social and cultural norms that accept or promote violence will change
  - in the long term, family violence is reduced.
- 43 Measuring these outcomes is a difficult task and agreed outcome indicators are not yet in place across the suite of family violence prevention programmes. There are also challenges in being able to attribute success to the effects of the campaign, or particular aspects of it. As noted, the It's not OK campaign has been designed as a package of mutually reinforcing initiatives, rather than standalone components, and there are many other possible influences on people's attitude, beliefs and behaviours (including the other family violence prevention initiatives). Moreover, it is not clear how soon changes can be expected to occur, and what level of change is realistic.
- 44 A number of monitoring and evaluation activities have been undertaken, which are summarised below. Together, these suggest the campaign has been effective in increasing public knowledge and awareness about family violence, understanding its impacts, and prompting people and communities to re-consider their attitudes and beliefs towards family violence. There are indications that they may also have promoted behaviour change, including help-seeking and help-giving behaviours. It is important to note, however, that reports of change are largely self-reported and have not been independently measured over time.

### **Mass media advertising**

- 45 National phone surveys provide information on the extent to which the mass media advertising has been effective in reaching the target audience, as well as self-reported data on people's response to the advertisements and any action they have taken as a result. Six surveys have been undertaken since 2007, most recently in August 2016.<sup>6</sup>
- 46 Findings of the 2016 survey indicate that:
- Awareness of the campaign is high – recall of having seen or heard any advertising with the line 'It's not OK' in the last 12 months was 78%. (This is

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<sup>6</sup> The surveys are conducted via Computer Assisted Telephoning Interviewing. The survey population was 18-49 year olds and involved 508 people in 2016 and 900 people in previous years, with equal numbers of Maori, Pacific peoples and people of other ethnicities. Analysis further divides respondents by sex and two age groups: 18-29 year olds and 30 to 49 year olds. Reported differences between groups are significant at the 95% confidence level (Phoenix Research, 2016).

comparable to the last measure in November 2011, which was 77%, but lower than the highest recorded level of 95% in September 2008.)

- There is high level of agreement with desired attitudinal responses to the advertising. For example, among those who recalled the It's not OK advertising:
  - Agreement was particularly high for the statements "makes me feel family violence is a serious problem – it's important not to ignore it or say nothing" (94%) and "advertising gives impression that in situations like these a change to a life without violence is possible" (89%)
  - 82% agreed that "advertising made me feel that if a friend was behaving violently towards their family I could help to influence them to change their violent behaviour".
  - 71% agreed that it "helped me understand what someone like me could do to be supportive towards someone experiencing family violence".
- The campaign has prompted discussion about family violence – three quarters of those who had seen the advertising in the past 12 months reported they had talked about the advertising and/or family violence in response to the campaign.
- The campaign is influencing people's propensity to act on family violence – although it is not possible to distinguish the effects of the campaign from other influences:
  - Two thirds (65%) of those who recalled the It's not OK advertising reported that they had taken at least one of 11 possible actions (read out by the interviewer) in the last 12 months as a result of the advertising.
  - The main actions taken were helping or supporting a person experiencing family violence (38%), talking to family or friends about violence they were concerned about (35%), trying to influence someone to change their violent behaviour (32%) or taking other action to try to stop violence they were worried about (33%).
  - Some people (41%) also reported action to educate others before violence occurs as a result of the advertising.
  - Overall, 73% reported taking some kind of action as a result of the advertising, with a much higher proportion (94%) reporting action if they knew someone experiencing family violence.
- The campaign appears to be more effective in reaching Maori and Pacific peoples than people of other ethnicities. For example:
  - Recall of the advertising was especially high among Maori males, at 96% (compared to 78% overall)
  - Higher proportion of Maori (84%) and Pacific people (92%) agreed that the advertising helped them understand what they could do to support someone experiencing family violence (compared to 71% overall), and 94% of Pacific people agreed it made them feel they could help a friend change their violent behaviour (82% overall).
  - Maori and Pacific females and Maori and Pacific peoples aged 30-49 are more likely to have talked about both the advertising and family violence.
  - Maori and Pacific peoples were more likely to report taking action as a result of the advertising.

**Impact of the campaign on communities**

47 Case studies of the campaign provide insight on the experiences of seven communities<sup>7</sup> (Roguski, 2015). These involved in-depth interviews with stakeholders from multiple perspectives to understand how the campaign has supported change to address and prevent family violence. Across the seven case studies, stakeholders report that the campaign:

- increased awareness and knowledge of family violence, with key messages from the national campaign being entrenched within communities
- led to changes in attitudes and behaviours, including:
  - increased willingness to discuss family violence
  - small but growing numbers of people intervening in family violence situations
  - action by families once regarded as inter-generationally dysfunctional to adopt positive family dynamics
  - young people changing their behaviour (e.g. reduction in male students sexually intimidating female students, and in physical violence outside school settings)
  - reduction in anti-social behaviour associated with sport
  - changes to organisational culture (e.g. implementation of non-violence policies)
- developed a sense of community ownership
- led to an increase in family violence reports to Police and lower thresholds for people reporting (Roguski, 2015).

48 Critical success factors identified by all or most sites were:

- the national It's not OK media campaign – by providing a level of understanding about family violence that supports local engagement, as well as a framework to guide local family violence strategies
- support from the national It's not OK campaign team including strategic guidance, resource, technical advice and funding support
- local leadership
- a dedicated local campaign coordinator with a single preventative focus
- community awareness of family violence incidents, which helped to galvanise the community into action
- local champions (Roguski, 2015).

49 Barriers to success were identified as lack of sustained funding, and a scarcity of appropriate services for responding to increased reporting of family violence (Roguski, 2015).

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<sup>7</sup> Counties Manukau Rugby League, Gisborne, Levin/Horowhenua, New Plymouth, Oakune, Paeroa, Taupō



50 Similar findings were made in an earlier review of how the campaign was working (Point Research, 2010). This review involved a critical analysis of relevant literature and findings of initial evaluation activity, as well as in-depth interviews with 29 key informants. It found that:

- the campaign was highly visible and had an impact on people's understanding of family violence and motivation to act
- the campaign had given strength to local initiatives, giving them the confidence to use a wide range of social marketing strategies
- the campaign was contributing to increased reporting of family violence and more people seeking help
- family violence was being reported in the media with greater accuracy and was more likely to be portrayed as a serious social problem (Point Research, 2010).

51 As with the 2015 case studies, the review noted the role of the campaign in providing an umbrella under which government, community organisations and media can work, and the use of It's not OK branding and resources to link local activities to the campaign as factors contributing to its success. Other likely success factors identified included:

- the complex, layered and integrated approach taken by the campaign
- the campaign's positive approach, which aims to create social change by inspiring opportunities and possibilities for change
- the clear, simple messaging of the It's not OK tagline, and the use of universally appealing stories to challenge social norms
- cross-sector partnerships that underpin the campaign
- a community-based approach – tapping into work already being undertaken by communities, funding innovative initiatives and enabling a wide range of initiatives to emerge
- strategic engagement of the media
- ongoing research, monitoring and evaluation, enabling the campaign to be responsive and adapt when and where necessary (Point Research, 2010).

### **The role of champions**

52 There is little published information available on the effectiveness of champions of change. An evaluation of presentations in high schools was undertaken in 2010, which found high level of engagement by participants, and a high level of recall of key messages by students. Some changes in behaviour and attitudes were reported, including significant behaviour change on the part of a parent (reported by Police), development of a family violence training package by one school, and staff noting students more likely to seek help with, or intervene in, bullying (Campaign for Action on Family Violence, 2011).

53 A line by line review of It's not OK in 2015 by the Ministry of Social Development noted there was insufficient evidence to meet the Ministry's evidential criteria for effectiveness, but that the balance of opinion among expert practitioners is that the programme has positive value for families and children.

## What return is the Government getting for its investment in the programme?

- 54 Initial funding for the campaign was time-limited and totalled \$13.796 million over four years. In 2011, the Government approved ongoing funding of \$0.5 million to extend campaign advertising (through Vote Social Development). The Ministry of Social Development provides additional funding support for low levels of community action, communications and resource development through reprioritised baseline funding on a year-to-year basis.
- 55 The 2016/17 budget for It's not OK is \$1.22 million. A breakdown of the key components of funding is set out in Table One.

**Table One: It's not OK funding**

	2016/17
Departmental expenditure	
- Communication, resources, tools and national coordination	0.38m
Non-departmental expenditure	
- Community mobilisation (including capability building)	0.19m
- Champions	0.15m
- National campaign advertising	0.5m
<b>Total</b>	<b>\$1.22m</b>

### How funding is used

#### *Departmental expenditure*

- 56 Departmental expenditure (\$0.38 million) covers the costs of campaign coordination, communications and resources and capacity building. In addition, the Ministry of Social Development supports It's not OK through the staff time of a social action team (around five FTE).

#### *Non-departmental expenditure*

- 57 As summarised in Table One, there are three distinct areas of non-departmental expenditure:
- Community mobilisation funding (\$0.19 million) supports community projects through grant funding for community-led initiatives, and training for community leaders and local champions. The size and purpose of community grants vary. In 2015/16, 24 grants for community-led initiatives were made, ranging from \$1,200 to \$20,000. In 2016/17, 14 grants have been made so

far, ranging from \$870 to \$30,000.<sup>8</sup> Some examples of the type of projects funded:

- Te Puke It's not OK champions project (\$10,000 grant in 2015/16) – the project makes use of everyday people who are well known, well regarded and visible within their community. Roles include: acting intermediaries between the community and service providers, providing informal help for people affected by family violence, taking a public stand against family violence, and helping change attitudes and behaviour towards family violence through their own daily interactions.
- Dunedin Collaborative Against Violence hosting "A Call to Men" hui in Gore (\$3,000 grant in 2015/16) – the hui was part of a series of hui around the country aimed at supporting a growing movement of men to be a part of the solution to family violence.
- Campaign participation in the "More than Just a Game" agreement with New Zealand Rugby League (NZRL) and partner agencies (\$30,000 grant to Ministry of Education in 2016/17) - The agreement outlines a range of services and outcomes to be delivered by the NZRL that will see the rugby league community become more engaged in education, more connected to their club, and leading the on and off field development of their players. As part of the agreement, It's not OK will support NZRL and their seven zones to establish 22 champion clubs across New Zealand to promote and embrace the 'It's not OK' message and attitude within their club and community in 2017.
- Phase 3 of Huntly Proud, the local champions project (\$10,000 to Te Aukaka Trust in 2016/17) – phase 3 sought to build the capability of existing community champions to drive their own efforts to prevent family violence in Huntly (for example, Huntly College).
- b. Champions funding (0.15m) covers the costs of one full-time and two half-time national champions to support It's not OK and other family violence workstreams.
- c. National campaign advertising (\$0.5 million) covers the cost of television advertising.

### Return on investment

58 The return on the Government's investment in It's not OK is unknown.

59 A recent economic analysis estimated that the total costs of family violence to New Zealand are between \$4.1 billion and \$7 billion each year (Kahui and Snively, 2014). There is therefore the *potential* for a significant return on investment if It's not OK is effective in reducing family violence.

60 Unpublished analysis by the Ministry of Social Development identifies the following anticipated impacts of It's not OK in reducing social tolerance for family violence and mobilising people to take action:

- More perpetrators ending or reducing their violence

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<sup>8</sup> As at 21 February 2017

- Reduced harm to victims
- Fewer people at risk of family violence going on to experience or perpetrate family violence in the future
- Increased well-being for victims and their families.

58 If this anticipated impact is realised, it would result in the need for less Government expenditure on police time, courts processes, corrections costs, victim and perpetrator services, hospital emergency visits, mental health care and other health and disability services, single parent benefits and unemployment support. In addition, there would be a reduction in the personal and household costs relating to family violence – for example, pain, suffering and premature mortality and disruption to employment.

59 The Ministry has estimated a return to the Government of around \$5 for every \$1 invested in expanding all aspects of the programme. The estimate was based on the most recent Reach and Retention Survey data on the proportion of people who report trying to influence someone to change their behaviour, and a conservative estimate that 3% of these cases are successful and result in one less offence (or 7% in the case of those who have participated in community action, increasing to 10% with enhanced capability of the prevention workforce).

60 Recent Australian analysis suggests a theoretical return of \$7 to \$14 for every \$1 invested in a community mobilisation programme over a ten year period (Price Waterhouse Coopers, 2015). The analysis was based on estimated intervention costs and cost savings in Australia and used similar success rates of community mobilisation programmes in Uganda and South Africa.

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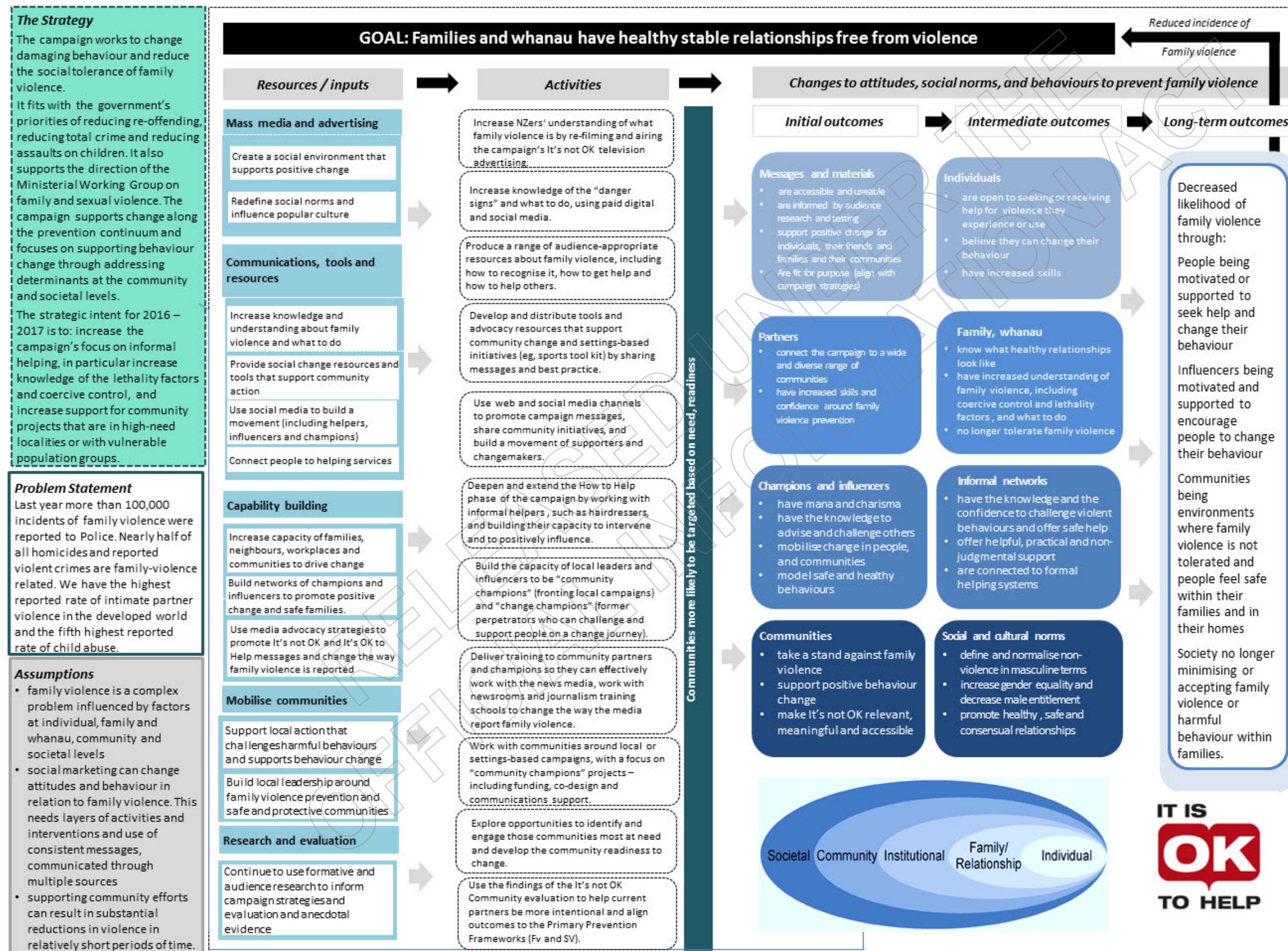
### Unpublished Ministry of Social Development documents

- Draft cost benefit analysis prepared to support draft Budget 2017 proposal
- Line by line review of It's not Ok
- Overview paper prepared for Family Violence Prevention Investment Advisory Board, 7 December 2016
- It's not OK campaign – Overview and Strategy (2016)
- Draft It's not OK Strategic Framework: 2016 – 2017

- Draft plan of activity and focus for 2016/17 – Social Action Team, Adult Family and Community
- Project brief: It's Not OK Strategy 2017

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**Attachment A: It's not OK Strategic Framework****DRAFT It's not OK Strategic Framework: 2016 – 2017**



**Attachment B: Communities and organisations currently working in partnership with It's not OK**

More Than Just a Game (national partnership with New Zealand Rugby League, Ministry of Education, Ministry of Health, ACC, Health Promotion Agency and NZ Police)

Invercargill (champions project)

Southern Zone Rugby League (sports partnership)

Huntly Proud Phase 3 (champions project)

Auckland Regional Hui

National Secondary Schools Rugby League (national partnership)

Cambridge (champions project)

Taolalaga (church project)

Waitara (champions project)

South Otago (champions project)

Rainbow Youth

Good Men Great Fathers (event)

Yeah Nah Song Quest (event)

Aranui (event)

## **Attachment C: Year in Review 2015 (text version)**

### **Year in Review 2015**

#### **Introduction**

There was a significant increase in business sector interest in supporting the It's not OK Campaign in 2015. At a national level, Aotearoa Fisheries ran a series of workshops as part of their staff wellbeing programme, Z petrol stations in Bay of Plenty picked up promoting anti-family violence messages, and more than 120 businesses in the Waitaki District featured in a poster campaign.

An online toolkit for businesses was expanded for workplaces wanting to introduce thinking and action about family violence. In response to hairdressers' concerns, a specific resource was developed for hair salons to assist them in supporting clients where abuse is detected.

Providing an exciting boost to the campaign's profile, HOME magazine ran an editorial feature that attracted both national and international attention. Through a clever series of photos hinting at a problem within the designer walls, the feature promoted the message that family violence can happen in any home, in any neighbourhood.

More communities put their hands up to get involved, and existing community-led campaigns deepened their involvement. For example, Huntly Proud hosted both men's and women's hui during the year, and Thames ran a regional gathering on sustaining local campaigns.

Our team of national violence-free champions travelled the country encouraging and supporting individuals and communities to make a stand for safe families. More than 200 people within communities were active as local community champions. Interviews about effective helping were conducted with some of them, which have proved popular on social media.

Partnerships with Rugby League and Rugby Union led to the new resource "Not our game" to support clubs from any sports code in addressing family violence and promoting a family-friendly culture.

The campaign's focus on mobilising communities continued to attract overseas interest with invitations to present both in Ontario, Canada, and to the Victorian Royal Commission on Family Violence in Australia.

Having launched in 2007, this was It's not OK's eighth year. The campaign is based at the Ministry of Social Development but it's the commitment of communities that truly builds the momentum for the change in attitudes and behaviours needed to end family violence.

The It's not OK Team

*"Many of the boys came to see me afterwards and we shook hands, with a few talking about the family violence in their lives." – Vic Tamati*

## 2015 Summary

- 40% increase in calls to the Information line coincided with
- A 4-week TV ad campaign.
- More than 30 local projects supported
- 364 calls to the Information Line 0800 456 450 in March 2015
- Facebook post reach of 1.65 million Double 2014's reach
- 100 presentations & workshops to build support for a violence-free NZ
- 27% increase in Twitter followers
  - 217,934 impressions (reach)
  - 1,850 engagements
  - 329 Retweets
  - 362 Post clicks
  - 271 Tweets
- 95% OF IT'S NOT OK partners agree the Partners Survey 2015 Campaign has increased their ability to address or prevent family violence (Campaign Partner Survey 2015)
- 35% increase in Facebook 'Likes' to 8,116
- More than 200 community champions trained
- 2,199 calls to the Family Violence Information Line in 2015

## Community Action/Events

### New local campaigns

#### Clutha

The It's not OK campaign featured the youngest ever community champions – a group of intermediate age students from Tokomairiro High School in Milton. They were chosen because of their involvement and leadership in their peer group.

Following a visit to the area by It's not OK campaign champion Vic Tamati, Senior Constable Tom Taylor of Balclutha said:

"Went down the street today wearing my 'It's not OK' t-shirt and some guy who I've never met was walking towards me, he stopped in his tracks, pointed at my T-shirt and said 'Hey, I listened to that guy yesterday, what's his name? Aw yeah, Vic, Vic Tamati, he was awesome, unreal his story eh!' So the message is getting out there people!"

#### Huntly

The Huntly Proud campaign was expanded in 2015, following its successful launch in November 2014. There was a 30% decrease in family violence statistics in the month of the launch and a general "calming effect in the town", organiser Destry Murphy said.

In 2015, a new group of champions was identified and trained, and a women's hui was held at Waahi Pa marae. A new campaign based on the same model is being developed in nearby Ngaruawahia.

#### Papamoa

The Papamoa It's not OK campaign launched on 1 March with a family fun day where locals could meet the champions who had put their names and faces to the campaign.

Since the launch, one champion has arranged for the wheelie bins he delivers to all have an It's not OK sticker on them – "It's good for business" and a great way to reach residents. Another champion is working with Z petrol stations, where she works, to spread It's not OK through all Z stations in the Bay of Plenty.

#### Te Puke

Following the success of the Papamoa campaign, nearby Te Puke will be launching its own It's not OK campaign in 2016.

#### Otorohanga

The local champions' project in Otorohanga has developed an app to support their champions to record their interactions. The app will help the project to quantify the impacts and value of local champions and the project itself.

#### Waitaki

More than 120 businesses joined the Waitaki It's not OK campaign, each developing their own message and poster. A huge montage of the posters was displayed in an Oamaru supermarket.

A competition was run to select the best 12 posters to then feature in a calendar. Many more businesses in the district are asking to be part of the campaign now that it's launched.

### **Matamata – Piako**

Building on previous years, the local champions' project in Matamata-Piako refreshed their positive community messages, erected new billboards and enlisted additional champions to create a safer environment in their community.

### **Fairfield – Enderley**

In Hamilton, a local project has been launched in Fairfield and Enderley. The project will develop billboards, banners and posters featuring local people, Police and businesses, as well as hold community events, to share family violence prevention messages.

### **Eketahuna**

Eketahuna launched their It's not OK campaign at their Christmas Parade at the end of 2015. Champions were selected from businesses in the town as well as the farming community.

### **Fiji Indian Association, Wellington**

In Wellington, the Fiji Indian Association launched a project in June spearheaded by then president Mr Salim Singh. The initiative, called Apna Awaaz, spreads the message that family violence is not OK in their community. Violence-free families and communities were promoted through posters, fridge magnets and radio advertisements.

A workshop for community leaders was held in October, discussing how to help people affected by family violence and how to influence their Fiji Indian community and wider communities. In 2016 the project will look to build on the momentum they have created in their community.

### **Men's & Women's hui**

It's not OK supported four men's hui over the winter of 2015, following a successful national men's hui in Rotorua in 2014.

Around 250 men attended the four hui which were held in Northland, Huntly, Wainuiomata and Christchurch.

"The hui proved that given the right environment, that is safe and connected, men will indeed talk and share freely their experiences, challenges and hopes. We heard some of the most heartfelt, moving and inspiring stories from the men, the women who presented and the communities. Each one felt the support and collective strength in return from those present," Tim Marshall, one of the organisers, said.

Huntly Proud hosted a women's hui with It's not OK Campaign support. About 50 women attended to discuss family violence issues. Following the hui, some women were inspired to set up support groups to meet more regularly.

### **Faith Leaders, Hutt Valley**

The Hutt City Council and Ahuru Mowai O Te Awakairangi, the Network for a Violence free Hutt Valley, hosted local faith leaders for a day of learning, understanding and responding to family violence. The 30 local faith leaders met with Hutt City Mayor, Ray Wallace, and local Police and the Strengthening Families Coordinator.

## **Yeah Nah It's not OK Song Quest**

The Yeah Nah It's not OK Eastern Bay Song Quest 2015 ran for a third year, attracting a diverse range of young entrants from around the Bay of Plenty. The quest is to find an original song written and performed by 13 to 18 year olds in solo and band categories with an anti-violence message. It's not OK champion Phil Paikea, one of the guest judges, spoke to the audience about being violence-free.

## **Champion interviews**

In 2015 two members of the It's not OK team set off with a video camera to interview community champions in Waikato and Bay of Plenty. The idea was to capture their impressions and experiences of fronting a local It's not OK Campaign.

The results were eye-opening! Every one of the champions interviewed had stories about the impact they had in their own networks; in the street, neighbourhood or community.

Many of the champions had expected they might have to deal with dramatic situations, but mostly the help they provided was low level and early, before situations could escalate.

They spoke about how personally rewarding it is to help people and be part of reducing family violence in their community.

The videos can be viewed on the Campaign's YouTube channel.

**<https://www.youtube.com/user/ItsnotOKcampaign>**

Paora Raharaha from the Paeroa It's not OK campaign spoke of striking up a conversation with a man who recognised him from the posters about getting support for anger issues. Paora's video was viewed by 5,700 people via the It's not OK Facebook page.

Paro Edwards from the Huntly Proud campaign spoke of influencing someone to seek support after they recognised her in the street. Her video was viewed 3,600 times on the It's not OK Facebook page and elicited many supportive comments about what she had done, and how she had approached the conversation.

## **Sports Communities**

### **Partnership with Rugby League New Zealand**

The campaign continued to build on its relationship with New Zealand Rugby League across all levels in 2015.

At a grassroots level, Central Otago Rugby League Club ran a local project to increase understanding of family violence in their community and to encourage people affected to ask for help. At the provincial level, Canterbury Rugby League partnered with It's not OK to spread the violence-free message. At the zone level, Southern Zone Rugby League, Counties-Manukau Rugby League and Northland Rugby League all did their bit to support their people to lead the prevention of family violence in their communities.

In September, the campaign supported the National Secondary Schools Tournament held in Auckland. The tournament brought together the top 24 schools from around the country together for a week of rugby league, with Otahuhu College taking home the spoils in the premiership. At the tournament, the campaign facilitated a workshop for 100 of the tournament's best players, where the focus was family violence, helping friends, schoolmates and team mates affected by family violence and influencing change. At the end of the tournament, the campaign awarded three players with best and fairest trophies for their contribution on and off the field.

In October, the Campaign signed on to be a part of the 'More than just a game' integrated outcome agreement, between the Ministry of Education, ACC, and Health Promotion Agency with New Zealand Rugby League (NZRL), supported by NZ Police.

As part of the agreement, It's not OK will support NZRL and their seven zones to establish

15 champion clubs across New Zealand to promote and embrace the 'It's not OK' message and attitudes within their club and community in 2016.

### **Clifton Rugby Club, Waitara**

Clifton Rugby Club in Waitara held a family day celebrating violence-free families and community in June. Campaign champion Vic Tamati spoke at the event and challenged the men in attendance to be violence-free and to be a positive influence on the people they know.

They also held "An Afternoon with Vic Tamati" event where they invited the wider community to meet Vic and hear him talk about his experiences with family violence.

To support the club's stance on family violence, a number of billboards were erected around

New Plymouth and Waitara featuring players and their families speaking out against violence.

This was also supported by radio advertising. The club has reported that there's been a "dramatic shift" in the community since the event.



## **National partnerships**

### **Rural Women and Lesley Elliott**

Rural Women New Zealand, It's not OK and the Sophie Elliott Foundation teamed up to deliver community presentations around the country.

The presentations were delivered to packed town halls, church halls, high school auditoriums and community centres in Great Barrier Island, Stratford, Maungaturoto (Far North), Te Kuiti and Masterton. Audiences included college students and their parents, community workers, Rural Women members, and residents wanting to learn more about family violence and how to prevent it.

Lesley Elliott spoke of her experience as the mother of a young woman killed by an ex-partner and shared her thoughts on the warning signs of a dangerous relationship that people need to look out for. The It's not OK team ran "How to Help" sessions about supporting someone experiencing abuse, and the local Rural Women branches followed up with other community activities like posters and mail-drops.

These presentations continued an ongoing partnership with Rural Women New Zealand to address family violence.

### **Hohou Te Rongo Kahukura – Outing Violence**

Ara Taiohi, a peak body organisation for the youth sector, partnered with It's not OK to focus on violence affecting rainbow communities. Takatapui, queer and transgender community representatives acted as an advisory group.

The project led to the development of the Hohou Te Rongo Kahukura – Outing Violence website [www.kahukura.co.nz](http://www.kahukura.co.nz)

The website has fact sheets for lesbian, gay, bisexual, transgender and intersex survivors. There's also information about how to step in if you're worried about a friend using or experiencing violence; how to stay safe leaving an abusive relationship, and definitions of sexual and partner violence.

Project facilitators Sandra Dickson and Elizabeth Kerekere also travelled the country in a round of community consultations to identify issues with accessing appropriate support, which is intended to inform future service development.

## HOME Magazine feature

In June, It's not OK partnered with HOME magazine in a unique campaign to put the spotlight on family violence occurring in high socio-economic households in New Zealand.

Recently released statistics from the New Zealand Violence Against Women Study confirmed that family violence is prevalent in the wealthier suburbs in our communities, which are less often publicised in the media.

"Everyone knows that family violence is a serious issue, but most people presume it's something that affects certain families. But in reality, family violence happens in any New Zealand home, regardless of socio-economic background. That's why, in our new issue, HOME is working with It's not OK to remind our readers that family violence can affect any household – and if it does, there's something all of us can do about it," said Jeremy Hansen, editor of HOME magazine.

The magazine feature presented itself like any other editorial – an architecturally designed home, found in the wealthy, leafy suburbs and owned by a normal looking couple. But all is not as it seems. Within the eight page spread were up-turned chairs, smashed vases and blood smeared balustrades. The editorial concluded with a poignant message: family violence can happen in any home.

FCB New Zealand promoted the campaign through social media channels and news media releases. The video about the making of the editorial was picked up internationally and won several major marketing awards.

## Violence-free champions

It's not OK Campaign Champions of Change

Four national champions travelled round New Zealand sharing their stories for It's not OK. They are:

- Jude Simpson, a survivor of child and partner abuse, who works part-time for NZ Police as a trainer
- Vic Tamati who appeared in the campaign's TV ads in 2008
- Phil Paikea, who is a leader of family violence prevention efforts in Northland
- Jeremy Eparaima, a violence-free man from Horowhenua who also works part-time for the NZ Police family violence training programme

Any of these speakers can be booked at no cost through the Campaign website.

Our amazing Champions of Change had another busy year in 2015 speaking to a huge range of audiences, telling their stories of becoming violence-free.

### Jude Simpson

Jude Simpson brings a victim/survivor's perspective to discussions about family violence to encourage empathy and effective support.

Jude was busy in 2015 influencing family violence training for New Zealand Police and also Ministry of Social Development frontline staff around the country.

Jude also answered about 100 Ask Jude questions through the Are You OK website and supported local It's not OK community campaigns.

It's not just raising awareness – it's about changing hearts and minds. – Jude Simpson

### Vic Tamati

Vic Tamati, who has been with the campaign since 2008, continues to astound every group he speaks to with both the extreme violence he endured as a child and then used himself, his courage in giving up violence and making a better life for himself and his family. Vic's presentation is often the catalyst for a community to mobilise and start developing a local campaign.

Highlights for Vic in 2015 include the four regional men's hui held across New Zealand, particularly the many fresh faces attending the hui and deciding to be part redefining masculinity and of preventing family violence.

Another highlight was speaking to 500 young men, coaches and managers at the Jock Hobbs Memorial Under 19 Rugby Tournament in Taupō in September. *"Many of the boys came to see me afterwards and we shook hands, with a few talking about the family violence in their lives,"*

Vic was the keynote speaker at the Crisis Intervention Management Australia Conference in Melbourne in December, sharing with people from around the world the work that he does with It's not OK. Delegates were especially interested in the concept of former perpetrators supporting violent men to change and the effectiveness of this approach.

Vic continues to be recognised wherever he goes: "I stopped at the supermarket to buy some biscuits. A guy standing outside the shop calls out my name. He had heard me talk at three different prisons and said he's never forgotten me cos he wanted to change his

life and thought to himself 'if only I could meet this guy on the outside'. We are going to stay in touch."

Vic also answered 25 questions to Ask Vic from the Are You OK website.

## **Phil Paikea**

Phil joined the It's not OK team as a national champion in 2015. Phil lived a violent life as a young man but has been violence-free for more than 20 years. He lives in Ruakāka near Whangarei and was already heavily involved in family violence prevention in Northland before joining the campaign.

Phil has brought his considerable mana to It's not OK, travelling around the country telling his story of change and expanding his influence in Northland. Phil hosted the first of the regional men's hui and participated in family violence training for Police staff in Counties Manukau. Phil has a huge following on social media and is able to help many people this way:

"Since working for the campaign, I have had some amazing encounters with people who would otherwise be side-lined. Men and women have contacted me through Facebook, and texted wanting advice and support. I am thankful that I have maintained strategic relationships with key people that I am able to plug into to help support those that ask. Whatever it takes."

## **Jeremy Eparaima**

Jeremy works for It's not OK part time as a speaker. In 2015 most of his work was with NZ Police, giving a former perpetrator's perspective on family and sexual violence. He shines a light on how Police respond to offenders.

Feedback from Police has been glowing: "His messages are clear, informative, hard hitting, honest, raw and compelling and the balance he provides to Police Family Violence Victims training is essential to the transference of learning for our new and existing officers."

Sexual abuse is part of Jeremy's story and talking about it enables others to talk about what happened to them, often for the very first time.

Police and Tina Cross (with Vic & Jude)

Counties Manukau Police teamed up with Tina Cross for an online video encouraging people to "walk away" from violent relationships.

The video was released in time for the Christmas holidays. Both Vic and Jude featured in the video as campaign champions.

[www.police.govt.nz/news/featured/walk-away-violence-video](http://www.police.govt.nz/news/featured/walk-away-violence-video)

## **Champions Sustainability Hui in Thames**

Champions, funders and stakeholders came together in Thames in July to discuss ideas and issues around the sustainability of community-based It's not OK campaigns.

Building sustainable projects was seen as being enhanced by training, opportunities for reflection on practice and conversations between champions and communities. Evaluation of the processes and the impact of projects was seen as important for promoting sustainability. Attendees viewed sustainability as something which needed to be planned for at all stages of the projects.

The way that people are changed by participating in these community projects was seen as evidence of sustainability already happening, as was the goodwill and support shown at the hui itself. Some challenges and related opportunities were highlighted, these included resourcing, the confidence of champions, the issue of control within family violence and wider cultural norms.

Future actions were proposed to support continued sustainability including developing a training manual, collecting stories of change and projects, and champions supporting each other. A champions campaign toolkit and video interviews were developed as a result and can be found on the Are You OK website.

## **Capability building**

### **Workplaces**

Workplaces can play a significant role in supporting staff and clients affected by family violence. More than half of all workplaces in a year will have staff that are affected in some way by family violence.

During 2015, large and small businesses made their stand against family violence.

Aotearoa Fisheries Limited ran a month-long family violence project as part of their staff wellbeing programme. The project included posters and information about family violence, as well as presentations at four sites around the country by campaign champion Vic Tamati.

Z service stations in Bay of Plenty picked up on promoting the campaign messages as part of the local It's not OK campaign.

The campaign champions visited The Warehouse staff in Gisborne after The Warehouse group introduced national policies in a partnership with Women's Refuge to support staff affected by family violence.

In Waitaki district, more than 120 local businesses produced posters with their own message in support of the local It's not OK Campaign in Oamaru and surrounding areas.

Nurse representatives from every district health board took part in a discussion with the It's not OK Campaign team about how workplaces and staff can support colleagues affected by family violence.

### **Business toolkit**

To support businesses, a campaign toolkit for workplaces was expanded on the It's not OK website. The toolkit provides links and resources for a range of ways that family violence can be raised within an organisation.

### **Hairdressers' package**

It's not OK worked with Ohakune hairdresser Kelly Porter and Taupo Violence Free Network Coordinator Gloria Eves to pilot and develop a resource package and video to help salon staff respond to clients experiencing family violence.

Publicity about this resource was well received on the campaign Facebook page with the first in a series of posts shared more than 150 times and TV news coverage. Over 100 packages were requested in the five months from the resource's release in July.

The Campaign invested in other resources to support community action in addition to the hairdressers' package and business toolkit mentioned earlier.

### **Sports Toolkit – Not our game**

Sports clubs and organisations play an important part in the lives of New Zealanders and provide a good opportunity to address our country's high rate of family violence.

The 'Not our game' toolkit contains suggestions about how to increase understanding of family violence and encourage violence-free behaviours in a club, organisation and community.

"Simple actions can send powerful messages out to players, coaches, volunteers, their families, sponsors and the community as a whole that family violence is not OK, that it is OK to ask for help and to help others."

The toolkit, available in hard copy and on the website, includes a '*healthy club checklist*' and advice on ensuring safe sport for children.

The resource was promoted by local councils, sporting bodies and clubs around the country.

<http://areyouok.org.nz/i-want-change/sports/not-our-game/>

### **Infographics, The True Picture**

An infographic poster, 'The True Picture', was produced citing the latest key statistics from sources such as the New Zealand Crime and Safety Survey (2014) and the Family Violence Death Review Committee.

The poster was made available for downloading or ordering through the Are You OK website.

Updated statistics on the Are You OK website were peer reviewed by the New Zealand Family Violence Clearing House before publishing.

### **You, Me / Us**

Rainbow Youth and It's not OK partnered to produce 'You, Me / Us', a booklet on healthy relationships and what support is available when things go wrong, for people in same-sex or queer relationships.

The You, Me / Us booklet and three posters are available from the It's not OK website and were widely distributed.

<http://areyouok.org.nz/family-violence/lgbti/>

### **The Social Change Toolkit**

The Social Change Toolkit has been updated to encourage groups planning local campaigns to use it.

This online resource provides a framework for developing a social change project  
<http://www.socialchangetoolkit.org.nz/>



## Campaign resources

Every year, thousands of pamphlets, posters and other resources are ordered or downloaded from the website **www.areyouok.org.nz** by individuals, communities and organisations wanting to promote the campaign messages.

Most campaign resources are free.

## How to Help Workshops

The Campaign's How to Help Workshop was delivered free to community and professional groups during the year. The workshop is about informal helping – what each of us can do when we see or suspect family violence is happening to someone we know and how to be influencers in our communities.

The team also trained others to deliver the workshop in Christchurch, Whanganui, Waipa and Nelson.

## Media

Training continues to be provided to journalists and to people wanting to interact positively with the news media.

A 90-minute seminar was delivered to journalism schools and one newsroom in 2015. Media training was provided to family violence prevention workers in 10 communities on how to work with the news media, promote messages about seeking and offering support, and respond when contacted regarding family violence in the community.

## **International recognition**

### **Ontario, Canada**

The It's not OK Campaign's approach to engaging communities was showcased at the launch of the Ontario Sexual Violence and Harassment Prevention Strategy.

### **Victoria, Australia**

Two members of the It's not OK team were invited to present to the Victorian Royal Commission on Family Violence in October. The Commission wanted to hear about the campaign's work mobilising communities to prevent family violence as well as its work enabling violence-free former perpetrators to lead prevention efforts.

### **Isle of Man, UK**

The Isle of Man created its own version of the It's not OK videos using local residents to voice messages about preventing family violence.

<https://www.facebook.com/SafeStrongSecure3s/>

## **Research informs campaign**

### **Research Identifies Community Campaign Success Factors**

Community case studies prepared by Kaitiaki Research and Evaluation Ltd in 2014 were made available on the Are You OK website and shared with campaign partners.

Seven areas where community campaigns have been delivered were chosen for the case studies: Gisborne, Levin / Horowhenua, Taupō, Counties Manukau Rugby League, New Plymouth, Ohakune and Paeroa.

The critical success factors in common across the seven communities show how the campaign has supported change. They were identified as:

- the national It's not OK media campaign
- support and resourcing from the national It's not OK campaign local leadership
- a dedicated local campaign coordinator
- community awareness of family violent incidents
- local champions.

The national campaign team's partnership approach in encouraging local ownership and leadership of the campaign, local messages and the development of local champions was also seen as a factor of success.

While the changes have been incremental, progress is clearly being made in embedding the "It's not OK" messages.

This work in encouraging non-violent behavioural change takes a long-term commitment, and the courage of community partners in taking up the challenge.