



# **‘IT’S NOT OK’ CAMPAIGN COMMUNITY EVALUATION PROJECT**

**Prepared for**

Ministry of Social Development

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**By**

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# EXECUTIVE SUMMARY

The Campaign for Action on Family Violence, the 'It's not OK' Campaign (the Campaign), was launched by the Prime Minister in September 2007.

In 2014, the Ministry of Social Development commissioned Kaitiaki Research and Evaluation Ltd (Kaitiaki) to gain an in-depth understanding of how the 'It's not OK' Campaign has supported change to address and prevent family violence within communities. The evaluation involved an in-depth analysis of community stakeholder experiences in Counties Manukau Rugby League, Gisborne, Levin/Horowhenua, New Plymouth, Ohakune, Paeroa and Taupō.

## OVERVIEW

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. Within a context of intergenerational family violence and wider cultural antecedents that contribute to family violence there is a need for a long-term family violence Campaign.

*It would be a tragedy if the Campaign stops. It will take another 20 years to get to the top. (New Plymouth, Social service provider #7)*

*We haven't achieved change yet but we are on the upward curve. (New Plymouth, Social service provider #2)*

The evaluation found that the campaign had:

- increased awareness and message infiltration;
- increased willingness to discuss family violence;
- inspired people to intervene;
- led to young people changing their behaviour;
- led to changes to organisational culture;
- developed a sense of community ownership; and,
- led to an increase in family violence reports to Police and lower thresholds for people reporting.

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; and,
- local champions.

The national Campaign and the campaign team were seen as critical in providing expertise, funding and resources to the projects. Local projects could leverage off the national media messages.

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.

## **IMPACTS ASSOCIATED WITH THE 'IT'S NOT OK' CAMPAIGN**

A number of positive impacts linked to the 'It's not OK' Campaign were identified as occurring within the seven communities studied.

- 1. Increased awareness and message infiltration** – common to each case study site, participants agreed that the national 'It's not OK' Campaign had raised awareness and knowledge of family violence. Key Campaign messages were reported as entrenched within the various communities. This was evidenced by the adoption of Campaign messages, within common vernacular, across multiple levels of the various communities. On one level participants described the popularised use of Campaign messaging as evidence of high awareness of the Campaign in the community.

*People will say things about the 'It's not OK' advertisements. The Campaign slogans have become a catch phrase. People will say things in their conversations that show that they know about the Campaign. (Gisborne, Social service provider #2)*

*On a second level, the use of Campaign messaging provided a means to communicate complex issues in an abbreviated and simple manner.*

*The Campaign has got into people's language. It's really helped them internalise a complicated situation. (Gisborne, Social service provider #1)*

*The Campaign has provided communities with a shorthand to cover a range of behaviours. (Taupō, Social service provider #3)*

- 2. Attitude change and increased prosocial behaviours** – changes related to the Campaign were described as occurring at a knowledge, attitudinal and behavioural level. Further, these changes were noted amongst individuals, families/whānau and communities.

**Increased knowledge of family violence** – multiple references were provided of communities gaining an increased understanding of family violence and an increased incidence of children, families and social service providers engaging in family violence discussions. Importantly, each of these outcomes was directly linked to the national Campaign and the various local initiatives.

*Older people are more willing to disclose – realising that it's not OK. (New Plymouth, Social service provider #3)*

*There is a notable wider understanding of family violence. This is community wide.  
(Paeroa, Champion #2)*

**Decreased antisocial behaviour** – a decrease in antisocial behaviours was reported in the majority of case study sites. Examples included:

- a notable decrease in public violence;
- families once regarded as intergenerationally dysfunctional, and at risk of continued family violence, were reported to have an increased awareness of family violence and had taken actions to adopt positive family dynamics;
- increased self-referrals to alcohol and other drug treatment;
- the type of violence was reported to have shifted from physical to verbal; and,
- a significant reduction in antisocial behaviours associated with sports, such as player violence and intimidation, sideline abuse, and high incidence of alcohol and drug use.

*The Campaign has been embraced by the wider community. We are getting involved with families who would normally clam up around the police. Now we are able to work with the family. (Ohakune, Police representative)*

Changes in wider community culture – positive changes in the wider community were noted in the majority of case study sites. Examples included:

- an increased willingness, across all sectors of the community, to discuss family violence;
- a small, but growing, movement of people intervening in family violence situations. Specifically, participants discussed situations where they or another party had intervened in family violence situations;
- young people, who had experienced insights into family violence, developed a resolve to end negative cycles of intergenerational dysfunction;
- a reduction of male students sexually intimidating female school students;
- a notable decrease in young people engaging in physical violence outside of school settings; and,
- prison inmates, who had attended Vic Tamati (a Campaign champion) presentations, reported gaining insight into their history of family violence and developing a resolve to refrain from future violence. This acknowledgement coincided with requests for assistance, and the prison authorities requesting that the police provide information to inmates on protection orders.

*There has been a decrease in youth violence. It has really quietened now. Where there is violence it is most likely coming from kids who are new to the area. (Paeroa, Champion #6)*

Changes to organisational culture – behaviour and attitude change was reported in a variety of organisations and indicated significant shifts in organisational culture. Specifically, employers had implemented non-violence policies and had referred staff members to non-violence programmes. This was especially evident in Gisborne, Ohakune, Paeroa and Taupō.

*The mills were real good... if a guy had had a barney with his missus they'd call Pete in to have a chat with the guy. It was real good for the mill, for the business. We had a lot of support from management. It was mainly one of the mills. They are younger and mingle more and they work more closely than the other mill. (Ohakune, Champion)*

Notably, increased family violence awareness was reported to have reduced some organisations' resistance to implementing family violence policies, procedures and/or strategies. Participants viewed this impact as especially significant as many participants had unsuccessfully tried to implement organisational family violence policies and procedures prior to the Campaign. In this context the Campaign was believed to have created a level of impetus that minimised organisational opposition. This impact was most evident in Gisborne.

*The Campaign has supported our thinking and our roles. It validates our thinking and supports us. (Gisborne, Social service provider #3)*

- 3. Community responsiveness and ownership** – community responsiveness and ownership of the local Campaigns was identified as an important Campaign outcome as responsiveness and ownership were regarded as indications of community support of non-violence and prolonged sustainability. Examples of community responsiveness and ownership included:
- local authorities adopting a strong family violence leadership role by implementing family violence policies and policies to reduce the number of off-licence premises and restrict gambling;
  - local high school's involvement with the Campaign;
  - local businesses' provision of in-kind support and sponsorship of local Campaign initiatives;
  - sports clubs' growing commitment to being violence free;
  - school, church and local prison engagement;
  - the media support of the Campaign;
  - employers who referred staff to local non-violence programmes; and,
  - a greater number of non-government and government agencies demonstrating an interest and commitment to the eradication of family violence which, in turn, resulted in increased interagency collaboration.
- 4. Statutory intervention** – common to each case study site, police reported increases in family violence notifications, lower thresholds for reporting family violence related behaviours (an increase in minor offences being reported) and an increase in those coming forward with a first time notification. Further, an increase in strangers reporting a family violence incident was noted.

*We have definitely seen an increase in family violence notifications but, perhaps more significantly, the threshold for reporting has decreased. (Gisborne, Police representative #2)*

## **CRITICAL SUCCESS FACTORS**

Critical success factors were identified by the study sites as underpinning the local Campaigns' successes. Some common factors were identified by all or most of the sites.

- 1. The national 'It's not OK' media Campaign is vital** – campaign awareness was reported to have provided a level of understanding about family violence, at a community level, that facilitated local engagement and planning discussions.

The Campaign was discussed in reference to a number of strategic strengths. First, the Campaign was described as providing a vital framework to guide the local communities' family violence prevention and intervention strategies. In this regard the Campaign was described as providing:

- a 'scaffolding' upon which prevention efforts could be developed, and,
- direction and legitimising previous prevention efforts.

Next, the Campaign's longer-term focus was also viewed as critical as consistent messaging was believed to have provided a constant reminder to communities and resulted in family violence being at the forefront of prevention efforts and community cognisance.

Finally, the Campaign was regarded as hugely successful because it consistently encouraged communities to develop their own non-violence, Campaign related, strategies. Underpinning this ownership, the Campaign resources were highly appreciated as they removed burden from communities to develop their own resources whilst providing an opportunity to provide a local stamp on the national Campaign merchandise and resources.

**2. The national 'It's not OK' team provides critical support** – the national 'It's not OK' team's provision of strategic guidance, resources, technical advice and funding support was highly appreciated. Without this support, participants, in most sites, strongly believed the local Campaign would have faltered. This can be understood in light of the fact that:

- the majority of people involved in the local initiatives had no prior campaign experience, and,
- within a context of low operational budgets the provision of financial assistance enabled community-wide collaboration, often occurring over significant distances.

In addition, Campaign resources were viewed as a critical success factor. Specifically:

- local initiatives would not have been able to develop their own resources due to resource constraints;
- the resources provided single focused messaging and enabled multiple agencies to use resources; and,
- the resources provided a continuity of messaging over time and targeted a wide ranging audience.

**3. Dedicated coordinators allow focused delivery** – local Campaign coordinators, with a single preventative Campaign focus, were identified as critical to the Campaign's success as the Coordinator was able to solely focus on community engagement, planning and local Campaign implementation. Areas with a dedicated family violence coordinator, with a single preventative focus, included New Plymouth, Paeroa and Taupō. These areas contrasted significantly with Levin and Gisborne where there was no full-time coordinator or where the coordinator was dually responsible for prevention and case management.

**4. Historical antecedents can galvanise community action** – community awareness of past historical violence had led to a high degree of dissatisfaction with the status quo and rallied the communities to support moves towards becoming violence free communities. For example, in Gisborne, there had been a family violence related homicide and in Paeroa, Jordan Voudrais, a local

business owner, had been murdered in 2012. In both communities, participants viewed the deaths as seminal events that inspired the community to challenge the status quo.

- 5. Champions are powerful advocates** – two types of champions were identified as critical success factors. In the first instance, participants in Counties Manukau, Gisborne, Levin and Taupō stressed the importance of national ‘It’s not OK’ family violence champions, such as Vic Tamati and Jude Simpson. Perpetrators and victims of family violence were reported to have gained significant personal insight from these presentations. These insights were reported to have led to a desire for behaviour and attitude change.

Next, local community champions were identified as critical. Community champions, as community leaders, were identified as essential to raising awareness at a community level. In Paeroa and Ohakune, for example, successful non-violence campaigns have relied on community non-violence champions who represent diverse sectors of the community. These community champions have been the face of non-violence in the community, having taken a stand through billboard campaigns and a variety of community action initiatives. They have also been a point of contact for those who have wanted to seek advice about family violence, either as victims or perpetrators, and have acted as a vital referral mechanism.

## **BARRIERS TO ON-GOING SUCCESS**

A number of barriers to a local Campaign’s on-going success were identified. These included resources, dedicated Campaign coordination and support services.

- 1. Resources** – each case study site identified a lack of sustained funding as a primary barrier to the local Campaign’s on-going success. This barrier was understood within an environment of intergenerational violence and family dysfunction that will require long-term support to achieve the required changes. As such, funding was identified as requirement to the development and implementation strategies to achieve significant shifts in culture. In addition, there was significant concern about the lack of assurance surrounding the Family Violence Coordinator position. Intermittent funding was associated with an inability to plan long-term.
- 2. Referral, support and intervention services** – in Gisborne, Levin and Ohakune, New Plymouth and Paeroa, a scarcity of adequate services was raised as a primary concern. While the Campaign has resulted in increased awareness and referrals for support and intervention, communities have struggled to meet these demands. Moreover, areas that include isolated rural communities faced additional challenges responding to requests for family violence related support and intervention.

The need for additional services to cater for increased family violence notifications included:

- men’s programmes;
- comprehensive support for women;
- the provision of local safe houses; and,
- timely access to alcohol and other drug (AOD) related services.



*Family violence interventions need to strike while the iron is hot. People get less intent to change as time progresses. (Levin, Police representative #1)*

*We have more women accessing safe house accommodation than ever. (Levin, Family Violence Coordinator)*

*Family violence reports have increased by fifty per cent but the amount of social service funding has remained stagnant. (Gisborne, Social service provider #3)*



# 1. INTRODUCTION

In 2005, government concerns around family violence in New Zealand led to the establishment of the Taskforce for Action on Violence within Families (the Taskforce) (Ministry of Social Development, 2009). The Taskforce was established “to advise the Family Violence Ministerial Team on how to make improvements to the way family violence is addressed, and how to eliminate family violence in New Zealand” (Ministry of Social Development, 2006, p.2). The Campaign for Action on Family Violence, the ‘It’s not OK’ Campaign (the Campaign), was launched by the Prime Minister in September 2007.

The ‘It’s not OK’ campaign aligns with public health interventions conducted in international contexts and in New Zealand. In doing so, it contains four underlying assumptions.

First, the fundamental shifts required to decrease family violence take significant amounts of time and investment (Ministry of Social Development, 2014). Second, widely-held misperceptions around family violence can be addressed through nationwide media campaigns. Third, the gains made at a national level are best leveraged through facilitated social intervention at the community level. Fourth, research and evaluation should continually inform both the national level media campaign and the practice of community level intervention.

With these underpinnings, the Campaign aims to:

- increase awareness of family violence so that it becomes visible and talked about throughout New Zealand;
- increase understanding of family violence and its many impacts;
- increase the personal relevance of family violence so that New Zealanders acknowledge that it involves all of us, and that we can all help do something about it;
- promote a greater propensity to act on family violence for victims, perpetrators, families and influencers; and,
- create a social climate that supports behavioural change (Ministry of Social Development, 2009).

A number of evaluations have focused on the impact of the Campaign on communities, including the Community Study by the Centre for Social Research and Evaluation (2009) and the evaluations of the Waihi ‘It’s not OK’ Project (Petersen, 2011) and ‘It’s not OK’ in Paeroa (Arthur, 2013). While these evaluations provided insight into the impact and awareness of the Campaign, the Ministry lacked an in-depth of understanding of how the Campaign has supported change to address and prevent family violence within communities. In response, the Social Change Team of the Ministry of Social Development commissioned Kaitiaki Research and Evaluation (Kaitiaki) to evaluate community-led ‘It’s not OK’ Campaigns in the following seven areas:

- Gisborne;
- Levin/Horowhenua;
- Taupō;
- Counties Manukau Rugby League;
- New Plymouth;
- Ohakune; and,
- Paeroa.

Within each area, Kaitiaki was commissioned to:

- identify changes occurring within communities – either behaviours or factors that positively influence behaviours associated with family violence;
- understand the impact of community-led initiatives to prevent family violence beyond the life of the funded projects;
- identify critical success factors; and,
- identify barriers to the on-going success of the local initiatives.



## **2. APPROACH**

The study employed a qualitative case study methodology. Case study methodology enables an in-depth exploration of relevant issues, from multiple perspectives, within designated geographic areas. It is also useful as separate case studies can then be analysed, via cross case analysis, for similarities and differences.

### **PARTICIPANTS**

In total, 73 people, across seven sites, participated in a combination of individual, small group and workshop interviews. The majority of participants were female (43, compared to 30 male participants). In six of the case study sites, all participants had been involved with local Campaign planning and/or implementation. Only in Gisborne were some participants interviewed solely because of their perceptions and experiences of the local Campaign. Appendix 2 provides a description of participant demographics by case study site.

### **RECRUITMENT**

Participants were recruited through a local community 'connector' with a close historical involvement with the 'It's not OK' Campaign. In the majority of sites, the community connector was the local family violence coordinator or 'It's not OK' Campaign project coordinator. This differed in Manukau where recruitment was carried out by a senior member of Counties Manukau Rugby League.

### **INTERVIEWS**

The use of workshops, small group interviews and/or individual semi-structured interviews was decided in collaboration with each site's community connector. In four sites, this involved using a combination of individual, small group and workshop semi-structured interviews. Workshops were not used in three case study areas because of lower participant numbers. Where participants were not able to attend, Skype or telephone interviews were undertaken. Interviews occurred over a period of two or three days.

In total, 73 participants took part in 34 individual, small group and/or workshop interviews. Pre-fieldwork telephone interviews were carried out with local community connectors prior to the commencement of the fieldwork. The aim of the pre-fieldwork interviews was to gather historical and contextual information to guide on-site face-to-face interviews. Individual interviews were generally geared to understanding the site's historical development and implementation of non-violence interventions. Small group interviews and workshops explored perceived changes arising from the variety of local initiatives, critical success factors underpinning the perceived success of each sites' non-violence interventions and perceived barriers to the Campaign's on-going success. Table 2.1 presents the type of interview against numbers of participants per case study site.

Table 2.1: type of interview against participants per case study site

Case Study Location	Pre-fieldwork phone interview		Individual Interviews		Small group interviews		Workshop		Total interviews per site
	n	%	n	%	n	%	n	%	n
Counties Manukau Rugby League	1	3%	0	0%	3	9%	0	0%	4
Gisborne	1	3%	3	9%	3	9%	1	3%	8
Levin	1	3%	3	9%	2	6%	0	0%	6
New Plymouth	0	0%	0	0%	0	0%	1	3%	1
Ohakune	1	3%	1	3%	1	3%	0	0%	3
Paeroa	1	3%	2	6%	2	6%	2	6%	7
Taupō	1	3%	1	3%	0	0%	3	9%	5
<b>Total</b>	<b>6</b>	<b>18%</b>	<b>10</b>	<b>30%</b>	<b>11</b>	<b>33%</b>	<b>7</b>	<b>21%</b>	<b>34</b>

## ANALYSIS AND REPORTING

A grounded theory approach to data collection, coding and analysis was employed. In practice, this meant a process of constant comparative analysis was used throughout the lifespan of the evaluation whereby comparisons were made between:

- different individual and stakeholder perspectives within each case site, and,
- the emerging findings between the seven case study areas.

Initially codes were created within an analysis framework and these codes were continually refined throughout the fieldwork process. As a result, emerging patterns were continually tested as each interview progressed and new questions, identified in preceding interviews, were explored. Quotes are used to illustrate the various codes/themes that emerged.



### 3. IDENTIFIED IMPACTS

A number of impacts linked to the 'It's not OK' Campaign were identified in each of the seven communities. These impacts were discussed as having occurred at an individual level, but also within families/whānau, workplaces and across the wider community. While the impacts were widespread, participants stressed that they had occurred incrementally.

*We haven't achieved change yet but we are on the upward curve. (New Plymouth, Social service provider #2)*

*It would be a tragedy if the Campaign stops. It will take another 20 years to get to the top. (New Plymouth, Social service provider #7)*

Impacts have been grouped thematically according to:

- increased awareness and message infiltration;
- behaviour and attitude change;
- community responsiveness and ownership;
- interagency collaboration; and,
- statutory intervention.

In some cases, impacts occurred across each of the seven case study sites. In other situations, impacts were isolated to particular areas.

#### INCREASED AWARENESS AND MESSAGE INFILTRATION

Across each of the case study sites, participants agreed that the national 'It's not OK' Campaign had raised awareness and knowledge of family violence.

*Everyone is now seeing family violence as a huge issue. You can completely trace this awareness back to the 'It's not OK' Campaign. (Gisborne, Social service provider #1)*

*There has definitely been an increased awareness of family violence. For instance, when we first started handing out White Ribbons in 2004 no one wanted them. Over the last few years people actually come up to us at an event and request them. People know what they are for. (Levin, Social service provider #1)*

*We have seen awareness of family violence growing incrementally each year. This is definitely because of the Campaign. (New Plymouth, Social service provider #7)*

*The Campaign has had a huge impact. The community is now well aware of what is not OK. Our challenge now is to look at what is OK. (Ohakune, Community Support Worker)*

*People in the community know there are people they can go to for support. (Paeroa, Champion #3)*

Further, key Campaign messages were reported as having become entrenched within the various communities. This was evidenced by the adoption of Campaign messages, within common vernacular, across multiple levels of the various communities. For instance, multiple reports were provided of adults,

students, employees and children using the term 'It's not OK' in reference to a variety of antisocial behaviours.

On one level participants described the popularised use of Campaign messaging as evidence of high community Campaign awareness.

*People will say things about the 'It's not OK' advertisements. The Campaign slogans have become a catch phrase. People will say things in their conversations that show that they know about the Campaign. (Gisborne, Social service provider #2)*

*When we are taking statements it's common for people to say it's not OK. (Levin, Police representative #1)*

*With the national adverts, 'It's not OK' has gotten into people's vocabulary. (Levin, Social service provider #1)*

*You can see evidence of the Campaign everywhere. If you went into the high school or workplaces, the majority of the people would know what you are talking about is family violence. (Ohakune, Community Support Worker)*

On a second level, however, the entrenched use of Campaign vernacular was identified as arguably more important as the messaging had provided a means to communicate complex issues in an abbreviated and simple manner.

*The Campaign has got into people's language. It's really helped them internalise a complicated situation. (Gisborne, Social service provider #1)*

*The Campaign has provided communities with a shorthand to cover a range of behaviours. (Taupō, Social service provider #3)*

## **ATTITUDE CHANGE AND INCREASED PROSOCIAL BEHAVIOURS**

Across each site, the Campaign was discussed as positively impacting on people's knowledge of family violence as well as decreasing incidents of antisocial behaviour and contributing to a number of positive changes in communities and workplaces.

### **1. Increased knowledge of family violence**

Multiple instances were provided of communities gaining an increased understanding of family violence and an increased incidence of children, families/whānau and social service providers engaging in family violence discussions. Importantly, each of these outcomes were directly linked to the national Campaign and the various local initiatives.

*It's more acceptable to participate in something to do with family violence. (New Plymouth, Social service provider #1)*

*It's harder for clients to minimise family violence. They are able to identify family violence much more easily now. (New Plymouth, Government agency representative #2)*

*Older people are more willing to disclose – realising that it's not OK. (New Plymouth, Social service provider #3)*

*There is a notable wider understanding of family violence. This is community wide. (Paeroa, Champion #2)*

*There is less shame disclosing family violence. I've seen this across generations. Older people, who once would never disclose are talking about family violence now. (Paeroa, Working Group representative #1)*

## **2. Decreased antisocial behaviour**

A decrease in antisocial behaviours was reported in the majority of case study sites. For instance, in Ohakune, Paeroa and Taupō families once regarded as intergenerationally dysfunctional, and at-risk of continued family violence, were reported to have an increased awareness of family violence and had taken actions to refrain from family violence and adopt positive family dynamics. This was often linked to self-referrals to alcohol and other drug treatment.

*The Campaign has been embraced by the wider community. We are getting involved with families who would normally clam up around the police. Now we are able to work with the family. (Ohakune, Police representative)*

Counties Manukau Rugby League participants reported a significant reduction in player violence and intimidation, incidents of sideline abuse and alcohol and/or drug abuse. To a lesser degree similar shifts were reported in Gisborne, Levin, Ohakune and Paeroa.

*The community has changed. The community challenges one another. Families are challenging families. It's a good sport now. It's not a dangerous one anymore. (Counties Manukau Rugby League, Club president #1)*

The adoption of prosocial behaviours was discussed in reference to players and supporters. Changes were linked to a combination of Vic Tamati's presentations, the implementation of sideline abuse strategies, the development of non-violence as an integral component of code of conduct, and the consistent use of 'It's not OK' branding to reinforce non-violence messaging and expected behaviours.

*Alcohol was a big issue. A real big challenge. There has been a big change there. (Counties Manukau Rugby League, Staff representative #1)*

*One change I have noticed is a decrease of abuse directed towards referees. Referees are reporting that they are not getting the same level of abuse. (Counties Manukau Rugby League, Staff representative #2)*

*It's so much better now. People's violence has drastically decreased. People are respecting the club. Where not so long ago people would get trashed after a game, now our club is*



*respected. It was dangerous. There were parties all the time, Saturday and Sunday. People just loafed around here. Windows were always being smashed. (Counties Manukau Rugby League, Club president #1)*

*Crowd behaviour was really intimidating, especially towards referees. (Counties Manukau Rugby League, Club president #2)*

In Ohakune, decreased incidents of bullying and stand-downs were reported at the local high school. In addition, sports-related violence and violence within local workplaces were reported to have significantly decreased. Further, the type of violence was reported to have shifted from physical to verbal. While this shift was regarded as significant, participants were aware that there is a need to conjointly address physical and verbal abuse.

*There have been less stand-downs in the high school [Ruapehu College] and there has been less violence reported in schools, workplaces and sports fields. (Ohakune, Police representative)*

*There have been less stand-downs and bullying in the schools. They haven't had a stand down for bullying for a number of years. (Ohakune, Community Support Worker)*

*The level of violence on the sports field has dropped. It's gone from more physical to more verbal. We realise we have to work on verbal abuse but the decrease in physical violence is significant. (Ohakune, Champion)*

Finally, participants in Levin and Paeroa cited decreased public violence.

*There has definitely been a change in behaviour. Before the Campaign, if you were walking down the street, you would see people shouting at their partner or kids. People are now aware and you don't see that nearly as often. (Levin, Police representative #2)*

*People's behaviour on the sidelines has dramatically improved. Now you will hear them challenging one another, "Hey, read your T-shirt", "Hey, it's not OK". (Levin, Police representative #2)*

*There has been a drop in people arguing on the streets. You don't see young people bullying on the street anymore. (Paeroa, Champion #4)*

*Much of violence has gone. Before you would walk down the street and you would see women fighting in the street. And they would be arguing about their children like, "How dare you tell my children not to do something". All of that has stopped. (Paeroa, Champion #4)*

## CHANGES IN WIDER COMMUNITY CULTURE

Changes in wider community culture were discussed in terms of having more discussions about family violence, an increase in the number of people intervening in family violence situations, and prosocial changes amongst young people.

### 1. Increased willingness to discuss family violence

In each case study site, shifts in wider community culture were reported, and were most commonly associated with an increased willingness, across all sectors of the community, to discuss family violence.

*People are much more aware and comfortable talking about family violence. This has coincided with increases in disclosures. (Levin, Social service provider #1)*

*The 'It's not OK' Campaign has reinforced the view that something needs to be done. It's made ordinary people like me feel brave enough to tackle family violence in public meetings. (Gisborne, Social service provider #1)*

*Each year there has been more and more participation in our non-violence events. When we started people would keep away from us. There was a lot of shame and embarrassment. Now people are quite happy to come up to our stalls. They encourage each other. (Ohakune, Champion)*

### 2. Inspired to intervene

The willingness to discuss family violence was linked to a small, but growing, movement of people intervening in family violence situations. Specifically, participants identified situations in which they or another party had intervened in family violence situations.

*The 'It's not OK' Campaign has given me strength in my community worker role. You know, I have taken the pledge and I take it very seriously and I will intervene. The Campaign has helped me and I have reported a number of incidents to the police. I find it amazing that kids know that I have reported their parents but they come back and talk to me the next day. (Gisborne, Tauawhi representative #1)*

*I'm getting more reports of people in the community taking a stand. For example, there was someone who went to one of the How To Help workshops. She saw a woman being rough with a child on the street and she went and spoke to one of the NGOs and asked for help. (Levin, Social service provider #2)*

*I had a lady the other day who came into the salon and said, "You would be so proud of me, I rang the police on my neighbours". She said that, not so long ago she would have just pulled the curtains. But now she felt confident enough to take action. (Ohakune, Champion)*

*One day I was in my tyre shop and this woman drove up really fast and ran out of her car. She had seen my face on a poster and ran in saying she needed to be protected from her husband. (Paeroa, Champion #2)*

*I attended a How to Help workshop. It was invaluable in showing me that I could help without being victimised. As a result of the workshop, it encouraged me to encourage neighbours to be aware of children involved in family violence. I made friends with my neighbour's child. I knew there was something not quite right with the family. One day, the mother left the family and the child had nowhere to go; his father was still at work. Well, because of the connection I had developed with the child, he felt comfortable enough to come to my house and ask me to help. I was able to ring his father and he came home from work. (Taupō, Social service provider #3)*

### **3. Young people**

A number of changes pertaining to young people were identified. In Paeroa and Taupō young people who had participated in a variety of awareness raising activities were described as having experienced insights into family violence. Further, and perhaps more importantly, feedback provided by young people over the last year highlighted a determination to end negative cycles of intergenerational dysfunction.

*There has been a decrease in youth violence. It has really quietened now. Where there is violence it is most likely coming from kids who are new to the area. (Paeroa, Champion #6)*

School students in Paeroa reported that it is now uncommon for male students to sexually intimidate female students. Outside of school settings, a notable decrease in young people engaging in physical violence was also reported.

Finally, as an outcome of Vic Tamati presenting at Rangipo prison audience participants were reported to have gained insight into their history of family violence and, as a consequence, made a commitment to refrain from violence. This acknowledgement coincided with requests for assistance, and the prison authorities requesting that the police provide information to inmates on protection orders.

### **4. Changes to organisational culture**

Behaviour and attitude change was also reported in a variety of organisations and indicated significant shifts in organisational culture. This was especially evident in Gisborne, Ohakune, Paeroa and Taupō.

*The mills were real good... if a guy had had a barney with his missus they'd call Pete in to have a chat with the guy. It was real good for the mill, for the business. We had a lot of support from management. It was mainly one of the mills. They are younger and mingle more and they work more closely than the other mill. (Ohakune, Champion)*

Notably, increased family violence awareness was reported to have reduced some organisations' resistance to implementing family violence policies, procedures and/or strategies. Participants viewed this impact as especially significant as many participants had unsuccessfully tried to implement organisational family violence policies and procedures prior to the Campaign.

In this context, the Campaign was believed to have created a level of impetus that minimised organisational opposition. This impact was most evident in Gisborne.

*The Campaign has supported our thinking and our roles. It validates our thinking and supports us. (Gisborne, Social service provider #3)*

*The Campaign has provided a focus that we didn't have before. When we looked at it we realised it fits so well. (Gisborne, Social service provider #1)*

*At the hospital, the CEO comes to the start of the family violence training. He stands and endorses the programme. (Gisborne, Social service provider #2)*

## **COMMUNITY RESPONSIVENESS AND OWNERSHIP**

Community responsiveness and ownership of the local Campaigns were identified as an important Campaign outcome as responsiveness and ownership were viewed as indications of community support of non-violence and prolonged sustainability.

The Paeroa and Ohakune Campaigns were discussed as quintessentially community-owned. This was underscored by the role of community champions who represented a diverse cross-section of the communities. In addition, the Paeroa Council adopted a strong family violence leadership role through the introduction of a family violence policy and implementing policies to reduce the number of off-licence premises and restrict gambling. Also, the local high school became involved with the Campaign through the nomination and support of student champions. Other aspects of community ownership, in both Paeroa and Ohakune, included local businesses' provision of in-kind support, sports clubs' growing commitment to being violence free and a high level of school involvement in creating a violence-free environment.

In Taupō, community responsiveness and ownership were discussed in relation to a variety of businesses that had sponsored local Campaign initiatives, school and local prison engagement, organisations developing and implementing family violence policies, local church involvement and the development of non-violence social service programmes. One perceived major success was a request for assistance from a local chapter of the Mongrel Mob.

In Levin, community ownership was discussed in relation to Campaign support provided by the Council, businesses, schools and individuals. Horowhenua District Council was cited as having provided substantial support in the Campaign's implementation phase. This support provided a strong statement that persuaded other community groups to follow suit. Further, the Council supported the Campaign by allowing billboards to be erected on council property, thereby circumventing administrative processes that may have hindered the billboards' erection. Recent support from schools was discussed in regards to Horowhenua College having embraced the Loves-Me-Not school-based programme and in regards to an increased willingness for schools to engage with the non-violence network.

Businesses, in Otaki, Levin and Foxton, were described as having been willing to have 'It's not OK' Campaign posters displayed in store windows. In addition, some business owners and local individuals supported a proposed, but unrealised, local safe house. Importantly, the local newspaper, while initially

resistant, emerged as an essential supporter and collaborator in publicising events and editorials. Community ownership was also discussed in reference to local employers who had contributed funds to the local initiative and/or had referred staff to local non-violence programmes.

In New Plymouth, community responsiveness and ownership were discussed in relation to schools, local central government agencies, a local Mayor, employers and sporting organisations participating in the Campaign. For example, Work and Income and Child, Youth and Family employees wore 'It's not OK' T-shirts at dedicated periods during the month. A local Mayor, who featured on a billboard was discussed as having had a wide community impact. Finally, local sports clubs had implemented non-violence policies.

While Gisborne's local Campaign had been hindered by a lack of time related resources some indications of community ownership were identified. Community ownership was discussed in relation to local businesses that had supported the Campaign by demonstrating a willingness to be associated with non-violence.

Three posters were developed, one poster for each of the three businesses: "Seal the deal and stop the cycle" (Fulton Hogan), "Family violence goes against our grain" (Corson's Grain) and "Our news can be hard hitting – we're not" (Gisborne Herald). Next, local sports clubs were reported to have adapted codes of conduct to include violence free policies and develop sideline behaviour policies.

Finally, across the majority of case study sites, a sense of community ownership was discussed in reference to a greater number of non-government and government agencies that had demonstrated an interest and commitment to the eradication of family violence which, in turn, resulted in increased interagency collaboration. This was especially discussed in regards to Gisborne, Levin, Ohakune and Taupō.

*We have been able to engage more people outside a network of agencies out there who do not work specifically in the family violence arena. (Gisborne, Social service provider #3)*

*With HALT [Horowhenua Abuse Liaison Team] the agencies are working together and meeting regularly. We know families and information is coming from different agencies. So we are working effectively together. (Levin, Social service provider #1)*

## STATUTORY INTERVENTION

Police participants, across all case study sites, reported increases in family violence notifications, lower thresholds for the reporting family violence related behaviours (an increase in minor offences being reported) and an increase in those coming forward with a first time notification. Further, an increase in strangers reporting a family violence incident was noted.

*Calls for service have gone up from 1,000 to 1,400. Previously we had no calls from neighbours, now we have neighbours calling in to raise concern about a family. We have family members, like grandparents, coming through the door and asking for help about children who are acting out. I strongly believe that the increased awareness about family violence that the Campaign has provided has led to this increase. (Police representative, Levin)*

*We have definitely seen an increase in family violence notifications but, perhaps more significantly, the threshold for reporting has decreased. (Gisborne, Police representative #2)*

*Neighbours are ringing the police and reporting concern about their neighbours. And they are ringing earlier rather than later. (Gisborne, Social service provider #1)*

*In 2013, DV incidences dropped 70% in Ohakune and in 50% Raetihi. (Ohakune, Community Support Worker)*



## 4. CRITICAL SUCCESS FACTORS

A number of critical success factors were identified that participants believed were integral to each local Campaign's success. While some locally unique critical success factors were identified, the majority of success factors were shared across the seven areas. These factors included the national 'It's not OK' Campaign, leadership, the national 'It's not OK' team, having a dedicated Campaign coordinator, historical antecedents and champions.

### THE NATIONAL 'IT'S NOT OK' CAMPAIGN

The national 'It's not OK' Campaign was regarded as a critical success factor across the majority of sites.

#### 1. Increased family violence awareness

Campaign awareness was reported to have provided communities with a level of family violence awareness and understanding that facilitated local engagement and planning discussions.

*The Campaign's branding is powerful. People identify with the Campaign nationwide. This is the golden arches of family violence. (Paeroa, Champion #1)*

Increased visibility and awareness of family violence was described as legitimising local prevention efforts. In this sense, the national Campaign was viewed as critical as local efforts to raise awareness of family violence, prior to the Campaign, had been hindered by a lack of stakeholder awareness and/or support.

*We were struggling to get a higher profile but the Campaign has given our work validity. (New Plymouth, Social service provider #3)*

*I just think the Campaign is great. It's a national Campaign that is saying that we are not wrong. It reinforces what we are doing. (Ohakune, Champion)*

*The national Campaign has opened doors to agencies. It has given us entry conversation with our clients. "Have you heard about 'It's not OK' Campaign?" It's got us entry into Council, Rotary and the Horowhenua Learning Centre. (Levin, Police representative #1)*

#### 2. Strategic strengths

The role of the Campaign was discussed in reference to a number of strategic strengths. Most notably, the Campaign was viewed as highly successful because it had operated with a dual national/local awareness and behavioural change focus whereby communities were encouraged to develop non-violence strategies specific to their own unique contexts. In this sense, the national Campaign was described as providing a vital framework that guided local communities' family violence prevention and intervention strategies. Specifically, participants described the Campaign as having created a 'scaffolding' upon which local prevention initiatives could be developed.

*The Campaign has been good to anchor our local Campaign. So what we have seen happening nationally we have brought down to a local level. It gives some continuity. It is also a message that everyone recognises. I wouldn't do TV advertising. It wouldn't be in my*

*budget. If it was restricted to a local level only it wouldn't have had the same impact. (Taupō, Social service provider #1)*

*The national Campaign has provided a national framework to hang our local initiatives on. It provided scaffolding for us to build upon. (Paeroa, Family Violence Coordinator)*

*The fact that the Campaign is nationally coordinated means that there is a consistent anchor point that we are tied to. (Paeroa, Champion #2)*

*The 'It's not OK' Campaign has been foundational. The national Campaign has given us a framework to build upon. (Taupō, Social service provider #2)*

*It's the background to everything we do. 'It's not OK' has laid a groundwork that we have built upon. It's no longer possible to separate our non-violence work from the Campaign. (Levin, Social service provider #1)*

Next, the Campaign's longer-term focus was viewed as critical as consistent messaging placed family violence at the forefront of prevention efforts and community cognisance.

*The Campaign is the critical success factor. It has kept the awareness of family violence consistently in everyone's mind. (Gisborne, Social service provider #2)*

*The national Campaign has provided consistent reminders about family violence. Its strategy has meant that the messages aren't lost. They haven't become background noise. (New Plymouth, Social service provider #1)*

Finally, Campaign resources were described as pivotal as they removed burden from communities to develop their own resources whilst providing an opportunity to reflect the national Campaign's focus at a local level.

*The Campaign has encouraged communities to own the issue and develop their own strategies. (Taupō, Social service provider #3)*



## LEADERSHIP

Leadership was identified as an essential factor contributing to the success of the various local campaigns. Specifically, areas relying on multiple levels of leadership were more likely to be associated with high levels of Campaign infiltration, attitude and behaviour change and sustained messaging. Most notably, Counties Manukau Rugby League and the Paeroa Campaigns were identified as having engaged in multilevel leadership. Counties Manukau Rugby League relied on centralised management and leaders at each of the participating clubs. Whilst the manager of the Counties Manukau Rugby League identified the need to change Rugby League's culture, it was at a local club level that club leaders, generally chairs of the various committees, acknowledged the need and embraced the changes driven by the manager.

The success of Paeroa's 'It's not OK' Campaign was attributed to four tiers of leadership. First, the Mayor was credited with sanctioning an initial response to family violence and children witnessing the combination of alcohol use and violence in the home. Importantly, throughout the course of the Campaign, the Mayor has had a strong presence at events and has been a strong supporter of non-violence initiatives. Next, the Paeroa 'It's not OK' Campaign Working Group, comprising community leaders, met over a 12-month period to plan the Paeroa Campaign. This process involved determining the Campaign's focus and identifying and developing interventions. The local Family Violence Coordinator and the Population Health Waikato District Health Board Health Promoter were highly regarded as leading local initiatives. Whereas the Mayor endorsed change from a political standpoint, the Family Violence Coordinator and the Health Promoter provided much needed organisation, community consultation and energy across the many initiatives. Finally, within aspects of the local community, family violence champions acted in a fourth level of leadership. In each of these designated communities of interest, champions provided leadership in the form of family violence prevention and intervention, a source of referral and, in many cases, crisis support. Importantly, the local champions had a strong role influencing change in their various communities.

In contrast, in Gisborne a focus on family violence case management activities and the lack of a local coordinator had acted as barriers to the Campaign's full community-wide actualisation. While fully committed to the eradication of violence, Tairāwhiti Abuse Intervention Network (TAIN) responded to family violence through case management and service delivery. This focus was described as providing little energy or time for family violence prevention activities. Within this context, the national 'It's not OK' team were described as leaders of change: inspiring prevention activities, providing support and strategic guidance.

*Organisations are so stretched in terms of capacity and resources, the Campaign has given them the ability to focus solely on intervention and know that they are providing awareness raising by constantly developing the message in a way that we never could. (Gisborne, Social service provider #1)*

On a second level, rather than community wide leadership or influence, leadership in Gisborne occurred within specific organisations. Within this context, staff had acted as leaders, adopting the role of change leaders and integrating the 'It's not OK' Campaign into policy and daily operations.

## THE NATIONAL 'IT'S NOT OK' TEAM

Common across the majority of case study sites, the national 'It's not OK' team was identified as a critical success factor.<sup>1</sup> The team was highly praised for understanding the seven case study sites' visions and providing strategic guidance, resources, technical advice and funding support. Without this support, participants strongly believed the local Campaign would have faltered.

*Their advice on media was amazing. The newspaper was being difficult and not getting the information out. One of the national team members spoke to the local newspaper and all of a sudden the block was removed. (Levin, Social service provider #1)*

On one level, support provided by the team was appreciated given that the majority of people involved in the local initiatives had no prior campaign experience.

*At times we found ourselves struggling. The team gave us the confidence to focus on key messages and run with it. (Taupō, Family violence coordinator)*

Additionally, within a context of low operational budgets, participants cited the national Campaign's provision of financial assistance and Campaign resource as critically important as funding enabled community-wide collaboration, often occurring over significant distances.

*Collaboration has been critical. This wouldn't have been possible without 'It's not OK' funding which has allowed us to work together. We have had to put aside territorial concerns, you know how different organisations engage in patch protection which is often exaggerated when it comes to financial issues, and focus on a common goal. (Levin, Social service provider #2)*

In addition, national Campaign resource was highly regarded on two levels. First, participants acknowledged that time and resource constraints precluded their ability to develop their own resources. Secondly, the resources were regarded as successful because of their single focus, the ability for multiple agencies to use the resources, the continuity of messaging over time and the resources' wide ranging target audiences.

While all resources were highly appreciated, special note was made of Vic Tamati and Jude Simpson's role in connecting with local men and women. This was especially noted in Counties Manukau, Gisborne and Taupō. These connections were regarded as vital first steps in attitude and behaviour change.

## DEDICATED COORDINATOR

The role of Campaign coordinators, with a single preventative Campaign focus, was described as critical to the success of local campaigns. Specifically, Family Violence Coordinators without family violence case management responsibilities were viewed as critical to the success of the planning and implementation of local Campaigns. Areas with a dedicated Family Violence Coordinator, with a single

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1 The national 'It's not OK' team was not cited by Paeroa participants as a critical success factor as Paeroa's experience with the preceding Waihi Campaign had provided an in-depth understanding of Campaign planning and implementation.

preventative focus, included New Plymouth, Paeroa and Taupō. These areas contrasted significantly with Levin and Gisborne where there was no full-time coordinator or where the coordinator was dually responsible for prevention and case management. Inherently, Family Violence Coordinators with a single preventative focus meant that the coordinator has been able to have the time and energy to have a single Campaign focus.

*I am a Family Violence Coordinator because I coordinate the network. I don't do case work or FVIARS. It is hugely important. When I started, FVIARS\* took up four days a week but that didn't leave any time for prevention activities. The Campaign is about networking. It is about constantly selling the Campaign. It is about being a salesperson for social change. I didn't have the energy or the time to go from case management perspectives to broader social change. If you want to change behaviours and social norms, pre-abuse, that is a completely different job. You need different skills and resources and a different focus. (Paeroa, Family Violence Coordinator)\**

*Our Coordinator has been able to work across communities, make connections and drive the Campaign. (Taupō, Social service provider #6)*

## **HISTORICAL ANTECEDENTS**

In four areas, Counties Manukau, Gisborne, Ohakune and Paeroa, community awareness of past historical violence had led to a high degree of dissatisfaction with the status quo and rallied the communities to support moves towards becoming violence free. With Counties Manukau Rugby League and Ohakune, rather than one specific event, each of the communities was described as disheartened. This dissatisfaction was described as providing an impetus for change. In Gisborne there had been a family violence related homicide and in Paeroa, Jordan Voudrais, a local business owner, had been murdered in 2012. In both communities, participants viewed the deaths as seminal and underscored a desire to challenge the status quo.

*We had a murder in our town. It pulled the community closer together and we decided we wanted this to be a safe place to live. (Paeroa, Working Group representative #1)*

## **CHAMPIONS**

Two types of champions were identified as critical success factors. In the first instance, participants in Counties Manukau, Gisborne, Levin and Taupō stressed the importance of national 'It's not OK' family violence champions, such as Vic Tamati and Jude Simpson. Perpetrators and victims of family violence were reported to have gained significant personal insight from these presentations. These insights were reported to have led to a desire for behaviour and attitude change.

*The biggest thing with the Campaign are the champions. The champions give people someone to look up to. Men can connect to someone who looks the same with the same upbringing.*

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\*Family Violence Interagency Response System

*If someone is from the system then they aren't open to suggestions. (Gisborne, Tauawhi representative #2)*

*Hearing someone's story has switched the light on for a lot of our men. (Gisborne, Tauawhi representative #3)*

*It came down to a number of key people in the community. Peter Porter and the champions have been instrumental. (Ohakune, Police representative)*

Next, local community champions were identified as critical. Community champions, as community leaders, were identified as essential to raising awareness at a community level. In Paeroa and Ohakune, for example, successful non-violence campaigns have relied on community non-violence champions who represent diverse sectors of the community. These community champions have been the face of non-violence in the community, having taken a stand through billboard campaigns and a variety of community action initiatives. They have also been a point of contact for those who have wanted to seek advice about family violence, either as victims or perpetrators, and have acted as a vital referral mechanism.



## 5. BARRIERS TO ON-GOING SUCCESS

A number of barriers to a local Campaign's on-going success were identified. These included resources, dedicated Campaign coordination and support services.

### RESOURCES

Each case study site identified a lack of sustained funding as a primary barrier to the local Campaign's on-going success. This barrier was understood within an environment of intergenerational violence and family dysfunction that will require long-term support to achieve the required changes. As such, funding was identified as a requirement to the development and implementation of strategies to achieve significant shifts in culture. In addition, there was significant concern about the lack of assurance surrounding Family Violence Coordinator positions. Intermittent funding was associated with an inability to plan in the long term.

*The funding for Family Violence Coordinators runs out on June 30, 2015. So we are working hell for leather because we don't know if we are going to be around after then. (Paeroa, Working Group representative #3)*

### REFERRAL, SUPPORT AND INTERVENTION SERVICES

In Gisborne, Levin, Ohakune, New Plymouth and Paeroa, a scarcity of adequate referral, support and intervention services was raised as a primary concern. While the Campaign has resulted in increased awareness and referrals for support and intervention, communities have struggled to meet these demands. Moreover, areas that include isolated rural communities faced additional challenges responding to requests for family violence related support and intervention.

The need for additional services included:

- men's programmes;
- comprehensive support for women;
- the provision of local safe houses; and,
- timely access to alcohol and other drug (AOD) related services.

*Family violence interventions need to strike while the iron is hot. People get less intent to change as time progresses. (Levin, Police representative #1)*

*We have more women accessing safe house accommodation than ever. (Levin, Family Violence Coordinator)*



## 6. SUMMARY

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. Within a context of intergenerational family violence and wider cultural antecedents that contribute to family violence there is a need for a long-term family violence campaign.

*It would be a tragedy if the Campaign stops. It will take another 20 years to get to the top.  
(New Plymouth, Social service provider #7)*

*We haven't achieved change yet but we are on the upward curve. (New Plymouth, Social service provider #2)*

The evaluation found that the campaign had:

- increased awareness and message infiltration;
- increased willingness to discuss family violence;
- inspired people to intervene;
- led to young people changing their behaviour;
- led to changes to organisational culture;
- developed a sense of community ownership; and,
- led to an increase in family violence reports to Police and lower thresholds for people reporting.

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;
- support from the national It's not OK team;
- local leadership;
- a dedicated local Campaign coordinator;
- community awareness of family violent incidents; and,
- local champions.

The national Campaign and the campaign team were seen as critical in providing expertise, funding and resources to the projects.

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.



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