A team effort:

Preventing violence against women through sport

Evidence guide

Ms Ruth Liston, Ms Shaez Mortimer, Dr Gemma Hamilton and Dr Robin Cameron

Justice & Legal Studies, School of Global, Urban & Social Studies
RMIT University. Melbourne. VIC. 3000.

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Our WATCh
End violence against
Women And Their Children

Contents

Executive Summary

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> *"I believe we currently have an extraordinary opportunity to harness the potential of sport for gender equality. I have faith in our 'sports-mad' nation of sportspeople – that together we can build a fairer world – a world where women stand equal and safe both on the sporting field and off."*
>
> Elizabeth Broderick AO, Australian Sex Discrimination Commissioner, 2007–2015[1]

Introduction

Sport is an integral part of Australian culture. It is woven into the fabric of the everyday lives of many Australian individuals, families and communities. To prevent violence against women, we need to engage and educate people where they "live, work, learn, socialise and play".[2] Change the story: A shared national framework for the primary prevention of violence against women and their children in Australia *(Change the story)* identifies sport settings as a priority sector for the primary prevention of violence against women in Australia. Evidence also suggests that communities expect sport settings to be safe, and for sporting organisations to work towards gender equality and the prevention of violence against women.[3] With appropriate support, sporting organisations – whether at the national, state or local level – can be pivotal in tackling this significant issue and creating lasting change.

What is the link between sport and violence against women?

As with other social institutions such as schools and workplaces, people learn and reproduce particular attitudes, behaviours and social norms through their participation in sport. Sport has the capacity to influence, inform and shape attitudes and behaviours in both negative and positive ways. Sporting environments are places where violence against women can occur directly and, if allowed, can provide a setting for entrenched violence-supportive attitudes and behaviours to be played out.[4]

This doesn't have to be the way. Sport and sporting culture can help to reduce health and gender inequalities in our society.[5] On and off the field, sport provides the environment and opportunity to set and reinforce positive community standards about respect and equality. It can challenge problematic norms, practices and structures to drive transformative cultural change. For this reason, sport settings have great potential to influence social change and prevent violence against women by creating inclusive, equitable, healthy and safe environments for men and women, boys and girls.

What is included in the evidence guide?

This evidence guide focuses on the work being undertaken in local, regional, national and international structured sport settings and by sporting organisations. It draws on stakeholder consultations and a review of both peer-reviewed academic and grey literature (reports, reviews and evaluations) to collate the evidence regarding sport as a setting for the primary prevention of violence against women. It provides a summary of current prevention initiatives, and draws from an analysis of these and wider literature to outline 10 key elements of promising practice in sport settings.

Our findings

Internationally and in Australia, many sporting organisations are currently undertaking work in sport settings with the aim of preventing violence against women. This work can broadly be understood to fall into the following categories:

- organisational development
- direct participation programs
- community mobilisation and strengthening
- communications and social marketing
- civil society advocacy.[6]

While there is significant interest and activity in this area, with some sports implementing multiple techniques, few initiatives have been sufficiently evaluated and there is currently no published up-to-date evidence showing promising practice that is focused only on prevention of violence against women in sport settings.

Furthermore, primary prevention initiatives in sport settings (those which aim to tackle the underlying drivers of violence against women) are rare and many programs and strategies also incorporate elements of secondary (early intervention with at risk populations) and tertiary (responses to violence and efforts to reduce the risk of reoccurrence) prevention.

In regards to the evaluation undertaken, the literature review found that:

- 'Direct participation programs' are the most evaluated technique in violence prevention work in sport settings. Much of the research is international, and is mostly from studies of bystander intervention programs with college athletes in the United States.
- Techniques such as 'community mobilisation and strengthening' and 'organisational development' are less frequently evaluated in sport settings.
- Despite their popularity and frequent use in this setting, 'communications and social marketing' campaigns by sporting organisations or featuring sports people are rarely evaluated for their effectiveness.
- Much of the work sporting organisations do in 'civil society advocacy' is in partnership with or supported by external agencies. Elite athletes are often involved as ambassadors for violence prevention campaigns and speak publicly about the issues at events and to the media. These ambassador programs are under-evaluated.

Ten key elements of promising practice

The purpose of this guide is to synthesise and distil the key elements for effective work in sport as a setting for the prevention of violence against women. Below is an overview of the elements that we found throughout our research to be fundamental in promising practice to prevent violence against women in the sport setting.

1.   Address the gendered drivers of violence against women

Prevention in sport must tackle all four drivers (see page 26) of violence against women by engaging in essential actions that not only address attitudes, behaviours and practices but also work to change ingrained structures and norms.

2.   Adopt a whole-of-sport approach

For cultural change to be successful, sporting organisations should adopt a comprehensive and holistic approach that extends from their executive through the levels of leadership to players, staff, fans and supporters, sponsors and volunteers.

3.   Ensure meaningful involvement of women and girls

Sporting organisations must put in place measures for the meaningful inclusion of women and girls by addressing the structures, norms and practices that impact women in sport settings. Women need to be involved in the development, design and delivery of all aspects of work in sport settings that aims to prevent violence against women, and their diverse experiences must be considered.

4.   Implement appropriate responses to incidents of disrespect and violence against women

Primary prevention of violence against women in sport settings should be underpinned by clear and consistently applied strategies for responding to incidents of disrespect and violence against women. This includes understanding how to appropriately respond to incidents of violence against women.

5.   Be values driven

Effective prevention work can leverage and link to the existing values of the sport and the organisation to help drive positive cultural change towards gender equality.

6.   Be underpinned by long-term planning, vision and resourcing

For long lasting cultural change to occur, prevention work should be ongoing core business – not just a special project.

7.   Be evidence led

While primary prevention of violence against women through sport settings is relatively new, sports need to pay attention to the growing body of evidence and program evaluations in this area prior to developing their own strategies.

8.   Integrate evaluation from the outset

Sporting organisations should contribute to the body of evidence by integrating robust evaluation of their primary prevention strategies from the very beginning.

9.   Consider context, difference and diversity in the sporting organisation and wider community

A consideration of the diverse nature of identity, social positions and experiences in the broader community should be considered when developing primary prevention initiatives.

10. Work collaboratively to develop and share resources

To support positive cultural change, sports should share resources, knowledge and experience through their pre-existing and new networks, both inside and out of their own sport.

Conclusion

The sporting field in Australia is seen and regarded as a space where differences are put aside in the pursuit of fair play and 'having a go'. Our challenge is to extend this notion of equality and fairness beyond the sporting field into the core business of sport and to help influence other aspects of the community.

Sport is an intrinsic part of Australian society and a pivotal and influential mechanism to meaningfully address gender inequality, promote respectful relationships and prevent violence against women. Evidence has proven that sport has the capacity to reach a large number of Australians and influence their attitudes and behaviours to end violence against women in Australia.

This publication summarises the best available international and national evidence to guide future actions by sports organisations in their efforts to end violence against women. The 10 key elements of promising practice address the approaches needed to eliminate violence against women by promoting women's participation and opportunities, challenging gender stereotypes and roles, challenging violence-supportive attitudes and behaviours, and encouraging respectful, healthy and equal relationships on and off the field.

It is anticipated that this publication will continue to be built upon using new evidence from sport settings, organisations and stakeholders. Similarly, best practice can continue to evolve within the sport environment to support, sustain and increase our collective effort to reduce and eventually eliminate violence against women.

While visionary, the 10 key elements of promising practice provide practical and measurable components that support sports organisations to contribute to Australia's shared national approach to the prevention of violence against women, outlined in *Change the story*. With sports' unique potential to influence all Australians, the implementation of these elements enables sport settings nationally to be world leaders in the prevention of violence against women, and meaningfully contribute to an Australia where women are free from all forms of violence.

Glossary of terms

Domestic violence, Family violence and Violence against women

- **Domestic violence**
  Domestic violence refers to acts of violence that occur in domestic settings between two people who are, or were, in an intimate relationship. It includes physical, sexual, emotional, psychological and financial abuse.[7]

- **Family violence**
  Family violence is a broader term that refers not only to violence between intimate partners but also to violence between family members.[8] This includes elder abuse and adolescent violence against parents. Family violence includes violent or threatening behaviour, or any other form of behaviour that coerces or controls a family member or causes that family member to be fearful.[9] In Aboriginal and/or Torres Strait Islander communities, family violence is often the preferred term as it encapsulates the broader issue of violence within extended families, kinship networks and community relationships, as well as intergenerational issues.[10]

  This evidence guide is focused on the prevention of violence against women, which includes violence perpetrated by family members. The prevention of other forms of family violence (including child abuse and violence directed at men by their family members) is beyond the scope of this guide.

- **Violence against women**
  Violence against women is any act of gender-based violence that causes or could cause physical, sexual or psychological harm or suffering to women, including threats of harm or coercion, in public or in private life.[11] This definition encompasses all forms of violence that women experience (including physical, sexual, emotional, cultural/spiritual, financial and others) which are gender based.[12] Violence against women is a significant issue in Australia, where at least one Australian woman per week is killed by a current or former partner, and approximately 40% of Australian women have experienced some form of sexual or physical violence since the age of 15.[13]

  Violence against women can be perpetrated by someone either known or unknown to the victim/survivor; however, it is most commonly perpetrated by a man they know. Research also shows there are particular gendered patterns of both perpetration and victimisation, where women are disproportionately impacted by violence, and both men and women are more likely to experience violence by male perpetrators.[14]

  Violence against women is a broader term than domestic violence because it encompasses forms of violence perpetrated against women that do not occur in a 'domestic' setting, such as non-partner sexual assault, or violence and harassment experienced in a public place. For the sake of simplicity and accessibility, it is the term that we use in this guide.[1]

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[1]The term gender-based violence is sometimes used to represent these gendered dynamics. There is a complex emerging debate about this term. On the one hand, it might allow for better consideration of violence against LGBTIQ community members, while on the other it is broad enough to easily encompass almost all forms of interpersonal violence.

Types of prevention

- **Primary prevention of violence against women**
  Primary prevention of violence against women is defined as activities and interventions that aim to prevent violence against women before it occurs. Primary prevention aims to address the underlying drivers of this violence, and it does so by working across the whole population.

  In line with the approach outlined in Change the story: A shared framework for the primary prevention of violence against women and their children in Australia *(Change the story)*, this guide focuses its recommendations on primary prevention techniques in sport settings.[15]

- **Secondary prevention (early intervention)**
  Secondary prevention is an early intervention approach that aims to 'change the trajectory' for people who are at a higher risk of perpetrating or experiencing violence.[16]

- **Tertiary prevention (response)**
  Tertiary prevention is a response-based approach, which supports survivors, holds perpetrators to account and aims to reduce the risk of reoccurrence of violence.[17]

Bystander action/intervention

Bystander approaches focus on the ways in which those who are not direct targets can identify, intervene, and engage others in responding to attitudes, practices and behaviours that drive violence against women in order to prevent violence against women.[18]

Gender

Gender refers to the socially learnt roles, behaviours, activities and attributes that any given society considers appropriate for men and women; gender defines masculinity and femininity.[19] Gender expectations vary between cultures and can change over time.[20]

Gender equality

Gender equality involves equality of opportunity and equality of results. It includes the redistribution of resources and responsibilities between men and women and the transformation of the underlying causes and structures of gender inequality to achieve substantive equality. It is about recognising diversity and disadvantage to ensure equal outcomes for all[21] and therefore often requires women-specific programs and policies to end existing inequalities.[22]

Gender inequality

Gender inequality refers to the unequal distribution of power, resources, opportunity and value afforded to men and women in a society due to prevailing gendered norms and structures.[23]

Intersectionality

The consideration of how people experience multiple, intersecting forms of oppression, discrimination and disadvantage is referred to as 'intersectionality'. Applied in the context of violence against women, intersectionality considers how multiple forms of structural inequality and oppression – such as racism, colonisation, ethnocentrism, ableism, class privilege, and heterosexism – intersect with gender oppression to exacerbate and influence the dynamics of violence against women. The aim of an intersectional approach to prevention is to illustrate how these intersecting issues must be considered and addressed alongside and together with gender inequality in order to prevent violence against all women.

Sport settings

Sport is traditionally considered to have three key elements: competition, rules and governing bodies.[24] For the purpose of this guide, sport settings are therefore limited to local and regional clubs, professional institutions, public and private spaces associated with organised sports, and state and national associations, as well as the organisations that provide services and facilities to them.

Nonetheless, there is a growing body of research that suggests a broader set of leisure and recreation activities and locations (including but not limited to organised physical exercise and instruction to informal leisure activities) should be considered as sport settings.[25] While the scope of this paper does not specifically include these types of leisure and recreation settings, we recognise that leisure and recreation settings can and do play a role in the primary prevention of violence against women. For example, many local governments have violence against women strategies and policies, and some have explicitly mentioned social and leisure spaces as a setting where prevention of violence against women action can be taken.[26] There is scope for more research about good, promising and emerging practice in this area, and its impact.
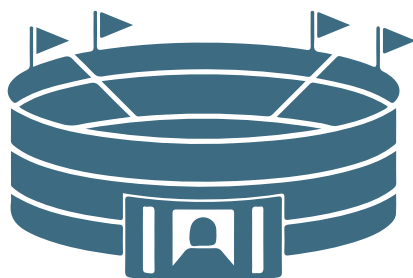
Whole-of-sport

A whole-of-sport approach is a holistic one where a sporting organisation aims to address the drivers of violence against women by enacting multiple strategies to change structures, norms, practices, attitudes and behaviours both within the organisation (including players, coaches, officials, staff, board members and executives) and in the broader sporting community (fans, media, volunteers and external stakeholders). A whole-of-sport approach can operate at different levels across a sport, from a peak national body to state associations, and regional and local organisations.

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Section 1: Introduction

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> *"Sport can, and should, play a key role in addressing family violence and gender inequality."*
>
> – *Fiona Richardson, Former Victorian Minister for the Prevention of Family Violence*[27]

Sport settings are popular social institutions, particularly in Australia where they have become an important part of our national identity. As with other social institutions, such as schools and workplaces, people learn and reproduce particular attitudes, behaviours and social norms in sport settings. Therefore, they are crucial to include in efforts to address gender inequality and prevent violence against women and their children. Change the story: A shared framework for the primary prevention of violence against women and their children in Australia *(Change the story)* states that effective large-scale prevention strategies need to engage a diverse range of stakeholders and settings.[28] The following evidence paper focusses on sport as a key setting for the primary prevention of violence against women, highlighting examples of emerging evidence-based practice.
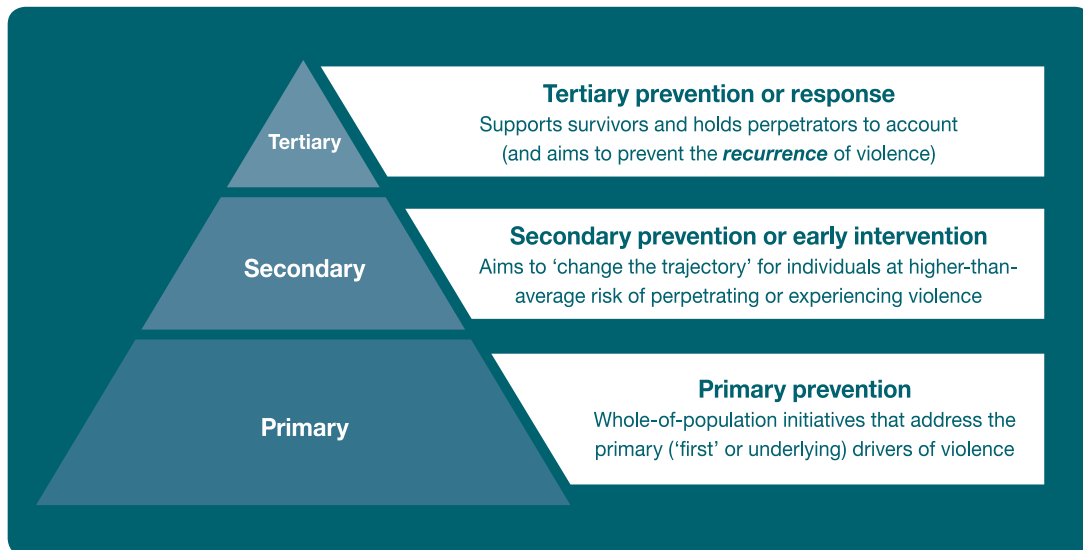
Methodology

The purpose of this guide is to synthesise and distil the key elements for effective work in sport as a setting for the prevention of violence against women. In order to examine the effectiveness of current prevention practices in sport settings, this guide draws on the following:

- a review of Australian and international peer-reviewed literature, with a particular focus on empirically evaluated studies
- a search of the grey literature to identify further evaluations and case examples of prevention practices in sport settings (largely government and non-government reports and websites)
- a series of 14 formal and informal stakeholder consultations with organisations and experts who have been involved in the implementation of programs within sport settings that aim to promote gender equality and prevent violence against women.

The research and case study examples provided in this guide are a key step forward in building an evidence base to address gaps, and to improve current and new practices in the primary prevention of violence against women in sport settings. The case studies have been included because they are the best evaluated examples of the key elements of successful primary prevention in sport settings.

Why primary prevention?

Violence against women has gained increasing national and international attention over the last few decades. Government and non-government organisations now overwhelmingly address violence against women as a serious public policy issue rather than a 'private' matter. To date, the majority of approaches have focused on improving immediate responses to violence. While this is necessary and important, it is also critical that we develop a longer-term goal, one that aims to stop violence against women from occurring in the first place, as this is the best way to effect long-term changes to prevalence rates. This is the focus of **primary prevention**.

The three levels of prevention:

Level		Description
Tertiary	**Tertiary prevention or response**	Supports survivors and holds perpetrators to account (and aims to prevent the *recurrence* of violence)
Secondary	**Secondary prevention or early intervention**	Aims to 'change the trajectory' for individuals at higher-than-average risk of perpetrating or experiencing violence
Primary	**Primary prevention**	Whole-of-population initiatives that address the primary ('first' or underlying) drivers of violence

Primary prevention aims to work across the whole population to address the underlying **drivers** of violence against women. These drivers have been identified as:

1. Condoning of violence against women

2. Men's control of decision-making and limits to women's independence in public and private life

3. Rigid gender roles and stereotyped constructions of masculinity and femininity

4. Male peer relations that emphasise aggression and disrespect towards women.[29]

Violence against women is serious, prevalent and driven by **GENDER INEQUALITY**

GENDERED DRIVERS of violence against women:

CONDONING of violence against women	MEN'S CONTROL of decision making and limits to women's independence	STEREOTYPED constructions of masculinity and femininity	DISRESPECT towards women and male peer relations that emphasise aggression

Gender inequality sets the NECESSARY SOCIAL CONTEXT

To prevent violence against women, we need to address the drivers by working to change norms, practices and structures, defined as follows:

- Norms: the most common, dominant and powerful ideas, values or beliefs in a society or community
- Practices: the way these norms are habitually performed and put into practice
- Structures: the laws and systems that organise and reinforce these norms and practices in particular ways.[30]

Prevention work can occur through education, engagement and mobilisation and should strive to achieve transformative cultural change at a variety of levels from the individual to the community, and across organisations, institutions and societies.[31]
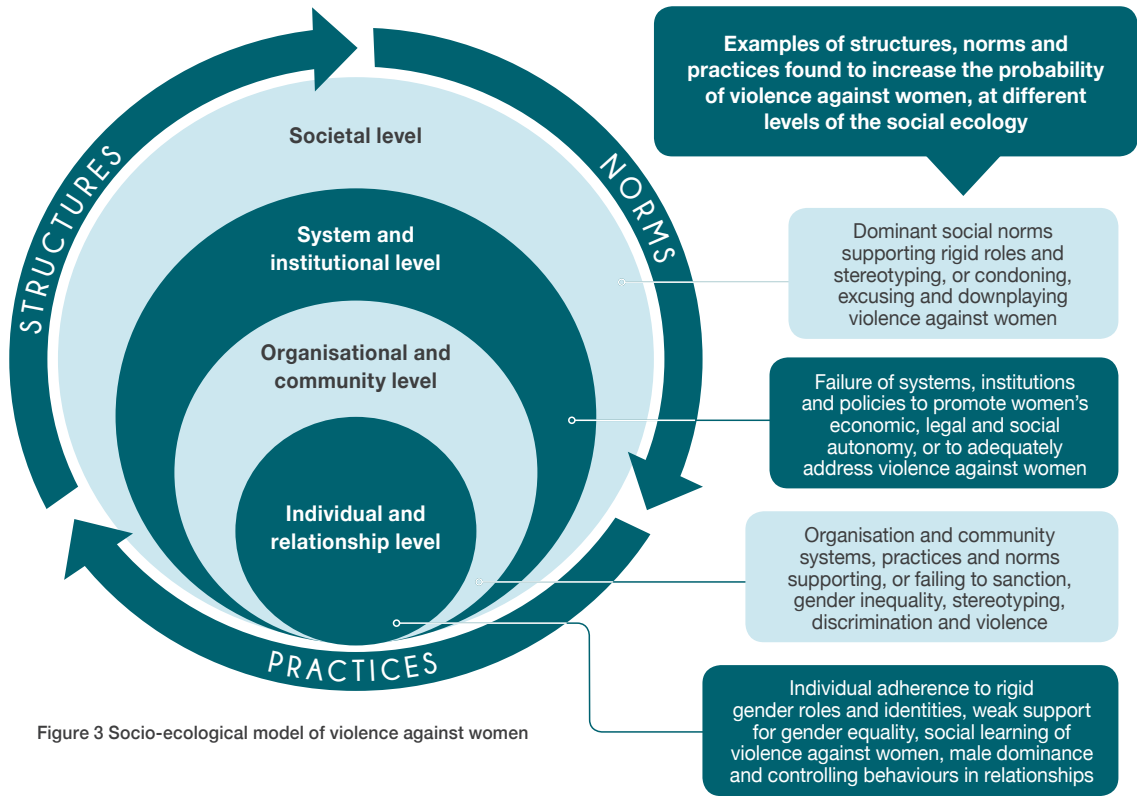

Figure 3 Socio-ecological model of violence against women

Examples of structures, norms and practices found to increase the probability of violence against women, at different levels of the social ecology

Dominant social norms supporting rigid roles and stereotyping, or condoning, excusing and downplaying violence against women

Failure of systems, institutions and policies to promote women's economic, legal and social autonomy, or to adequately address violence against women

Organisation and community systems, practices and norms supporting, or failing to sanction, gender inequality, stereotyping, discrimination and violence

Individual adherence to rigid gender roles and identities, weak support for gender equality, social learning of violence against women, male dominance and controlling behaviours in relationships

Source: *Change the story: A shared framework for the primary prevention of violence against women and their children in Australia*, Our Watch, ANROWS and VicHealth (2015).

This evidence guide and its recommendations concentrate on initiatives or components of initiatives that focus on primary prevention to address the drivers of violence against women – in other words, they take a primary prevention approach.

However, because in practice primary prevention techniques often overlap or are interlinked with other approaches, the guide will at times discuss primary prevention efforts that are interlinked with secondary/early intervention and/or tertiary/response initiatives (refer to page 9). This is in line with Our Watch's understanding that all three approaches can complement each other in their efforts to ultimately prevent violence against women and that "a primary prevention agenda must be effectively linked to early intervention and response efforts".[32]

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Section 2:
Why sport settings?
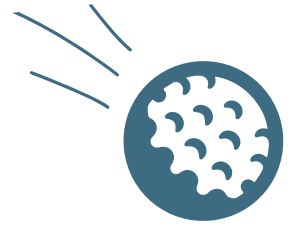
> "Sport is a universal language. At its best it can bring people together, no matter what their origin, background, religious beliefs or economic status."

— Kofi Annan, former United Nations Secretary-General [33]

Sport is part of the lives of many Australians

To prevent violence against women we need to engage and educate people where they "live, work, learn, socialise and play".[34] *Change the story* identifies sport settings as a priority sector for the primary prevention of violence against women in Australia. This is because sport settings are important social institutions in which values and norms are shaped and communicated, and because sport forms a popular part of our national identity.[35]

Sport settings present an important "opportunity to reach large groups and communities".[36] Research from 2015–16 shows that 69% of Australian children and 87% of Australian adults participated in sport or physical activity in the previous 12 months.[37] Families and friends of people who play sport may support them by attending and volunteering at games and social events connected to the club. In particular, sport is very important in the lives of many men and boys, and they participate in sport in higher rates than women and girls.[38] As a "key institution of male socialization"[39] it offers young men a chance to play, relax, succeed, be intimate with other men and can help them to construct their ideas and beliefs about what it means to "be a man".[40]

Sporting codes, clubs and organisations bring together large numbers of people of all ages, genders and backgrounds and are a ready-made environment to promote women's participation and opportunities to eliminate gender-based discrimination and violence-supportive attitudes. Given the significant influence of sport in our society, it is important that sport uses this influence to advocate for respect, gender equality, inclusion and non-violence on and off the field.

> "Sport is a home, a religion, and a community to a significant amount of people in Australia. I believe that if we can make sport a more equal and inclusive culture, not only for the players and clubs but for the members in the crowd, this has the potential to cause a ripple effect throughout society and create a more embracing and equal society for all of us."

— Angie Green, CEO and founder of Stand Up Events [41]

Sport settings have significant influence over social norms, attitudes and behaviours

Sport and sporting culture can help to reduce health inequalities in our society.[42] Sport settings are important spaces for members of the community to interact and learn about social norms, values, attitudes and behaviours (whether as staff members, volunteers, players or fans, or in social activities connected to a club or the sport). Sporting organisations are places where violence against women can occur directly, while at the same time being sources of influence on attitudes that condone or excuse violence. As a result, they can either reinforce problematic culture or they challenge these norms, practices and structures to transform their organisational culture. For this reason, sport settings have great potential to influence social change.

There is a substantial body of national and international research that focusses on the prevalence of violence against women in sport settings, as well as the prevalence of violence-supportive attitudes among athlete populations.[43] This research has found that some male-dominated sports may promote stereotypical versions of masculinity that encourage violent and aggressive behaviour (both on and off the field), as well as cultures that endorse sexist attitudes and behaviours.[44] Former AFL player and prevention of violence against women advocate Luke Ablett describes sport settings as offering a "unique opportunity" for community discussions about serious social issues, including violence against women:

> *"Sport offers a place for participants to hear the opinions of their peers – something that should not be underestimated – and provides a comfortable setting for people to talk, where they are familiar with those around them. It also allows participants to continue the discussion long after the formal education program has finished."*[45]

In addition, sportspeople (current and former players, coaches and key club figures) are often influential members of society and shape community values, attitudes and behaviours, particularly those of young men.[46] Many sportspeople have themselves experienced or witnessed family violence, and are willing to use their voices to effect change. Former AFL players Jimmy Bartel (from Geelong) and Adam Goodes (Sydney Swans player and White Ribbon Ambassador) are examples.[47]

Sporting organisations are responsible for training and educating staff, coaches and players. While most of this education is focused on sport and performance, it also involves training in health, safety, wellbeing, team work, fair play and appropriate behaviour on and off the field. Sporting organisations are an important education environment for the delivery of direct participation programs aimed at addressing the drivers of violence against women.

Communities expect sport settings to be safe and for sporting organisations to work towards gender equality and prevention of violence against women

Sport has been identified by the community as an important setting to target violence against women. Survey research published by VicHealth in 2012 highlighted that the majority of Victorians (98%) expect their local community sporting clubs to provide an environment that is welcoming and inclusive to girls and women, and 89% expect such clubs to educate males about appropriate behaviour towards women. Moreover, 86% believe that local sporting clubs should play a community leadership role by encouraging respectful relationships between men and women.[48]
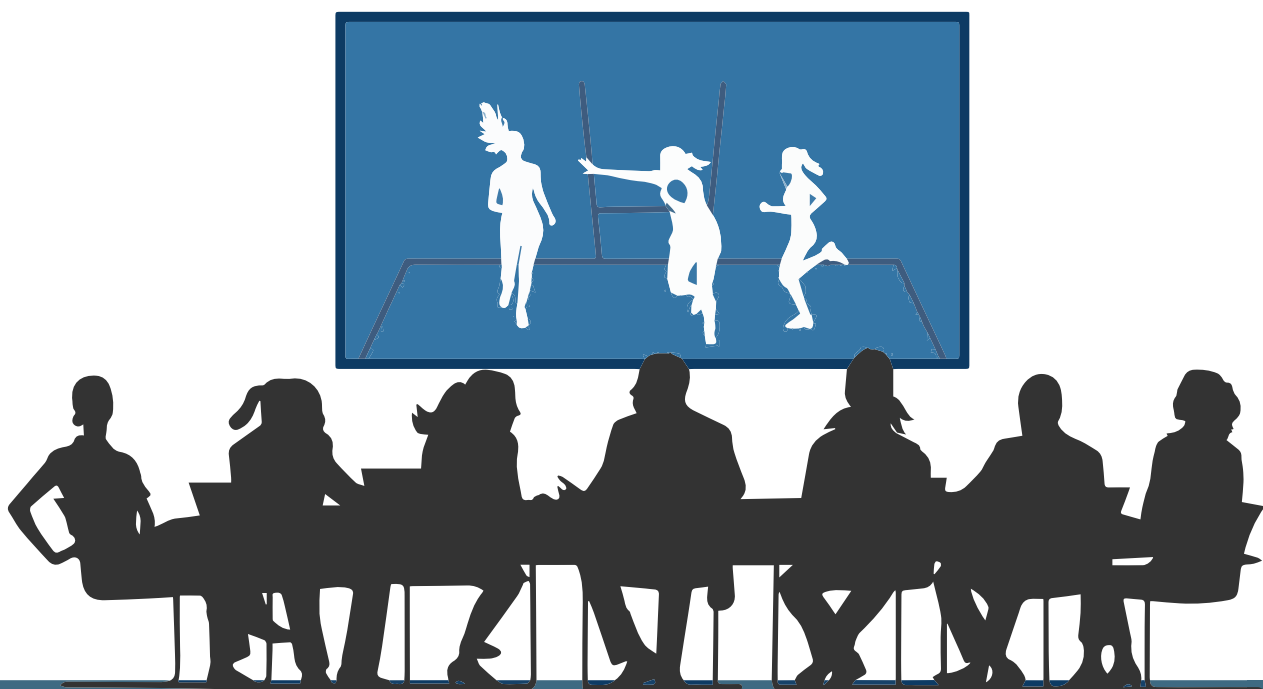
Sporting organisations are workplaces

Many sporting organisations are workplaces and whether they have paid staff or volunteers, workplaces are recognised as a key site for the primary prevention of violence against women.[49] Tens of thousands of Australians work or volunteer in sporting organisations at local, regional, state and national levels.

Given the prevalence of violence against women in Australia it is reasonable for sporting organisations to assume that they have staff, volunteers, members or other stakeholders who have experienced or perpetrated violence. Whether violence occurs in the workplace, in the community or at home it can have a significant impact on a sporting organisation and its members. Sporting organisations have an opportunity, like all workplaces, to provide support to those who experience violence at critical times by responding appropriately and referring them to specialist services.

As employers, sporting organisations with paid staff are required to comply with anti-discrimination, sexual harassment legislation and have a "legal responsibility to create safe work environments. Sexual harassment, discrimination and bullying continue to occur in Australian workplaces and employers have a legal responsibility to take proactive measures to address these issues".[50] Sporting organisations are also often required to investigate and respond to allegations of harassment, discrimination or violence involving members of their organisation, in line with organisational policies and state and federal law.

Beyond meeting these legal and compliance obligations, research has noted that workplace cultures where employees feel confident to report and/or take bystander action if they see or hear about sexism, harassment, discrimination or violence can result in employees feeling more supported, having more job satisfaction and improved morale.[51] It is reasonable to assume that sporting organisations that make efforts to ensure their organisational culture is safe, respectful and inclusive for all staff, volunteers and other people who interact with the internal organisation (for example, members, fans or contractors) will see similarly positive shifts in culture and stakeholder engagement externally.

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Section 3:
An overview of
the evidence on
prevention in sport

Internationally and in Australia, many sporting organisations are currently undertaking work in sport settings with the aim of preventing violence against women. This work is often supported and/or funded by government, non-government organisations and local governments. Appendix 1 provides a snapshot of programs and initiatives, categorised by the five 'techniques' of violence prevention work identified in *Change the story*:

- organisational development
- direct participation programs
- community mobilisation and strengthening
- communications and social marketing
- civil society advocacy.[52]

Sporting organisations may implement initiatives which involve multiple techniques; for example, a local sports club might host a themed game to raise awareness about violence against women (a communications and social marketing technique), as well as make changes to the clubrooms in consultation with women and girls in the community (an organisational development technique). Each of the five techniques and trends in current practice in sport settings are outlined here.

Organisational development

> *[O]rganisations and organisational cultures have a powerful role in influencing the behaviours of individuals and groups and so can help prevent violence by modelling non-violent, equitable and respectful gender relations.*[53]

A number of sporting organisations have made changes to their policies and structures as part of their efforts to drive changes to organisational culture with the aim of preventing violence against women and promoting gender equality. There are examples of male-dominated sporting organisations working towards improving the representation of women on their board and creating gender equitable human resources policies (for example, hiring, flexible work arrangement options, and leave policies). Some sporting organisations have embedded prevention of violence against women principles in their code of conduct for players and other employees. Several others have policies to outline how the organisation will respond to allegations of sexual or domestic violence perpetrated by a member of the organisation. Some male-dominated sporting organisations have also been motivated to consider how their spaces and facilities could be changed to create a safer, more welcoming, inclusive and accessible environment and culture for women and girls.

Direct participation programs

> *Direct participation programs aim to build the knowledge and skills for equal, respectful, non-violent relationships; improve access to the resources required that support such relationships; improve connections to social networks and institutions; and support people to prevent or address the impacts of other factors linked to violence against women such as child abuse.*[54]

We identified three main categories of direct participation programs that aim to prevent violence against women in sport settings: coaching programs, bystander intervention programs, and empathy-based programs. In Australia, direct participation programs have typically been created by national or state sporting organisations to educate elite players about respectful relationships and sexual consent. Many of these programs have been created in partnership with external organisations and academics. As direct participation programs in large sporting organisations develop, some have begun to roll out education programs throughout their organisation to state and local levels. Others have been implementing direct participation programs in the community; for example, running respectful relationships education programs in schools.

When discussing the effectiveness of various programs and strategies, this guide uses the following terms to denote the level of associated research and evaluation:

Good practice***: program/strategy has been evaluated and published in a **refereed source** (with results demonstrating effectiveness in primary prevention of violence against women)

Promising practice**: program/strategy has been evaluated and published in a **non-refereed** source (with results demonstrating effectiveness in primary prevention of violence against women)

Emerging practice*: program/strategy is not evaluated or has little available information regarding evaluation.

Case study 1: Coaching Boys into Men, United States

Coaching Boys into Men (CBIM)[55] is one of the most evaluated programs in the academic literature; with results indicating that it is a **good practice direct participation program** that targets violence against women in the sports setting. CBIM originated in the United States and has been adapted for different sports and in different countries (see Appendix 1). CBIM aims to change the underlying norms that drive physical, sexual and psychological violence in intimate relationships by using sports coaches as educators against such violence. Coaches spend significant time with athletes and are often influential non-parental role models in young athletes' lives. As such, they may be well-positioned to deliver anti-violence messages and change attitudes and behaviours.[56]

The CBIM model typically involves a one-hour training session for coaches by violence prevention advocates and a 'Coaches Kit' and a 'playbook' that can be used to guide coaching practices.[57] For example, the playbook provides scripted conversations for coaches to use to regularly discuss issues of sexual consent, respect, integrity, non-violence, and bystander intervention with their players. Evaluations of the program from the United States indicate that that CBIM programs can influence athletes' attitudes and behavior.[58] The messages of CBIM have also been found to have some effect on athletes 12 months after they had completed the program.[59] CBIM has also been found to improve coaches' confidence and the likelihood of a coach intervening when witnessing violence- supportive behaviours among athletes (for example, disrespectful jokes towards women).[60]

Case Study 2: Counties Manukau Rugby League Zone, New Zealand, and the 'Family Violence – It's not OK' campaign

Counties Manukau Rugby League Zone's work with the 'Family Violence – It's not OK' campaign in New Zealand[63] is an example of **promising practice** for primary prevention in a sports setting. The national 'Family Violence – It's not OK' campaign and Counties Manukau Rugby League Zone's work was evaluated for the New Zealand Ministry of Social Development in 2015.[64] This case study highlights the benefits of a holistic *whole-of-sport approach* to violence prevention. It also demonstrates a sporting organisation's potential for **community mobilisation and strengthening** to prevent family violence.

Counties Manukau Rugby League recognised that they had a responsibility to address antisocial behavior on the sidelines at games and wanted to raise awareness about family violence in their community. The League partnered with 'Family Violence – It's not OK' and promoted campaign messages during games, on players' uniforms and at community events. Clubs in the League worked together in consultation with their community to develop a wide-ranging violence prevention strategy and a 'zero tolerance to violence' policy. Clubs hosted 'It's not OK' ambassadors to run family violence prevention education workshops for players, club members and community members. The messages of the 'Family Violence – It's not OK' campaign were integrated into the rugby league schools program at all levels, with players talking with children and young people about respect, non-violence and healthy relationships.

The League also embedded violence prevention principles into a number of organisational structures. For example, clubs introduced a code of conduct for players, child protection policies, 'fair play' awards and a 'sideline abuse' prevention and response program. This involved community members volunteering to be 'fair play ambassadors', overseeing fans on the sidelines and talking to anyone who was behaving disrespectfully or aggressively. People involved in or encouraging violence during or after games were referred to anger management training – a compulsory requirement for their continuing membership to the club. The League also changed the way they promoted alcohol use in the clubrooms and as a reward for the best player. In consultation with women in the Rugby League community, some clubs changed the decor and furniture in the clubrooms to promote a more "family friendly" space, and improved the facilities used by women in the club (for example, women's toilets and change rooms). Some clubs in the League also introduced programs in response to community needs; for example, after school hours care, family support programs and a support group for men who wanted to stop using violence.

A whole-of-sport approach is a holistic model whereby a sporting organisation aims to address the key drivers of violence against women by enacting multiple strategies both within the organisation, and in the broader sporting community.

Community mobilisation and strengthening

> " *This technique mobilises and supports communities to address violence against women and their children and the social norms that make it acceptable.*[61]

Some sporting organisations are working to strengthen and mobilise their local community through violence prevention initiatives. Examples of this technique typically involve a sporting organisation implementing a suite of measures and programs in consultation with their local community. This may involve communications and social marketing, a direct participation program and/or organisational development. Community mobilisation and strengthening techniques may be used to "increase community access to the resources required for action and to address broader community-level factors that may be contributing to violence against women".[62] For example, a sports club hosting and supporting childcare or playgroups in their clubrooms can offer opportunities for families to get together to socialise and learn in a safe, supportive environment. This technique aims to primarily benefit players, their families and the broader community.

Communications and social marketing

> " *These techniques use a range of communication media to raise awareness of violence against women and their children and challenge contributing attitudes, behaviours and social norms across a variety of media, such as television, radio and print/online media as well as social media, community forums and community arts.*[65]

A common way that sporting organisations of all sizes get involved with primary prevention of violence against women is through communications and social marketing campaigns. Many sports teams aim to raise awareness about violence prevention campaigns by hosting themed games, wearing themed uniforms or arm bands, and hosting fundraisers and community events.

Sporting organisations and elite athletes are often involved in the promotion of media campaigns as ambassadors for the prevention of violence against women. These might consist of clips displayed at games and online, player interviews, print media from a player's perspective and social media posts. Some organisations also use these methods to educate their internal membership and sporting community, setting standards for a healthy, safe and inclusive environment.

Civil society advocacy

> " *This technique involves building collective momentum to raise awareness of the issue of violence against women and their children and to encourage governments, organisations, corporations and communities to take action to prevent it.*[66]

Civil society advocacy involves organisations and community groups working with sporting organisations to advocate for gender equality and the prevention violence against women. As discussed, much of the work sporting organisations do in this area is in partnership with or supported by external agencies (such as federal, state and local governments, and non-government organisations). Elite athletes are also often involved as ambassadors for violence prevention campaigns and speak publicly about the issues at events and to the media. Sporting organisations have worked in partnership with family violence organisations, community and women's health organisations to extend the reach and awareness to the sporting community through forums, training and campaigns. Examples of the 'civil society advocacy' technique in this area can overlap with communications and social marketing and organisational development.

Lessons from evidence and practice

This evidence guide initially aimed to focus solely on primary prevention approaches to violence against women in sport settings. Through our research, however, it became apparent that 'pure' primary prevention initiatives in sport settings were rare and many programs and strategies also incorporated elements of secondary and tertiary prevention. Much of the violence against women prevention work in sport settings in Australia was initially prompted as a reactive response to crises (such as allegations of sexual assaults perpetrated by elite players) but has since shifted to a more proactive focus on addressing gender inequality in sporting organisations and challenging the drivers of violence against women.

Primary prevention of violence against women is relatively new work in sport settings. However, for sporting organisations working or wanting to work in this area, there are lessons to be learnt from the available evidence and program evaluations. This section outlines findings from the literature about direct participation programs, whole-of-sport approaches, and ambassador programs respectively as examples of good, promising and emerging practice of violence against women in sport settings.

Good practice***: direct participation programs

The majority of research about the prevention of violence against women in sport settings has focused on evaluating direct participation programs. There is some evidence regarding direct participation programs in Australia; however, most of these programs have originated in the United States, and much of the research in this area has evaluated the impact of these programs on high school and college student athletes, not professional/elite athletes or people of different ages in sport settings. While direct participation programs have been most widely evaluated, and therefore have the strongest supportive evidence, that does not mean that an organisation should focus solely on developing these types of programs; they should form part of a much wider set of complementary and reinforcing strategies.

Examples of good practice direct participation programs that have been evaluated and published in a refereed source (with results demonstrating effectiveness in primary prevention of violence against women) are:

CATEGORY	PROGRAM AND LOCATION
Coaching programs	Coaching Boys into Men (International)[67] (See Case Study 1 p.21)
Bystander intervention programs	Mentors in Violence Prevention (International)[68] NRL Respectful Relationships Sex and Ethics Program (Australian)[69]
Empathy-based programs	Men's Program (International)[70]

Essential actions to prevent violence against women:

- challenge condoning of violence against women
- promote women's independence and decision making
- challenge gender stereotypes and roles
- strengthen positive, equal and respectful relationships
- promote and normalise gender equality in public and private life.

Keys to success for direct participation programs

Be more than a one-off initiative	Research shows that longer-term multi-session approaches are more successful at effecting lasting change in gendered violence prevention compared to briefer one-off techniques.[71]
Focus on primary prevention	Ensure your program focusses on primary prevention – for example, activities focused on challenging gender stereotyping and the link between this and violence against women – rather than on secondary or tertiary prevention of violence against women – for example, activities directed at recognising the signs of an abusive relationship and supporting a victim/survivor – which is the approach that many bystander programs take.
Engage with all of the essential actions to address violence against women	Ensure your programs address all of the drivers of violence against women. Many direct participation programs focus primarily on the first essential action to prevent violence against women (that is, challenge condoning of violence against women).
Consider the context of the sport/organisation[72]	Each sporting organisation should examine its own culture and the barriers to meaningful bystander action if violence prevention is to be achieved.[73] For example, along with ensuring that any direct participation program is suitable for the target group, the organisation must also examine its policies and procedures to ensure that any bystander who speaks out is sufficiently supported.
Consider partnering violence prevention educators with coaches or players/former players[74]	Some coaches, players and former players can be excellent facilitators of violence prevention education content and can be influential as peers and role models.[75] Research suggests they are most effective when they are thoroughly trained and well supported.[76] However, other research suggests that athletes are just as receptive or even more receptive to the program messages when they are delivered by an independent, non-judgmental advocate (for example, a professionally trained violence prevention educator).[77] There are also benefits to mixed-gender facilitator teams (for example, one woman and one man facilitator).[78] This has led some researchers to conclude that advocates could be paired with coaches/players to expand the scope of direct participation programs in sport settings.[79]

Promising practice**: whole-of-sport approaches

The literature review indicated limited examples of organisations that clearly adopt a whole-of-sport approach, as well as a significant lack of research that assesses the effectiveness of such approaches. This highlights the need for more robust evaluations of primary prevention programs within sport settings. Nevertheless, some broader research and examples from Australia (Fair Game Respect Matters)[80] and New Zealand (Family Violence – It's not OK)[81] indicate that a whole-of-sport approach is a promising practice for the primary prevention of violence against women.

Examples of whole-of-sport approaches

Consulting with women and girls and understanding the local community	Consultations with women and girls were undertaken in both Fair Game Respect Matters and Family Violence – It's not OK.[82]
Buy-in and support from clubs administration	Clubs that made the Fair Game Respect Matters program a regular part of their management committee's agenda were more likely to introduce and sustain changes.[83] The Family Violence – It's not OK campaign was considered to be highly successful in Counties Manukau because it was owned and driven by the clubs (that is, the clubs were provided with autonomy to endorse and guide their own anti-violence strategies).[84]
Consideration of the sporting environment and organisational space and infrastructure	Practical changes to clubrooms (fixing lighting, improving women's and girls' change rooms etc) were made in both Fair Game Respect Matters and Family Violence – It's not OK.
Enthusiasm and passion of key club members/leadership	In Fair Game Respect Matters, the program champions' knowledge of primary prevention, enthusiasm, and influential status were integral to the program's success. Those who were most enthusiastic about the program tended to use the toolkit most effectively.[85]

Emerging practice*: ambassadors

Broader research indicates that celebrity endorsement and ambassador programs can influence people's awareness, attitudes and behaviours regarding a range of causes.[86]

- Some research has found a positive relationship between exposure to public athletic role models in childhood and participation in higher-level sports in adulthood.[87]

- Alternatively, other research has found a weak link between sporting role models and participation in sport.[88] For example, research with elite athletes has found that only 10% were motivated by other athletes to commence their current sport. Other studies reached similar conclusions and report the importance of peers, family members, teachers and coaches as role models for sport, over or in addition to celebrities and athletes.[89]

- In the advertising field, research has found that celebrity endorsement of products is an effective marketing tool.[90] While removed from the violence prevention literature, this suggests that well-known athletes have the potential to influence people's knowledge, perceptions and behaviours.

- Some research has found that celebrity promotional campaigns are effective at encouraging public participation in preventative care programs related to cancer,[91] increased public attempts to quit smoking,[92] and contributed to less stigma and negative perceptions of people experiencing mental illnesses.[93] Research has also shown that celebrity affiliation is vital to the fundraising efforts of nonprofit organisations.[94]

However, the extent to which ambassador influence applies to the prevention of violence against women remains uncertain.

- Although not a formal evaluation of ambassadors, the evaluation report of New Zealand's It's not OK campaign includes many comments regarding the impact of ambassadors on the rugby league club and communities involved. For example, participants in the evaluation emphasised the value of having a relatable 'champion' in the campaign who could speak openly and honestly about their experiences of family violence victimisation, perpetration, and strategies for change.

- A published empirical evaluation of White Ribbon Australia's Ambassador Program found positive impact on ambassadors themselves.[95]

Despite wide use of ambassadors, there remains a gap in the research regarding their impact on the community more generally. That is, do ambassador programs help to change the community's attitudes and behaviours about violence against women? At this stage, future research on sporting ambassador programs is needed before they can be confirmed as a promising approach to prevent violence against women. Specifically, research in this area should focus on the risk and impact of sporting ambassadors reinforcing harmful stereotypes and behaviours.

More evidence is needed

While there is significant interest and activity occurring in sport settings to prevent violence against women, few initiatives have been evaluated. There are currently no published up-to-date literature reviews of promising practice violence prevention in sport settings. Direct participation programs are the most evaluated technique in violence prevention in sport settings, with much of the research from the United States and other international contexts arising from studies of bystander intervention programs with college athletes. In Australia, some large-scale direct participation programs with elite sporting players have also been evaluated. However, generally, research is lacking about the long-term impacts and effectiveness of direct participation programs on violence prevention in sport settings.

Techniques such as 'community mobilisation and strengthening' and 'organisational development' are less frequently evaluated in sport settings. Perhaps most interestingly, despite their popularity, communications and social marketing campaigns led by sporting organisations or featuring sports people are rarely evaluated for their effectiveness. Ambassador programs are similarly under-evaluated. Some external agencies (for example, local governments, state government and non-government organisations) evaluate the work they do with sporting organisations but the role of ambassadors is often less defined and rarely featured in evaluations.

Beyond formal evaluation, there is an issue of promotion, with few sporting organisations making public the full scope of the work that they do to promote gender equality and/or prevent violence against women. For example, a sporting club's website may feature a social marketing campaign but not provide detail about the 'behind the scenes' work that is occurring (for example, organisational development policies or gender audits). As such, many sporting organisations appear to only be implementing external-facing, one-off initiatives focused on raising awareness of violence against women (for example, a themed game during the 16 Days of Activism to End Violence Against Women), rather than integrating the essential actions to prevent violence against women and gender equality into their organisational cultures and policies. However, during our consultations we found that some sporting organisations are in fact implementing multiple initiatives across their organisations beyond the social marketing campaign videos featured on their websites.

The next section of the evidence guide outlines the key elements in promising practice in the primary prevention of violence against women in sport settings. These have been drawn from the research and evidence presented. Although these elements may change and evolve when more evidence is available, there are consistent fundamentals that sports settings should consider to ensure they are effective in preventing violence against women.

4

Section 4:
Ten key elements of promising practice

> **"**
>
> "We need to level the playing field for women in all walks of life, because deeply ingrained inequality drives much of the violence and abuse women suffer."
>
> – *John Eren, Victorian Minister for Sport* [96]

Through our research, we have identified the key elements for promising practice in the primary prevention of violence against women in sport settings. The evidence for these elements is derived from academic and grey literature (reviews and evaluations) and from the experiences of people who have created, run and evaluated these programs (through our consultations). We have also drawn from good and promising principles in the prevention of violence against women in other settings (for example, workplaces and schools) as the background for this section.[97]

1. Address the gendered drivers of violence against women

Primary prevention initiatives in any sports setting should be underpinned by an understanding of the drivers of violence against women and should be designed to specifically address these drivers. *Change the story*, Australia's national framework for the primary prevention of violence against women and their children, has outlined four gendered drivers of violence against women:

1. Condoning of violence against women

2. Men's control of decision making and limits to women's independence in public and private life

3. Rigid gender roles and stereotyped constructions of masculinity and femininity

4. Male peer relations that emphasise aggression and disrespect towards women.[98]

While there are examples of practices in sports settings that address each of the drivers individually, many initiatives that sporting organisations are currently implementing focus primarily on addressing driver 1 (by challenging condoning of violence against women) and driver 4 (by strengthening positive, equal and respectful relationships). Many initiatives also tend to focus on changing attitudes, behaviours and practices with fewer addressing structures and norms. However, good practice in violence prevention in sport settings should include strategies to address all four gendered drivers, and in doing so should work to change structures, norms, attitudes, behaviours and practices both internally and externally.

Change the story identifies five 'essential actions' to address the gendered drivers and prevent violence against women. This table demonstrates how violence prevention work in sport settings can implement these five essential actions. It provides some examples of the actions in practice, although it is not an exhaustive list of options to address each action. These examples can overlap with other actions but have been listed against the action it most closely aligns with.

FIVE ESSENTIAL ACTIONS TO ADDRESS THE GENDERED DRIVERS	EXAMPLES OF PRACTICE
1. Challenge condoning of violence against women	• Direct participation programs, such as education workshops with staff, members and players that challenge the condoning of violence against women in society. • Communications and social marketing campaigns that include sports people rejecting violence-supportive attitudes, promote respectful relationships and feature male and female players discussing violence against women. These may focus on both men's and women's roles in preventing violence against women (for example, taking bystander action against sexist jokes) and/or tertiary prevention (for example, showing respect and support for victims/survivors). • Explicit and consistent policies for responding to any member of a sporting organisation deemed to have committed violence against women. To be effective, policies need to be understood and applied across all levels of the organisation.
2. Promote women's independence and decision making in public life and relationships	• Clear organisational strategies that increase the meaningful involvement of women and girls in all elements and levels of sport – as players, members, coaches, umpires, administrators and leaders – on and off the field.[99] • Consultations with women and girls in their sport setting and subsequent action to ensure organisational culture and physical spaces are safer, inclusive and accessible. • Communications and social marketing campaigns that celebrate the achievements of women in sporting organisations in all of the decision-making roles they play in the organisation. • Review of the sporting environment (facilities, culture, online communication etc.) using tools such as gender audits and member surveys to ensure appropriate access for and representation of women.
3. Foster positive personal identities and challenge gender roles and stereotypes	• Direct participation programs with staff, members and players that discuss gender stereotyping, strict gender roles and gender inequality and how this relates to violence against women in the sport setting. • Review of policies and procedures to ensure they don't perpetuate gender stereotypes and limitations for males/females; for example, uniform requirements, scheduling times and membership restrictions. As part of this review, consult with both men and women, and boys and girls. • Communications, news reporting and social marketing campaigns that include balanced recognition of both males and females in various roles (administrators, players, leaders) and challenge gender stereotypes.

3. Foster positive personal identities and challenge gender roles and stereotypes (continued)	• Strategies to ensure women players and teams are equally supported (financially and otherwise) within majority male sporting organisations. • Encouragement and support of men to play sports that have traditionally been played primarily by women.
4. Strengthen positive, equal and respectful relations between men and women, girls and boys	• Direct participation programs that discuss respectful relationships and how this relates to preventing violence against women across the life span. This could be through education programs, training and workshops. • Communications and social marketing campaigns that promote respectful relationships and gender equality across all levels of the sport – leadership, players, supporters etc. • Appropriate policies, procedures and training to support players, staff and supporters who call out sexist or violence-supportive attitudes and behaviours.
5. Promote and normalise gender equality in public and private life	• Communications and social marketing campaigns that profile players and administrators to promote gender equality and challenge gender stereotypes (for example, a male player caring for children). • Allocation of resources (funding, staffing, materials, infrastructure) that reflects balance and equality for women and girls (for example, equal pay). • A gender audit by reviewing current opportunities, tasks, roles and responsibilities within all areas of the sport by gender. Use this process to develop policies and processes to ensure women and men are equally represented in the allocation of all tasks, roles, responsibility and leadership opportunities within sport (for example, volunteering tasks). • Sporting organisations continually provide key messages and marketing on digital platforms highlighting the values, actions and programs being implemented to prevent violence against women.

2. Adopt a whole-of-sport approach

"I think, the thing is, it's no one particular thing that's going to be the silver bullet. It's got to be accreditation, it's got to be capacity building, it's got to be significant resourcing and investment. And it's got to be whole-of-organisation. It's a suite of things that have to occur to really make that shift happen well. There has to be some kind of (probably) gender auditing, there has to be research of women's experiences in the club, and there has to be accountability around if you're opening up your doors to women, you really need to ensure that you're not inviting women into a space that is actually going to be unsafe for them. So there's a whole range of things." [100]

Effective primary prevention of violence against women requires sporting organisations to adopt a whole-of-sport approach, which places the prevention of violence against women as 'core business'. This holistic approach is based on commitment from all levels of the sporting organisation – from the president, board, staff, coaches and players through to the volunteers, fans and sponsors. It requires tailored and mutually reinforcing actions that engage people according to the role they can play in the organisation. While there are only a few examples of evaluated whole-of-sport approaches in Australia and New Zealand (Fair Game Respect Matters; Family Violence – It's not OK), the value of comprehensive and holistic whole-of-organisation approaches has been strongly emphasised in violence against women prevention strategies for schools and workplaces.[101]

Initial motivation does not necessarily need to emanate from the top or senior leadership levels. Our review of current practice revealed that some strategies began due to commitment and interest from champions at different levels of the organisation. However, an approach that places prevention of violence against women as a part of core business rather than a special project is key to broader uptake and success.[102] A critical first step for any organisation, including sports, to prevent violence against women is to examine and address their internal culture and put in place strategies and initiatives to transform any problematic attitudes, practices and structures that drive violence against women.

There is evidence that the capacity of sports clubs to achieve more inclusive environments is boosted when the initiative is perceived as a whole-of-organisation commitment from the outset of the project.[103] This includes commitment to resources and to getting the 'house in order' before rolling out any programs across the wider organisation. This process may involve staff training and accreditation, the development of policies and safety or gender audits. Cooperation and commitment (sometimes described as 'buy-in') from marketing, human resources and public relations departments is necessary for holistic change within an organisation. This theme is consistent with previous research regarding the effectiveness of primary prevention initiatives in workplaces.[104]

Findings from stakeholder consultations and research on promising practices for primary prevention in organisations and workplaces suggests that strategies in sport settings may struggle to be successful without sufficient buy-in and commitment at the senior executive and board level.[105] Senior leadership is an integral driving force for effective organisational change and subsequent uptake of violence prevention initiatives by other sporting organisations, clubs and community members. For example, when asked about what enabled their work on gender equality and violence prevention, a staff member of a sports organisation said:

> "Having support from our CEO and also our Board. I mean, we've some really strong female Board members who are driving the sort of change. If you didn't have support from the CEO, it would be a very hard thing to push 'cause it really needs to affect every layer of the organisation."[106]

> **Case Study 3: Fair Game Respect Matters, Victoria, Australia**
>
> AFL Victoria's Fair Game Respect Matters program aimed to promote gender equality and culture change in community football clubs as a strategy to prevent violence against women.[107] An underlying element was that change was targeted both from the top down (for example, AFL Victoria, league levels, governance) and the bottom up (for example, club and member levels, day-to-day practices, volunteers). The program is an example of promising practice and a whole-of-sport approach. It was piloted in one Victorian community football league (the Northern Football League) over two years spanning 2008–2009. A published evaluation concentrated on this trial, focusing on the program's strengths and weaknesses for further program improvement.[108]
>
> Key components of the program were developed following research that highlighted priority areas for the improvement of club environments to make them more welcoming and inclusive for girls and women.[109] These components included:
>
> - a series of changes to organisational policies, including codes of conduct for players
> - an education program that sought to increase players' understanding of violence against women, consent, and how to maintain respectful relationships with women
> - a toolkit that comprised an audit of club policies and procedures, as well as a goal-setting tool. It also provided posters and brochures with messages that were tailored to different stakeholders within the club (for example, coaches, players, parents and spectators)
> - the recruitment and training of key champions in each club, who were responsible for leading and facilitating change
> - resources to support clubs as they instigated changes.

3. Ensure meaningful involvement of women and girls

*" "So, just subtle changes like that. And this was bringing the girls back into the club. Asking the girls, why don't you come to the club? Oh, it's dark or it's just a meat factory, where you come in there and you get all these stares. And so it was like, okay, well, let's talk to our members about that. Let's do what we can to make it more friendly. And some fixes were easier than others." *

Increasing female participation in sport is a worthwhile endeavour,[110] however, a simple increase in numbers of women playing sport is not sufficient.[111] Sporting organisations must therefore consider more meaningful inclusion of women and girls, by addressing the structures, norms and practices that impact the experience of women in sport settings. Sporting organisations need to go beyond women's participation on the field and representation off the field. In order to avoid further perpetuation of sexism, discrimination and violence against women, organisations need to reflect on and review their culture at all levels.

In addition to the health benefits of increased physical activity, sport can empower girls and women; increase women's confidence, self-esteem, and wellbeing; change existing gender norms; create social networks for women; help women move into public places; and mobilise communities to address issues such as violence against women.[112] Some research has also found that sport can act as a protective factor against female experiences of intimate partner violence,[113] with researchers suggesting that the rejection of traditional gender norms by female athletes might help to reduce the likelihood of experiencing such violence.

However, despite increases in female participation in the sporting sector, it is evident that women still experience cultures and practices that limit their involvement, influence and empowerment. A number of barriers to female participation in sport have been documented in the literature. Some of these include:

- entrenched stereotypes and cultural norms that depict sport as an activity for men, and women as too weak to participate [114]

- gender discrimination in the selection process for sporting roles (resulting from either conscious or unconscious biases)[115]

- a lack of visible female role models in sport (both as athletes and in leadership roles)[116]

- dismissive and/or intimidating treatment of women in leadership roles that limits their influence and continued participation[117]

- structural barriers in sporting clubs and recreational centres (for example, a lack of separate showers and change rooms, limited schedules that aren't conducive to childcare)[118]

- a shortage of accessible, inclusive, and affordable opportunities in sport for girls and women.[119]

As our stakeholder interviewees have confirmed, prevention is not just a matter of 'add women and stir', without addressing pre-existing structures, norms, practices, attitudes and behaviours in an organisation. In fact, increasing the number of women may in fact put them at risk of violence if not supported by these other essential changes. There was agreement that sporting organisations wanting to 'include' more women must first consider the ways in which the culture of the organisation might currently exclude or be hostile to women and girls.

Another consideration is how to develop meaningful direct participation programs for sports with a majority of female participants. Women in sport settings may themselves hold and perpetrate harmful attitudes. Some are likely to be victims/survivors of violence. Furthermore, in some of our consultations, concern was raised about the relevance of some respectful relationships programs to females who are in same-sex relationships. Many respectful relationships and consent programs assume that participants are in heterosexual relationships and so LGBTIQ participants may feel the content is not suited or applicable to them.[120] There is an emerging area of research into relationship violence in same sex relationships and LGBTIQ people's experiences of sexual assault.[121] We would encourage sporting organisations, like all organisations running respectful relationships programs, to be open to making their programs more inclusive and to stay informed about the developing work and research in this area,[122] while also not perpetuating harmful stereotypes.

In light of all of these factors, a good primary prevention program should begin by consulting with women and girls currently using (or avoiding) sport settings. Further, organisations should engage women and girls from the outset in decision making about policies that impact them.

4. Implement appropriate responses to incidents of disrespect and violence towards women

While a primary prevention approach is key to addressing the drivers of violence against women, early intervention (secondary prevention) and response (tertiary prevention) strategies also form a vital part of a whole-of-sport approach. Our Watch understands that all three approaches can complement each other in their efforts to ultimately prevent violence against women and their children, and that "a primary prevention agenda must be effectively linked to early intervention and response efforts, also known as secondary or tertiary prevention".[123]

Primary prevention efforts may be undermined if early intervention and response processes are not clear and followed through. For example, the potential for meaningful change will be undermined if a sporting club promotes a respectful relationships social marketing campaign but lacks a code of conduct for staff or players, or does not have a clear policy for investigating and responding to allegations of sexual harassment or discrimination.

Sporting organisations should develop clear strategies for responding to at-risk individuals and groups, and for responding in the aftermath of incidents to reduce the risk of reoccurrence. This should include training and support for staff and volunteers in responding to disclosures and reports of violence. For example, in the aftermath of an alleged incident of violence against women by a sporting member, tertiary prevention techniques should prioritise victim/survivor wellbeing. NO MORE NT's Domestic Violence Action Plan (see Appendix 1) is an example of a framework that gives sporting organisations the opportunity to articulate their primary, secondary and tertiary prevention and response plans.[124]

5. Be values driven

Sport is a highly visible and valued part of Australian culture and identity. It has the capacity to influence our behaviours and attitudes and promote positive values of fairness and respect. Consequently, sporting organisations need to understand how preventing violence against women aligns to their core values and then commit to making it a central part of their business long term.

Good primary prevention initiatives begin with a clear understanding and articulation of why they are being undertaken before designing any strategies. This includes a discussion of the reasons why violence against women contravenes the core values of the organisation. Alignment of prevention of violence against women to a sporting organisation's values and/or mission statement will assist in the sustainability of the violence prevention initiative, making it less likely to be a short-term commitment or a one-off project. Furthermore, writing violence prevention into the organisation's strategic plans, codes of conduct, policies and procedures ensures that the values come to life.

Social identity theory suggests that there is a relationship between group norms and behaviour. If a person values their membership of a shared group, they are more likely to adhere to the values and norms of the group.[125] Clearly defined values also offer would-be bystanders a powerful tool to enable them to speak up when they witness attitudes and behaviours that condone or support violence against women.

In our consultations, we found that a number of stakeholders found merit in holding members of the organisation to a standard based on an agreed shared set of values; for example, around respect and belonging. As one stakeholder explained:

> *"So, when we were working with junior [...] clubs, the first thing we'll be talking about is 'What are your values? What do you stand for?' And to kind of use that as a reference point and say, 'Well, how do you actually make your decisions? How do you actually stop becoming emotive in your decision making?' Whatever those values might be in here, or what our values are, use it as a guide to come back to as an anchor."*

Therefore, sport has an opportunity to greatly influence the culture of its community by defining a shared set of values and encouraging members of the club and the wider community to hold each other to these.

6. Be underpinned by long-term planning, vision and resourcing

Primary prevention strategies in sport settings should be long term, well planned, well designed and sufficiently funded. While shorter direct participation programs may be appealing from a financial and time-efficiency perspective, evidence suggests it is likely that greater and more sustainable gains in violence prevention will be achieved if organisations invest in comprehensive and long-term strategies. Sporting organisations committed to doing work on primary prevention of violence against women recognise the importance of this. As one stakeholder told us:

> *"I think it can't be flash in the pan stuff ... Not a two to three-year plan, but you know a five to 10/15-year plan ... if you are going to create some social change, it has to be. It's not going to happen overnight. We all know that. It has to be something that you're prepared to persevere with over many years. And making space, basically adopting that as one of your initiatives or strategies on a long-term basis. And just living and breathing it."[126]*

7. Be evidence led

There is a small but growing body of research about what is effective primary prevention in sport settings. Section 3 of this guide has outlined the evidence of the merits of particular approaches. Sporting organisations should look to evidence of good practice in planning and designing their approaches, and be guided by good, promising and emerging practice to most effectively and sustainably prevent violence against women.

As one stakeholder outlined below, evidence and prior learnings can be valuable in planning for a more effective approach:

> *"One of the things that we are really intent on, and what the evidence has shown us through the rollout of a whole range of organisational change approaches, is that doing the kind of one-off trainings – even in the prevention of violence against women – to whether it be team players, staff, volunteers, whoever it might be, don't work."*

By considering all the available evidence in the planning stages, sports can ensure that they avoid duplication and continue to build best practice approaches. This might be evidence from their own experience and evaluations, evidence from other sporting organisations and initiatives, or broader prevention of violence against women evidence.

8. Integrate evaluation from the outset

Changes in tactics in sport are often a process of trial and error, from a new grip or stroke to a new team structure. Elite sportspeople recognise the merits of sports science and the need to evaluate any changes in approach; for example, by examining player statistics. However, while this has become standard practice on the field, there is only a small amount of quality evaluation of primary prevention initiatives in sport settings in Australia.

Evidence from crime prevention literature has demonstrated the importance of evaluation to ensure that any measures taken are not doing more harm than good.[127] For example, a poorly designed and/or poorly communicated program could backfire by fostering unanticipated resentment and entrenching violence-supportive attitudes.

Organisations have a responsibility for making sure that any primary prevention initiative genuinely works to address the four drivers of violence against women, and for contributing to the body of evidence in this area by sharing their evaluations with others. A strategy and sufficient funding for robust and independent evaluation should be integrated into any initiative from the very early stages; that is, before any work begins. Action research methods should be built into the evaluation plan to ensure continuous review and improvement. This includes measuring more than the delivery of the program and immediate outcomes, but also requires measurement of longer outcomes – particularly changes in behaviours and attitudes. It should not be limited to pre-and post-surveys that focus on short-term change, but should look to sustained change over time. Resources, including references to program evaluations where available, are provided in Appendix 1.

9. Consider context, difference and diversity in the sporting organisation and wider community

Sporting organisations developing primary prevention approaches should take different identities and diversity of experiences into account, and consult and engage with the broader community in a manner that is appropriate, culturally sensitive and inclusive.

Men's and women's identities, social positions and experiences (particularly discriminatory ones) are shaped not just by gender but by a range of other social categories of difference including Aboriginality, culture, race, ethnicity, religion, socio-economic status, ability, illness, sexuality, gender identity, education, age and immigration status.[128]

While many sporting organisations address other areas of inequality (for example, racism and homophobia), they tend to do so separately from the issue of violence against women.[129] While a number of programs have adopted an intersectional approach, which takes these differences into account in preventing violence against women,[130] more sporting organisations need to expand their understanding of the nature of men and women's identities, social positions and experiences.

Researchers highlight that in order to effectively engage men and women, programs and services – both inside and outside of sport – need to be relevant to people's lives, and acknowledge and address the various forms of privilege and subordination that impact both men's perpetration of violence, and women's experiences of violence.[131] For example, researchers have advocated the use of community-specific initiatives, which take into account the diverse needs of the community to which they are delivered.[132] While there are limited examples of well evaluated community-centered programs in sport, the existing programs that incorporate this approach indicate an encouraging approach to preventing violence against women. An example of a current initiative that takes the diverse nature of the local community into account includes Carlton Football Club's 'Carlton Respects' (further details in Appendix 1).

Sporting organisations that have the appropriate level of capacity and readiness should consider whether principles of intersectionality can be incorporated into existing or new prevention initiatives. For example, a review of the underlying assumptions and target audiences of current initiatives can support organisations to assess whether there are opportunities to address other social categories (in addition to gender) that might intertwine and shape people's experiences of gendered violence (for example, socio-economic status, ability, race, sexuality, age and faith).

10. Work collaboratively to develop and share resources

There is great value in the pre-existing and potential networks within and between sporting organisations. National sporting organisations should consider leveraging federated structures, national, state and local levels when developing strategies to ensure broad uptake. Both national and state organisations should play a role in role modelling, developing key messages and resourcing to encourage uptake of preventing violence against women initiatives at community levels.

More broadly, sports should seek to share their experience and resources with other clubs, sports, community organisations and external organisations. Partnerships with other sporting organisations, from national to local, are strongly encouraged as a means to share information, tools, resources and effectively deliver a consistent message. Communities of practice and other networks for sharing lessons and providing reciprocal support are also an important opportunity for ongoing development.

As the evidence base emerges and more comprehensive whole-of-sport initiatives are developed, it is critical that sporting organisations contribute to this field of knowledge. Sporting organisations should seek advice and evaluation assistance from external researchers as appropriate to build and share the evidence base for their work.

5

Section 5: Conclusion

Sports settings are in a unique and influential position in the community. This sports evidence guide has highlighted that sporting clubs and organisations are vital to drive efforts to meaningfully address gender inequality and prevent violence against women. By working together and challenging deep-seated attitudes and behaviours that excuse, justify and promote violence against women, all Australians can play a role on and off the field. Ultimately, by addressing the drivers of violence against women, sport will be a powerful platform to connect boys and girls, and men and women with vital information, skills and strategies to push for equality and stop violence against women before it starts.

If sport can continue to build the evidence by measuring what works, and improving our understanding of the key levers for change, we will be closer to ending violence against women. Sport settings need to be innovative, drawing from current successes, previous learnings and national momentum, to drive cultural change and gender equality.

While cultural change will not happen overnight, sports can play a significant role in reducing violence against women in Australia.

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134 Note: The evaluation report of the BC program is not publicly available online; however, EVA has published a document which discusses violence prevention program best practice principles and the 'Be More Than A Bystander': http://endingviolence.org/publications/bystander-vawg-prevention-program-lessons-learned-best-practices-identified/

135 Note: The Voice Against Violence campaign features in the NRL's 'Social Impact Report' (2016) which found that "For every $1 [NRL] invested in Voice Against Violence [they] created $4.73 of social value" (13); however, there is very little information in the report about how this number was calculated and if and how any of the Voice Against Violence campaigns/programs were evaluated for their effectiveness in addressing the drivers of violence against women. For full report see https://www.nrl.com/portals/nrl/RadEditor/Documents/2017/nrl_social_impact_report_2016.pdf.

136 FFASA work has been described in some academic literature, e.g. Dyson et. al. (2010) and Dimitrov, R. (2008). Gender violence, fan activism and public relations in sport: The case of "Footy Fans Against Sexual Assault". *Public Relations Review, 34*(2), 90–98. The effects of the group's initiatives (including the purple arm band campaign) have not been evaluated; however, Dimitrov (2008) notes that the NRL teams, in particular, received positive responses from fans for their involvement in the purple armband campaign.

137 FFASA website (no longer active) quoted by Dyson et al. (2010), 40–41.

[138] Stand Up Events. (2017). *Move in May,* retrieved from http://standupevents.com.au/move-in-may/

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[140] Australian Rugby. (2016). Australian Rugby commits to gender equality and respect at all levels of rugby by signing 'Our Watch' leadership statement. Media Release. Retrieved from http://www.aru.com.au/mediareleases/article/tabid/1699/articleid/17957/australian-rugby-commits-to-gender-equality-and-respect-at-all-levels-of-rugby-by-signing-%e2%80%98our-watch%e2%80%99-leadership-statement.aspx

Alternative text for figures

Page 13.

The relationship between primary prevention and other work to address violence against women. This image shows a triangle with a flat base cut into three sections. The largest section at the base of the triangle refers to primary prevention: whole-of-population initiatives that address the primary ('first' or underlying) drivers of violence. The middle section refers to secondary prevention or early intervention which aims to 'change the trajectory' for individuals at higher-than average risk of perpetrating or experiencing violence. The top part of the triangle refers to tertiary prevention or response which supports survivors and holds perpetrators to account (and aims to prevent the recurrence of violence).

Page 13.

Gendered drivers.

Particular expressions of gender inequality consistently predict higher rates of violence againstwomen:

1. Condoning of violence against women.

2. Men's control of decision-making and limits to women's independence in public and private life.

3. Rigid gender roles and stereotyped constructions of masculinity and femininity.

4. Male peer relations that emphasise aggression and disrespect towards women.

Gender inequality sets the necessary social context for violence against women.

Page 14.

Socio-ecological model of violence against women.

This image shows the different factors which influence the occurrence of violence against women and their children. The figure represents violence as the outcome of interactions among many factors at four levels. It shows examples of structures, norms and practices found to increase the probability of violence against women, at different levels of the social ecology. The highest level is the societal level: dominant social norms supporting rigid roles and stereotyping, or condoning, excusing and downplaying violence against women. The second level is the system and institutional level: failure of systems, institutions and policies to promote women's economic, legal and social autonomy, or to adequately address violence against women. The third level is the organisational and community level: organisation and community systems, practices and norms supporting, or failing to sanction, gender inequality, stereotyping, discrimination and violence. The fourth and final level is the individual and relationship level: individual adherence to rigid gender roles and identities, weak support for gender equality, social learning of violence against women, male dominance and controlling behaviours in relationships.