



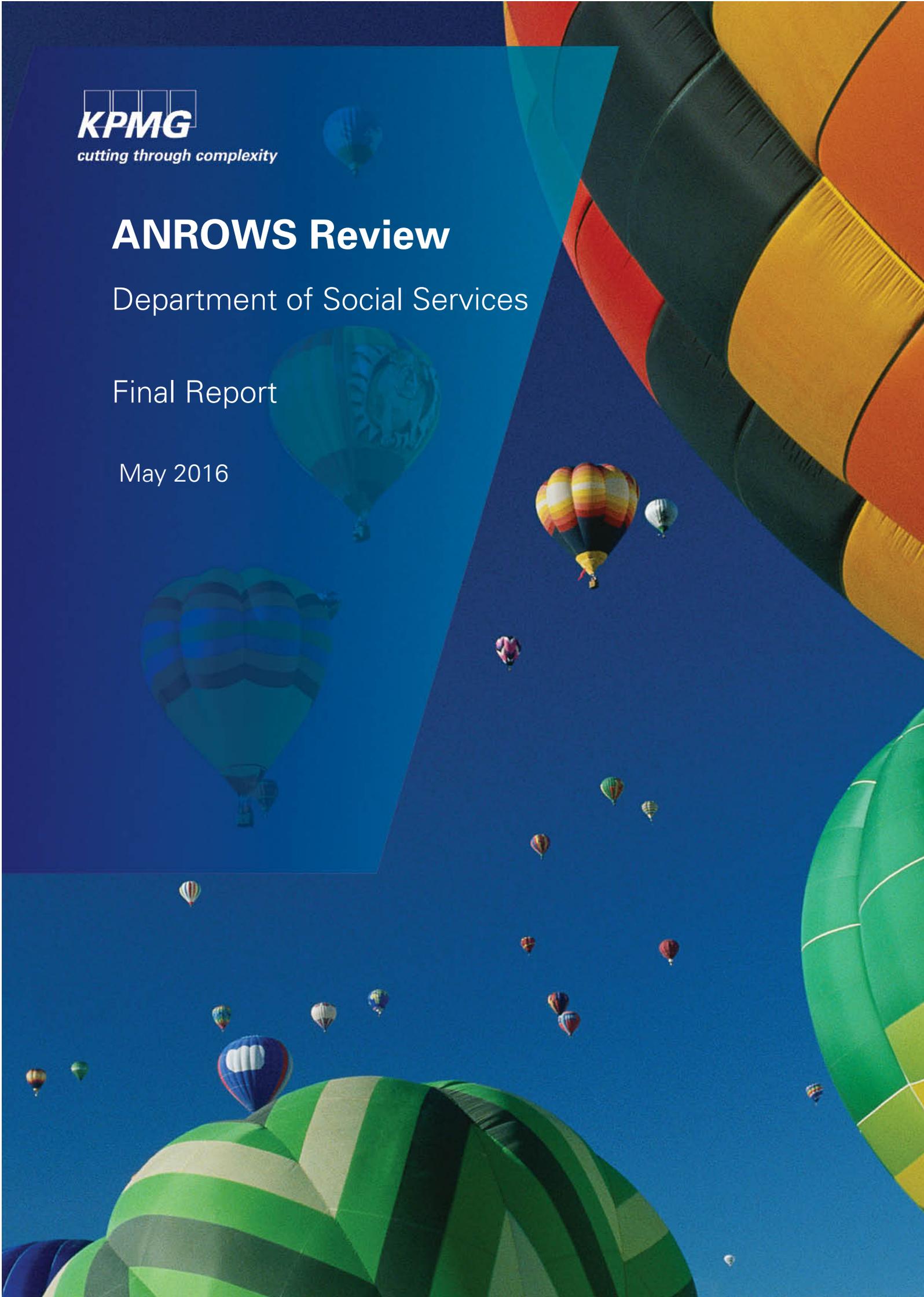
cutting through complexity

ANROWS Review

Department of Social Services

Final Report

May 2016



Disclaimer

Inherent Limitations

This report has been prepared as outlined in the Scope Section. The services provided in connection with this engagement comprise an advisory engagement which is not subject to Australian Auditing Standards or Australian Standards on Review of Assurance Engagements, and consequently no opinions or conclusions intended to convey assurance have been expressed.

The findings in this report are based on a qualitative study and the reported results reflect a perception of stakeholders, but only to the extent of the sample surveyed, being the stakeholders outlined in Appendix A. Any projection to a wider stakeholder group is subject to the level of bias in the sample selection.

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by the Department of Social Services personnel and stakeholders consulted as part of the process.

KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report.

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The findings in this report have been formed on the above basis.

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Glossary of terms

Acronym	Name
ACGR	Australian Competitive Grants Register
ACSSA	Australian Centre for the Study of Sexual Assault
ADFVC	Australian Domestic and Family Violence Clearinghouse
AIFS	Australian Institute of Family Studies
ANROWS	Australia's National Research Organisation for Women's Safety
CALD	Culturally and linguistically diverse
KTE	Knowledge exchange and translation
LGBTIQ	Lesbian, Gay, Bisexual, Transsexual, Intersex and Queer
NRA	National Research Agenda
PEG	Practitioner Engagement Group
RMS	Research Management System
SRT	Strategic Research Themes

Executive summary

Project Scope

KPMG was engaged by the Department of Social Services (DSS) to undertake an independent evaluation of the *Second National Action Plan to Reduce Violence against Women and their Children 2010-2022* (the National Plan), and one of the flagship initiatives under the National Plan, Australia's National Research Organisation for Women's Safety (ANROWS).

This report presents the findings of the review of ANROWS.

Terms of Reference and Methodology

This review has examined how ANROWS has used research to influence policy and improve service delivery, by considering the work of ANROWS in terms of:

- Delivering high quality, innovative and relevant research
- Ensuring the effective dissemination and utilisation of research findings
- Building, maintaining and promoting collaborative relationships with and between stakeholders
- Identifying strategies for ANROWS to maintain and build on the momentum to provide research services that will support the implementation of the National Plan.

These areas of focus are aligned to ANROWS' strategic plan and the organisation's goals.¹

The Review involved four investigative and data gathering activities, comprising:

- An examination of relevant documentation
- Consultation with the ANROWS Board, management and staff
- Consultation with the ANROWS Practitioner Engagement Group (PEG)
- Consultation with Government and NGO/community stakeholders.

The Review was conducted over the period from November 2015 to February 2016.

Findings

Established in July 2013 as the National Centre for Excellence and renamed in April 2014, ANROWS is now emerging from its establishment phase. It is led by a Chief Executive Officer who has recognised subject matter experience and is highly regarded by stakeholders. The organisation is overseen by an experienced Chair and Board whose members bring additional sector and subject matter experience and expertise, and who are providing effective strategic governance and leadership. Since inception, ANROWS has made progress towards fulfilling its strategic objectives. These are detailed in the discussion below.

Delivering high quality, innovative and relevant research

ANROWS has established a comprehensive research program underpinned by rigorous processes and is making progress in meeting its goal to deliver high quality, innovative and relevant research.

Following extensive national consultation, ANROWS released the National Research Agenda (NRA) in 2014. The ANROWS Research Program 2014-16 has been subsequently developed to produce research under the NRA and support the National Action Plan. Under the Research Program, ANROWS has finalised a set of national research priorities with four Strategic Research Themes (SRTs).

¹ ANROWS, Three-Year Strategic Plan

ANROWS was granted Category 1 Funding status under the Australian Competitive Grants Register. This status has provided ANROWS with recognition within the academic community and was noted by Board members as an achievement of note. ANROWS has partnered with a range of tertiary institutions, and other research bodies to undertake research on a national basis across a broad range of topics.

ANROWS has established a program of publications, common to all research projects, that is sequenced to build the evidence base and support policy makers and practitioners working to reduce levels of domestic, family and sexual violence. As the current research projects are largely part way through, the publications timetable is similarly still in progress.

Stakeholder feedback to the Review indicated widely held views that the ANROWS research program is relevant to policy-makers, practitioners and the community at large. Given the limited research output to date, the Review considers that these views have arisen as a result of the process ANROWS undertook to establish the Research Program. The process was seen to be consultative and inclusive, and generated confidence within the sector that ANROWS was undertaking research that is relevant.

The rigour of the process that was undertaken to establish strategic research themes and clear research priorities has generated a high level of confidence in the stakeholder sector that the research that is being undertaken is both innovative and relevant, with previously under-researched or un-researched topics now in focus. Examples include the several research projects ANROWS has underway that relate to the experiences of often-marginalised communities, including Aboriginal and Torres Strait Islander women, women with disabilities and Lesbian, Gay, Bisexual, Transsexual, Intersex and Queer (LGBTIQ) community members.

Additionally, the establishment of the PEG is seen as evidence of ANROWS innovative approach to the organisation's research program. Comprised of practitioners and stakeholders from the sector, the intention is that the PEG will create an ongoing 'policy-to-practice' communication process, with PEG members providing input and advice on the design of future research projects and topics. The PEG has created a new, coordinated and organised forum of communication that was not previously in existence, and has created an avenue for practitioners to be directly involved in the research process.

ANROWS is succeeding in moving a disparate research base to a consistent, unified research program. This work is not complete however, and gaps in the program were identified in consultations, particularly in respect of the need for ANROWS to increase indigenous expertise to address the deficit of information and research focussing on remote communities. In addition, participants pointed out the need for ANROWS to broaden its research agenda and efforts to include the effects of violence on the whole family and, in particular, the impact on children. Other areas for further investigation included research to address current knowledge gaps and service responses to victims with disabilities, older women and the LGBTIQ community.

The Review has found that ANROWS is making progress in meeting its goal of delivering high quality, innovative and relevant research.

Ensuring effective dissemination and utilisation of research findings

The Review found that at both the governance and organisational level, ANROWS is aware of its 'opportunity and responsibility' to provide national leadership in knowledge translation and exchange for policy and practice in domestic, family and sexual violence, and that it has developed a process for enabling this to occur. The Review also found that ANROWS is still building capacity in knowledge translation and exchange.

ANROWS publishes its research on its website. Throughout and during the Review, a number of Landscapes papers were noted. The Review found that practitioner stakeholders considered there had been limited dissemination, considering the breadth and depth of the Research Program. Stakeholders commented that the volume and depth of the current research outputs made publications difficult to navigate and challenging to use in a sustained and ongoing way to inform implementation and practice.

Suggestions for improvement include the production of briefer, focused reports to encourage people to read and understand the material, and the development of education and training materials for practitioners and the sector. The need for research with a greater emphasis on policy and practice was a recurring theme of the consultations held with stakeholders.

The Review considers that these views should be understood in the context of the current stage of many of the research projects that are underway. The recently published Landscapes and Horizons, papers are in-depth reports of the state of knowledge and the empirical research being undertaken. The Compass papers, which summarise the key findings and provide advice on the implications for policy and practice, are forthcoming and should enable a more thorough assessment of ANROWS knowledge translation and exchange capabilities to be undertaken.

Building, maintaining and promoting collaborative relationships with and between stakeholders

ANROWS has made progress in building effective relationships with a range of stakeholders across the domestic, family and sexual violence sector. Through the efforts in setting the NRA, developing the Research Program and establishing the PEG, ANROWS has provided consistent, effective leadership in its advocacy and support of the National Plan. It has succeeded in establishing mechanisms – through the PEG and the Networking Database – that link people and organisations working in related areas.

The response from practitioners and the sector more broadly indicates that there was a latent demand for this leadership and expertise. The sector is overwhelmingly positive about the work of ANROWS and the contribution it is making in leading national research efforts, and many stakeholders commented on the open and inclusive leadership it has provided. This reflects the organisational structure and governance mechanisms that ANROWS has created to support collaborative and closer engagement with practitioners and policy makers.

Despite these strengths, there is a need for continued focus to ensure that stakeholders, particularly from rural and remote communities, remain engaged. To this end, there is an opportunity to make greater use of the PEG to promote the issues and learnings of remote and regional communities. This is a body that has the potential to provide a consistent ongoing forum to assist in directing research efforts and attention to smaller, marginalised communities and the specific challenges and issues they face.

Maintaining and building on the momentum

ANROWS has achieved progress since inception, however a number of issues require attention in order for ANROWS to maintain and build on current momentum and provide research services that will support the implementation of the National Plan.

The organisation is led by an experienced Chair and Board who have provided stable and effective governance. The organisation has recruited staff with a track record in the area of domestic, family and sexual violence, although the Review noted that staff retention has been a concern.

The Review was advised that ANROWS is operating with sub-optimal technology/administrative systems in place. Both ANROWS office and back-office support functions require attention. In particular, a software solution that supports integrated information management is required to support staff across their respective roles and, more broadly, ANROWS in its organisational role.

ANROWS is currently wholly reliant on government funding. Some Board members and staff recognised alternative funding sources as an opportunity to support the organisation's growth, however identifying resources to pursue these opportunities had been difficult in a small organisation.

1. Introduction

1.1 Project scope

KPMG was engaged by the Department of Social Services (DSS) to undertake an independent evaluation of the *Second National Action Plan to Reduce Violence against Women and their Children 2010-2022* (the National Plan), and one of the flagship initiatives under the *National Plan*, Australia's National Research Organisation for Women's Safety (ANROWS).

This report presents the findings of the review of ANROWS.

This review has examined how ANROWS has used research to influence policy and improve service delivery, by considering the work of ANROWS in the following key areas:

Delivering high quality, innovative and relevant research

- How relevant to ANROWS members' policy agendas is the research? Are there appropriate and effective strategies and mechanisms in place to ensure that research remains relevant to policy and service delivery in the future?
- Does ANROWS research contain or support practical and implementable actions for policy makers and/or service practitioners?
- How is ANROWS research regarded by key stakeholders including policy makers, academics, governments and service practitioners?

Ensuring the effective dissemination and utilisation of research findings

- Is ANROWS research effective in promoting changes in policy and serviced delivery? Is the research used to inform decision makers? If so, which decision makers used ANROWS research and what value did it add to their decisions?
- Is ANROWS research effective in identifying and promoting good practice? Are there examples of practitioners using ANROWS research to inform their practice or operations? What value did this add to their service delivery?
- How effective is ANROWS at communication research?
- How effectual is ANROWS at driving and contributing to policy discussions?
- In what ways does ANROWS, through its research and knowledge translation functions, contribute to increasing the Australian public's understanding of the issues and evidence relating to violence against women?

Building, maintaining and promoting collaborative relationships with and between stakeholders

- Has ANROWS built effective and collaborative relationships with its members and key stakeholders in a variety of sectors?
- Has ANROWS promoted and supported partnerships and knowledge networks between researchers, policy makers and practitioners? Have these partnerships and networks supported collaborative action to reduce violence against women and their children?
- Does ANROWS organisational structure and governance mechanisms support collaborative engagement with practitioners and policy makers?

Identifying strategies for ANROWS to maintain and build on the momentum to provide research services that will support the implementation of the National Plan

- Identify opportunities and strategies for ANROWS to consider that will maintain or build on the momentum to provide research services that will support the implementation of the national plan.

- How effective has ANROWS been at developing a sustainable funding model to diversify their funding sources through new partnerships and collaborations? Are there effective strategies in place to diversify funding sources further?

1.2 The National Plan to Reduce Violence against Women and their Children

The National Plan embodies a collective commitment by Australian Governments to work towards the vision of Australian women and their children living free from violence in safe communities and achieving a significant reduction in violence against women and their children. The plan sets out six national outcomes for governments to deliver over the term of the plan. Each outcome has an accompanying measure that sets out how the outcome's success will be measured over the life of the National Plan.

Table 1. National Outcomes and Measures of Success

National Plan Outcome	Measure of Success	Data Source
1. Communities are free from violence	Increased intolerance of violence against women	National Survey on Community Attitudes Towards Violence Against Women
2. Relationships are respectful	Improved knowledge, skills and behaviour of respectful relationships by young people	National Survey on Community Attitudes Towards Violence Against Women
3. Indigenous communities are strengthened	Reduction in the proportion of Indigenous women who consider that family violence, assault and sexual assault are problems for their communities and neighbourhoods. Increased proportions of Indigenous women who are able to have their say within community on important issues including violence.	National Aboriginal and Torres Strait Islander Social Survey
4. Services meet the needs of women and their children who experience violence	Increased access to and responsiveness of services for victims of domestic/family violence and sexual assault	Personal Safety Survey and administrative data
5. Justice responses are effective	Increased rates of women reporting domestic violence and sexual assault to police	Personal safety survey and administrative data
6. Perpetrators stop their violence and are held to account	A decrease in repeated partner victimisation	Personal safety survey and administrative data

Source: Second Action Plan, *Moving Ahead*, DSS.

The National Plan is being implemented via four three-year action plans (Figure 1). The First Action Plan has been completed and the Second Action Plan, *Moving Ahead 2013-2016*, is underway. One of the flagship activities under the Second Action Plan is ANROWS.

Figure 1. National Plan to Reduce Violence against Women and their Children

National Plan to reduce violence against women and their children			
Action Plans			
First Action Plan: Building a strong foundation (2010- 2013)	Second Action Plan: Moving Ahead (2013- 2016)	Third Action Plan: Promising Results (2016-2019)	Fourth Action Plan: Turning the corner (2019-2022)
Completed <input checked="" type="checkbox"/>	Completed <input checked="" type="checkbox"/>	Completed <input checked="" type="checkbox"/>	Completed <input checked="" type="checkbox"/>
Progress Report <input checked="" type="checkbox"/>	Progress Report <input checked="" type="checkbox"/>	Progress Report <input checked="" type="checkbox"/>	Progress Report <input checked="" type="checkbox"/>
Activities: <ul style="list-style-type: none"> Building a strong foundation for long term change Develop and release three flagship activities Establish national level infrastructure to inform future policy and service delivery Engage the community in reducing violence against women and their children 	Activities: Develop 26 practical activities under five national priorities: <ol style="list-style-type: none"> Drive whole of community action to prevent violence Understanding diverse experiences of violence Supporting innovative services and integrated systems Improving perpetrator interventions Continuing to build the evidence base 	Activities: Continue to build on the work we have delivered to drive a reduction in violence against women and their children.	Activities: See the delivery of tangible results in terms of reducing the prevalence of violence against women and their children and increasing the proportion of women who feel safe in their communities.
Activities			
Australia's National Research Organisation for Women's Safety (ANROWS)	Our Watch	1800Respect	The Line

Source: KPMG

The Second Action Plan established a set of National Priorities. These are joint areas of work that all governments agree are critical to focus on over the three year period of the Second Action Plan.

- National Priority 1: Driving whole of community action to prevent violence
- National Priority 2: Understanding diverse experiences of violence
- National Priority 3: Supporting innovative services and integrated systems
- National Priority 4: Improving perpetrator interventions
- National priority 5: Continuing to build the evidence base

ANROWS was established as one of several major actions to support the implementation of the National Plan and, under the priorities of the Second Action Plan, is responsible for supporting the actions required to achieve them. This is set out in more detail at Appendix 8.12.

1.3 Report structure

The report is structured as follows:

- An executive summary;
- Section 1 describes the review scope, terms of reference and methodology;
- Section 2 summaries ANROWS key research achievements since establishment, including development of the National Research Agenda and its research projects
- Section 3 provides an overview of ANROWS publications and Research Program 2014-16 ;
- Section 4, 5, 6, and 7 describe the Review's findings in relation to ANROWS progress and performance; and
- Section 8 provides the appendices.

2. Research Achievements

Since establishment, ANROWS has completed a number of major tasks central to fulfilling its responsibilities.

2.1 Transition of clearinghouse functions to ANROWS

In 2013, ANROWS took over responsibility for the clearinghouse functions provided by the Australian Domestic and Family Violence Clearinghouse (ADFVC), located at the University of New South Wales (UNSW) and the Australian Centre for the Study of Sexual Assault (ACSSA) located at the Australian Institute of Family Studies (AIFS). Both ADFVC and ACSSA provided domestic, family and sexual violence knowledge translation and exchange functions, national resources, and central information for the collection and dissemination of policy, practice and research.

A transition project governance group, including the Gendered Violence Network (the auspice for the ADFVC at UNSW) and AIFS, oversaw the process and provided ANROWS with internal governance documents from ACSSA and ADFVC. The ANROWS project officer for the transition conducted interviews with staff from both organisations to determine their core functions and systems.

Following the transition, ANROWS assumed six knowledge translation and exchange functions:

1. Advice (inquiries, consultations and submissions);
2. Communication (including media releases, social media engagement, media monitoring, newsletters and alerts, website updates, networking activities);
3. Education and training (toolkits, learning modules and workshops);
4. Events (conferences and webinars);
5. Information management services (locating, managing and acquiring information and resources); and
6. Publications (print-based publications and multimedia projects)

The transition of clearinghouse functions to ANROWS presented a number of challenges with respect to information management.

The database software that ANROWS adopted was *InMagic*, a software platform that was designed primarily for use in primary schools. This software did not seamlessly accommodate the large 'data dump' from the former clearinghouses to ANROWS. As a result, manual systematisation and consolidation was required to streamline the database, which contained multiple entries and duplications following the transfer and amalgamation. An additional limitation of the software is that it does not support monitoring of the use of the database.

A further issue ANROWS faced in assuming responsibility for the resources databases resulted from the copyright limitations to which ANROWS is subject. Unlike the ADFVC, which operated under the auspice of the University of New South Wales, ANROWS is not permitted to hold as wide a range of photocopied journal articles and book chapters. These copyright restrictions required ANROWS to divest itself of hard copies of a number of items. These items were transferred to university and departmental libraries, and the Jessie Street National Women's Library, which had broadened its remit to cover issues of domestic and family violence.

The database is now updated on a twice weekly basis and has grown by over 1,500 publications since transfer to ANROWS from approximately 6,200 items to over 7,700 today.

ANROWS has established international clearinghouse connections. It has joined the UN Women's Network, established a connection with the New Zealand Family Violence Clearinghouse, and is currently exploring a partnership with a like organisation in Canada.

The six knowledge translation and exchange functions assumed by ANROWS following the clearinghouse transfers have largely been integrated into the organisation's research function, and are discussed later in this report. A short summary is provided here.

ANROWS employs a Communications and Media Officer whose key responsibilities include the advice and communications functions, including developing targeted communication strategies, establishing and maintaining a social media presence and the ANROWS website, and responding to incoming queries. The Review has found that the advice function is inhibited by an inadequate inquiries management system (see Section 5), and that the communication function, while supported by the fortnightly Notepad epublication that is issued to approximately 2000 ANROWS subscribers (see Section 3.1), would be strengthened by the use of a wider range of technology, including social media and YouTube (see Section 4).

ANROWS organised the inaugural Research Conference on Violence against Women and their Children, held in February 2016 (see Section 6), and has convened or hosted several public events and lectures (see Section 5). Additionally, ANROWS staff have presented at a number of national and international conferences on the ANROWS research program (see Section 6). There is no evidence, however, that ANROWS has developed and disseminated education and training materials for broader dissemination to practitioners and the sector. The Review found that, to date, ANROWS efforts to produce practitioner-focused materials have been limited (see Section 5). While the Review notes that this is largely a consequence of the project life-cycle structure that has been established, the development of practical education and training materials, such as toolkits and learning modules, is an area that warrants closer attention and prioritisation going forward. The Compass papers to be published over the coming months should provide source material that can be adapted in this manner.

2.2 Development of the National Research Agenda

A principal early task for ANROWS was to develop and produce the National Research Agenda (NRA) on behalf of the Commonwealth and state and territory governments. The aim of the NRA is to 'provide a cohesive and comprehensive framework for the development of evidence' in the area of domestic and family violence.²

The National Research Agenda was developed through a multi-stage process that included:

- reviewing the National Plan and related policy documents;
- commissioning two gap analyses of Australian research on violence against women, the first on national statistical collections and the second on research since 2000; and
- national stakeholder consultations and engagement which included 127 written submissions and six stakeholder roundtables involving over 75 participants.³

The NRA identified research priorities for policy and practice within a framework of four strategic research themes (SRTs), which relate to all six outcomes of the National Plan. The four SRTs are:

1. Experience and impacts;
2. Gender inequality and primary prevention;
3. Service responses and interventions; and
4. Systems.

The four SRTs provide a conceptual framework for the pursuit of research to deliver the outcomes of the National Plan.

2.3 ANROWS Research Program 2014-16

Following establishment of the NRA, ANROWS, in consultation with Commonwealth and state and territory senior officials responsible for implementation of the National Plan, developed its first set of research priorities – the ANROWS Research Program 2014-16 (the Research Program). A total of

² ANROWS, National Research Agenda to Reduce Violence against Women and their Children, May 2014.

³ ANROWS, Annual Report, 2013-14.

24 topic areas were identified under the four SRTs along with an additional research focus, research translation and evaluation.

The Research Program includes four main types of projects:

1. Projects funded as part of ANROWS Research Priorities Grants round, which was an open, competitive process for researchers to apply for grants in priority topic areas.
2. Multi-jurisdictional national projects, supported by advisory groups with appropriate expertise in the relevant topic, with researchers identified through a competitive, expression of interest process.
3. Small-scale commissioned projects that provide a conceptual or theoretical underpinning for subsequent empirical research.
4. Other research projects which ANROWS has been specifically commissioned to undertake such as the perpetrator intervention stream for which the Commonwealth Government provided additional funding.

The selection of projects for ANROWS grants under the Research Program followed a five-stage process that is provided at Appendix 8.3.

Applications for ANROWS grant funding under the Research Program opened on 16 May 2014 and closed on 11 July 2014. Fifty applications were received with a total value of almost \$15.0 million.⁴ Applications were assessed by peer assessment panels, with expertise reflecting the SRTs. The assessment panels were made up of jurisdictional representatives as well as independent experts drawn from government agencies, universities, and other organisations, such as community organisations.⁵

The Research Program consists of 20 projects from the first three types of projects and covers all four SRTs, with a combined value of \$3.5 million. Research sites have been established in every state and territory, with the projects commissioned focusing on different types of violence against women as well as focusing on priority population groups.

ANROWS grant funding is listed on the Australian Competitive Grants Register (ACGR) with Category 1 status.

Category 1 funding comprises grant funding schemes and funding agencies that are listed on the Australian Competitive Grants Register (ACGR). To be awarded Category 1 funding status, ANROWS was required to submit a detailed application and meet the following selection criteria:

- funds must be provided on a nationally competitive basis;
- funds must be clearly for research only;
- the funding scheme must be nationally advertised and available to universities throughout Australia; and
- the funding scheme must have a well-defined mechanism for competition and selection by a well-qualified panel.

Category 1 status has provided ANROWS with recognition within the academic community and was noted by Board members as an achievement of note.

ANROWS currently has two Category 1 funded streams:

- ANROWS Research Priorities Open Application Grants Round; and
- ANROWS Multi-jurisdictional Projects Expression of Interests Funding Round.

⁴ ANROWS, Annual Report 2014-15

⁵ ANROWS, Annual Report 2013-14.

2.4 ANROWS Research Projects

The research projects established by ANROWS under the Research Program are set out in Tables 2 to 6 below. The research projects are of varying duration ranging from several months to a few years. For projects with multiple research organisations, the use of an asterisk below denotes the chief investigator for the research project.

Throughout each commissioned project the 'start' date refers to the date on which the contract between the researchers and ANROWS was signed. For projects nearing completion, 'end' date refers to when a researcher is due to submit a final version of their research, post peer review. Once the end date has passed, other dissemination activities take place prior to final publication. These include the completion of a final progress report and project acquittal as well the design and publication of the research. This process normally takes one to two months.

Table 2. SRT 1: Experience and impacts

Research Priority	Project Title	Chief Investigators	Project Start	Project End	Publication	Budget Range	Project Type ⁶
Prevalence and incidence of violence against women	Violence against women: Additional analysis of the Australian Bureau of Statistics Personal Safety Survey, 2012.	<ul style="list-style-type: none"> ANROWS 	Jan 15	Aug 15	Oct 15	<\$50k	3
Prevalence, incidence and dynamics of violence against immigrant and refugee women and their service needs	Promoting community-led responses to violence against immigrant and refugee women in metropolitan and regional Australia: The Aspire Project	<ul style="list-style-type: none"> The University of Melbourne* Multicultural Centre for Women's Health University of Tasmania 	Nov 14	Aug 16	Jan 17	>\$300k	1
The effect of social and geographic isolation and remoteness on the ability of women to disclose, report, seek help and received appropriate interventions following experiences of domestic violence and/or sexual assault	Seeking help for domestic violence: exploring rural women's coping experiences	<ul style="list-style-type: none"> University of South Australia* Curtin University 	Oct 14	Nov 18	Apr 17	\$200-\$300k	1

⁶ 1. Open application; 2. Multi-jurisdictional, national; 3. Small-scale, commissioned

Research Priority	Project Title	Chief Investigators	Project Start	Project End	Publication	Budget Range	Project Type ⁶
Interventions linking service responses for domestic violence and/or sexual assault with drug and/or alcohol use/abuse	Establishing the Connection [between alcohol and other drug use and sexual discrimination]	<ul style="list-style-type: none"> Australian Institute of Family Studies* 	Nov 14	Jan 16	Apr 16	\$50-100k	1
Literature review and critical analysis of current national and international research on the co-occurrence, intersection and differences between forms of, and responses to, violence against women and their children	Sexual assault and domestic violence in the context of co-occurrence and re-victimisation		Jan 15	Aug 15	Oct 15	<\$50k	3
The burden of disease impact of violence against women	National burden of disease study examining the impact of violence against women	<ul style="list-style-type: none"> Australian Institute of Health and Welfare* Kim Webster, Independent consultant 	Jan 15	Sept 16	Dec 16	\$200-300k	2
The impact of domestic violence on parenting, with particular attention to the tactics a perpetrator may use to disrupt the mother-child relationship and what helps to heal or strengthen this relationship	Domestic and family violence and parenting: mixed method insights into impact and support needs	<ul style="list-style-type: none"> Australian Institute of Family Studies* La Trobe University University of Melbourne 	Nov 14	Nov 16	Apr 17	\$200-300k	1
Relationship between mental health and sexual assault	Women's Input to a Trauma-informed systems model of care in Health settings: The WITH study	<ul style="list-style-type: none"> University of Melbourne* University of New South Wales Australian Institute of Family Studies DVRC University of Queensland 	Nov 14	Dec 16	Apr 17	>\$300k	1

Source: ANROWS

2.4.1 Gender inequality and primary prevention

Table 3. SRT 2: Gender inequality and primary prevention

Research Priority	Project Title	Chief Investigator	Project Start	Project End	Publication	Budget Range	Project Type
National framework for the prevention of violence against women	Change the story: A shared framework for the primary prevention of violence (Project in partnership with Our Watch and VicHealth)	<ul style="list-style-type: none"> • Our Watch • VicHealth 	Oct 14	Jun 15	Nov 15	\$50-100k (ANROWS contribution)	2
Media representations of violence against women.	Media representations of violence against women and their children (Project in partnership with Our Watch)	<ul style="list-style-type: none"> • University of Melbourne* • University of Canberra 	Jan 15	Feb 16	July 16	\$50-100k (ANROWS contribution)	2

Source: ANROWS

2.4.2 Service responses and interventions

Table 4. SRT 3: Service responses and interventions

Research Priority	Project Title	Chief Investigators	Project Start	Project End	Publication	Budget Range	Project Type
National mapping and meta-evaluation outlining key features of effective 'safe at home' programs that enhance safety and prevent homelessness for women and their children who have experienced domestic and family violence	National mapping and meta-evaluation outlining key features of effective 'safe at home' programs that enhance safety and prevent homelessness for women and their children who have experienced domestic and family violence	<ul style="list-style-type: none"> • University of New South Wales* • Curtin University • Swinburne University of Technology • University of South Australia 	Dec 14	Sep 15	Apr 16	\$100-200k	2
Literature review on existing knowledge, practice and responses to violence against women in Australian Indigenous communities	Existing knowledge, practice and responses to violence against women in Australian Indigenous communities: State of knowledge paper	<ul style="list-style-type: none"> • Australian Institute of Aboriginal and Torres Strait Islander Studies* • Australian National University 	Dec 14	Sep 15	Jan 16	<\$50k	3

Research Priority	Project Title	Chief Investigators	Project Start	Project End	Publication	Budget Range	Project Type
Evaluations of innovative approaches encompassing Indigenous perspectives that successfully support Australian Indigenous women subjected to family and/or sexual violence	Advocacy for safety and empowerment: good practice and innovative approaches with Indigenous women experiencing family and domestic violence in remote and regional Australia	<ul style="list-style-type: none"> University of New England* Griffith University 	Oct 14	Aug 16	Dec 16	\$200-300k	1
Models of accessible service provision for women with disability who have experienced sexual assault and/or domestic violence	What does it take? Developing informed and effective tertiary responses to violence and abuse for women and girls with disabilities in Australia	<ul style="list-style-type: none"> Deakin University* La Trobe University Southern Cross University 	Oct 14	Sept 16	Feb 17	\$300k+	1

Source: ANROWS

2.4.3 Systems

Table 5. SRT 4: Systems

Research Priority	Project Title	Research Partners	Project Start	Project End	Publication	Budget Range	Project Type
Improving legal and justice responses to violence against women.	Domestic and family violence protection orders in Australia: An investigation of information sharing and enforcement	<ul style="list-style-type: none"> Queensland Centre for Domestic and Family Violence Research* 	Mar 15	May 16	Oct 16	\$300k	2
Meta-evaluation of existing interagency partnerships, collaboration, coordination and/or integrated interventions and service responses to violence against women.	Meta-evaluation of existing interagency partnerships, collaboration, coordination and/or integrated interventions and service responses to violence against women.	<ul style="list-style-type: none"> University of New South Wales* 	Dec 14	Dec 15	May 16	\$100-200k	2
Evaluation of innovative models of innovative models of interagency partnerships, collaboration, coordination and/or integrated responses to family and/or sexual	Evaluation of innovative models of innovative models of interagency partnerships, collaboration, coordination and/or integrated responses to family and/or sexual violence against women in Australian Indigenous communities.	<ul style="list-style-type: none"> University of Western Australia* Bluett-Boyd Consulting Charles Darwin University 	Jan 15	Nov 16	Apr 17	\$200-300k	2

Research Priority	Project Title	Research Partners	Project Start	Project End	Publication	Budget Range	Project Type
violence against women in Australian Indigenous communities.							
Integrated child protection and domestic and family violence approaches and practice.	The PATRICIA Project: Pathways And Research In Collaborative Inter-Agency working.	<ul style="list-style-type: none"> University of Melbourne* Curtin University University of Sydney University of New South Wales Parenting Research Centre 	Nov 14	Nov 16	Apr 17	\$300k+	1
The role of income support policies and employment and financial management services in building economic security for women who have experienced domestic and family violence.	Building effective policies and services to promote women's economic security following domestic and family violence.	<ul style="list-style-type: none"> University of New South Wales* 	Oct 14	Apr 16	Jul 16	\$100-200k	1

Source: ANROWS

2.4.4 Knowledge translation and evaluation

Table 6. SRT 5: Knowledge translation and evaluation

Research Priority	Project Title	Research Partners	Project Start	Project End	Publication	Budget Range	Project Type
5.1 Literature review on knowledge translation and exchange within the violence against women field.	Review of the evidence on knowledge translation and exchange in the violence against women field.	<ul style="list-style-type: none"> Parenting Research Centre* 				<\$50k	3

Source: ANROWS

Further detail about ANROWS Research Program is provided at Appendix 8.16.

2.5 Establishment of Research Management System

ANROWS developed a Research Management System (RMS) focusing on efficiency, accountability and quality control. The RMS consists of peer assessment panels and expert advisory groups.⁷ The peer assessment panels include senior officials representing states and territories, academic researchers and grant providers. The peer assessment panels' role is to examine grant applications; assess them against their relevance to ANROWS research priorities, rigour in methodology and value for money; and to inform funding recommendations to the ANROWS Board. The advisory groups are made up of similarly constituted experts whose role is to assist in scoping large-scale multi-jurisdictional projects, recommend the process for eliciting application from research teams, and assist in the selection process and provide recommendations to the Board.⁸

2.6 ANROWS Databases

ANROWS has established two databases to provide assistance to practitioners and researchers in the field of domestic, family and sexual violence:

- the Resources Database, which provides access to a collection of resources including references from scholarly and practice based reports, books, journal articles, conference papers and presentations, book chapters, DVDs and kits; and
- the Networking Database, which aims to connect researchers, practitioners, community members and others interested in reducing the impact and incidence of violence against women. Contact information on the database is not provided by ANROWS but by each individual. The database provides contact information on each member including email address, organisation represented and role. The intention behind the database is to help individuals locate other people and organisations working on similar or complementary projects or those with a particular interest or expertise. It is intended that this database will be a resource for organisations seeking partners to submit grant applications under the ANROWS Research Program. At January 2016, the database had 510 members, excluding ANROWS staff.⁹

⁷ ANROWS Annual Report, 2013-14

⁸ ANROWS Annual Report, 2013-14

⁹ ANROWS Annual Report, 2014-15

3. ANROWS Publications

3.1 ANROWS Research Project Framework

ANROWS has developed a research project structure that applies for all projects. Three contractual deliverables are required of each project: a Landscapes, Compass and Horizons paper.

- The **Landscapes** paper provides a literature review of the existing research related to the topic in question. This publication is produced early in the progress of a research project.
- The **Horizons** paper provides an in-depth report on the empirical research. This publication is produced in the final stage of a research project.
- The **Compass** paper summarises key findings and provides advice on the implications for policy and practice. This publication is produced in the final stage of a research project.

ANROWS produces additional publications as follows:

- **Insights**, which includes submissions, speeches and other public presentations.
- The **Fast Facts** paper, which provides key facts and figures on research topics.
- The **Footprints** paper, a theme-based quarterly publication focussed on communicating new research.

Since May 2014, ANROWS has released a range of these papers as set out in Table 7.

Table 7. ANROWS Publications¹⁰

ANROWS Publications	Description	Total
Horizons: Research papers	In depth reports on empirical research produced under the ANROWS Research Program	1
Landscapes: State of knowledge papers	Medium length papers that scope current knowledge on an issue related to violence against women and their children. Papers draw on empirical research produced under ANROWS research program, and/or practice knowledge	19
Compass: Research to practice and policy papers	Concise papers that summarise key findings of research on violence against women and their children, including research produced under ANROWS research program, and provide advice on the implications for policy and practice	4
Insights	ANROWS work including submissions, speeches, presentations and multimedia publications	3
Fast Facts: Quick reference sources	Key facts and figures on topics related to violence against women and their children (developed in conjunction with Our Watch).	2
Footprints: Quarterly publication	Thematic publication focussed on communicating new, innovative and emerging research, policy and practice addressing violence against women and their children	4
Total		33

Source: ANROWS

As the ANROWS commissioned research projects progress, the number of Compass and Horizons publications will increase.

¹⁰ At January 2016.

ANROWS also produces **Notepad**, an e-publication distributed on a fortnightly basis which provides an overview of the latest research, events, training, stakeholder news and issues in the media. It is sent via e-mail to approximately 2000 ANROWS subscribers¹¹.

The ANROWS publication types follow the ANROWS brand and have a distinctive and unique theme, sharing a common design language and logo.

3.2 ANROWS Partners

In establishing the research program, ANROWS has partnered with organisations across Australia, including tertiary institutions, non-government organisations and consulting firms. The range of ANROWS research partners is provided in Table 8.

Table 8. ANROWS Partners

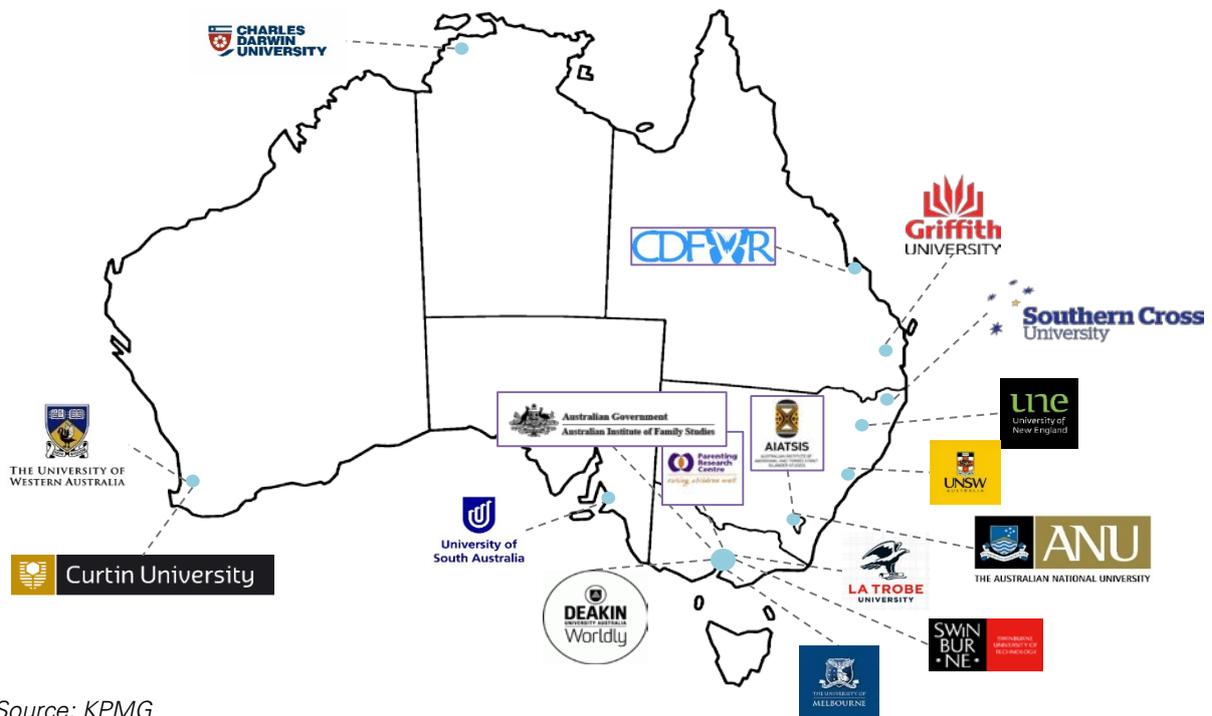
Publication	Tertiary Institution	Government Organisation	Non-government organisations
Landscapes Compass Horizons	<ul style="list-style-type: none"> • Australian National University • Charles Darwin University • Curtin University • Deakin University • Griffith University • La Trobe University • Southern Cross University • Swinburne University of Technology • University of Melbourne • University of New England • University of New South Wales • University of South Australia • University of Western Australia 	<ul style="list-style-type: none"> • Australian Institute of Family Studies • Australian Institute of Aboriginal and Torres Strait Islander Studies 	<ul style="list-style-type: none"> • Parenting Research Centre • The Queensland Centre for Domestic and Family Violence Research (CFDFVR) • Bluett-Boyd Consulting
Insights	<ul style="list-style-type: none"> • London Metropolitan University • RMIT University • University of New South Wales • University of Queensland 	<ul style="list-style-type: none"> • Australian Law Reform Commission 	

Source: KPMG and ANROWS

Figure 2 indicates the location of the ANROWS research partners. ANROWS has achieved national coverage, working with partners in every state and territory on the Australian mainland. At this stage, research partners are yet to be commissioned in Tasmania and far north Queensland. There is an opportunity to expand research into these geographic areas, should applications be received from tertiary institutions or other bodies in these locations.

¹¹ This is an approximate figure and was provided in consultation.

Figure 2. ANROWS Partners



Source: KPMG

3.3 ANROWS Review and Publication Process

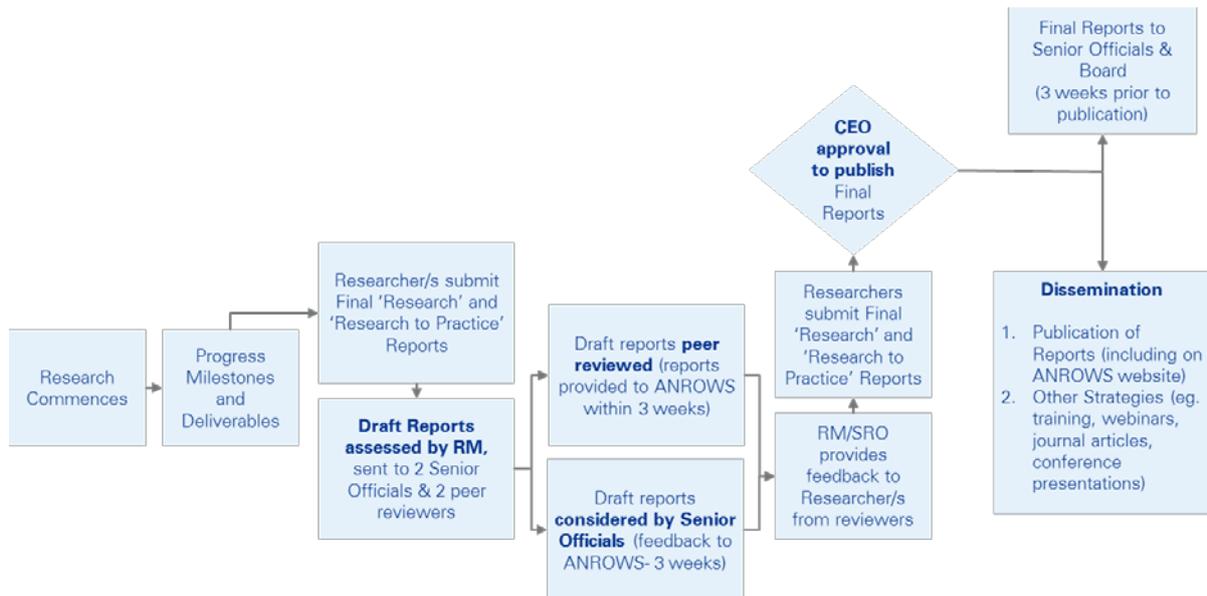
The ANROWS Board has established a comprehensive, detailed and rigorous publication process. For each research project, ANROWS employs a peer review with two peer reviewers per publication. Both are required to be 'absolute experts'¹², with one an academic and the other a jurisdictional representative or service provider. In addition, feedback is provided by the ANROWS network of senior research officials.¹³ On completion of the peer review, each piece of research is subjected to a further four-stage process: firstly, the Senior Research Officer completes a peer review document; secondly, researchers submit further information and Senior Research Officers assess that key performance indicators have been completed; thirdly the document is sent to the Senior Research Manager who conducts a full read and review and signs off for publication; and lastly the ANROWS CEO conducts a final review, exercising the right to publish (as delegated by the Board). Prior to publication, there is a three week window for ANROWS to advise Ministers in case of adverse findings in the research.

ANROWS review and publication process is detailed in Figure 3, overleaf.

¹² ANROWS Staff Consultation, 2015.

¹³ ANROWS Staff Consultation, 2015.

Figure 3. ANROWS Review and Publication Process



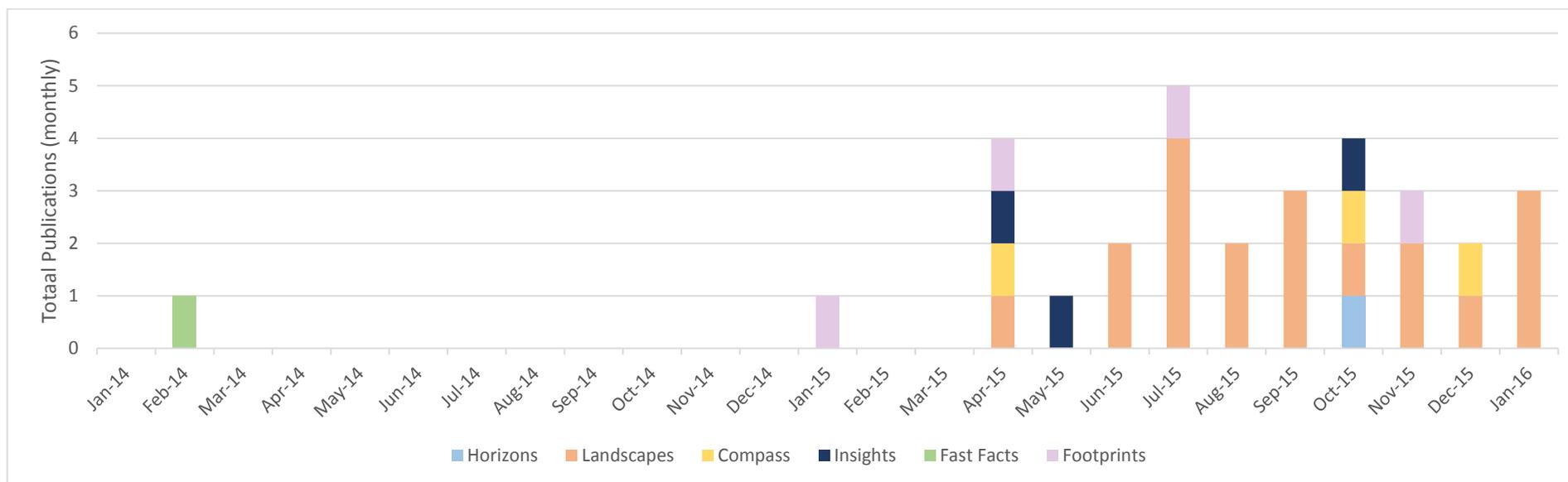
Source: ANROWS

In 2014, ANROWS first full calendar year of establishment, a single 'Fast Facts' note was released. Since then, the release of ANROWS publications has steadily risen. From June 2015, ANROWS has released a Landscapes paper every month.

In October 2015 the first ANROWS Horizons paper, *Violence against women in Australia: Additional analysis of the Australian Bureau of Statistics' Personal Safety Survey (PSS), 2012*, was released. The PSS is the most comprehensive quantitative sample survey in Australia of all forms of interpersonal violence and was completed by over 17,000 men and women. The ANROWS Horizons report provided additional analysis of the data, generating several hundred new statistical items related to violence against women. Almost all of the data generated by ANROWS analysis was new with the information and data tables presented in formats readily available for the general public.

Figure 4 below chronicles the release of ANROWS publications over the life of the organisation. As described above, the release of ANROWS publications reflects the structure of the Research Program. As the first contractual deliverable, the Landscapes papers have comprised the majority of the publications to date. However, as the Research Program progresses, additional Compass and Horizons publications will be released.

Figure 4. ANROWS Publications Timeline¹⁴



Source: KPMG

¹⁴ ANROWS commenced in July 2013. The publications timeline relates to the time from which ANROWS commenced production of research outputs.

4. Delivering high quality, innovative and relevant research

ANROWS' progress in this area encompasses a range of external relationships and processes, as well as the research the organisation conducts. They include the extent to which ANROWS is working towards becoming Australia's specialist research centre in domestic, family and sexual violence, the scope and comprehensiveness of the research program, the research partners, and its funding status.

Key efforts

Efforts to deliver high quality, innovative and relevant research include:

- Transition and consolidation of clearinghouse functions to ANROWS, with ANROWS adopting six knowledge translation and exchange functions (detailed in Section 2.1 above)
- Development of the National Research Agenda and identification of strategic research themes through a consultative and inclusive process (discussed in Section 2.2 above)
- Development and execution of the \$3.5 million ANROWS Research Program 2014-16 (discussed in Section 2.3 above), with the creation of peer assessor panels
- Establishment of project relationships with twenty research partners including tertiary institutions (discussed in Section 3.2 above)
- Establishment of research processes.

Discussion

The Review has found evidence that ANROWS is succeeding in establishing and embedding a high quality, innovative and relevant research programs. The Review notes that at both the governance and organisational level, ANROWS representatives consider that a rigorous and independent research program has been established, and noted the partnerships established across Australia.

ANROWS has established a peer review system that was viewed as a strength by stakeholders, as discussed in Section 3.3 above. ANROWS considers that the peer review system provides 'academic rigour, empirical rigour and policy to practice feedback'¹⁵. The Review was advised in stakeholder consultations that the processes had generated confidence across the sector.

Stakeholder feedback to the Review indicates widely held views that the ANROWS research program is relevant to policy-makers, practitioners and the community. This was demonstrated through the development of the National Research Agenda, as discussed in Section 2.2 The Review considers that these views have arisen as a result of the process ANROWS undertook to establish the Research Program. The process was seen to be consultative and inclusive, and generated confidence within the sector that ANROWS was undertaking research that is relevant.

Nevertheless, stakeholders commented that the research produced to date was difficult to practically implement due to its depth and length. Numerous practitioners held the view that while topics were relevant to their work, it was challenging to devote the time necessary to reading the published material. It was suggested that ANROWS publish shorter, succinct papers to provide practitioners with accessible information they could adopt in their daily practice. While ANROWS published only two Compass papers, it was noted that they were not as accessible or as readable as stakeholders required. In contrast, one stakeholder mentioned that previous publications from the former Clearinghouses were far more succinct as they had summarised their research into bullet points on a double-sided A4 piece of paper. It was suggested ANROWS should focus on providing similarly brief summaries. Such efforts would be consistent with ANROWS stakeholder

¹⁵ Interview with ANROWS Board member

engagement strategy which states that ANROWS should aim for plain English reports and resources.

ANROWS has several research projects underway that relate to the experiences of often-marginalised communities. Examples include the research being undertaken in CALD communities, and the research focusing on improving the quality of data on violence against women with disabilities. In relation to Aboriginal and Torres Strait Islander women, ANROWS has commissioned a meta-evaluation of violence against women (in partnership with the University of Western Australia, Bluett-Boyd Consulting and Charles Darwin University), research on the specificity of violence against women in Aboriginal and Torres Strait Islander communities (in partnership with the University of Melbourne), analysis of mainstream responses to violence against women in Indigenous communities (in partnership with Griffith University) and research into violence against women in rural and remote communities with an Aboriginal and Torres Strait Islander component (in partnership with the University of South Australia). All projects are being undertaken in partnership with Indigenous individuals and organisations.

However, the Review received comments that ANROWS could focus more on the impact of violence for Indigenous women and their children, especially those in remote Australia.

The PEG provides evidence of ANROWS innovative approach to the research program. Established at the beginning of 2015-16, the PEG consists of 30 representatives from across the sector including: Aboriginal women with practice expertise on violence against women in Indigenous communities, practitioners with practice expertise specifically on CALD communities and violence against women, representatives from peaks and networks, practitioners working within specialist sexual assault service providers, specialist domestic and family violence services and the specialist women's health sector, as well as members working in the broader health sector. The aim of the PEG is to provide input and feedback on ANROWS research, and to create an ongoing 'policy-to-practice' communication process with PEG members providing input and advice on the design of future research projects and topics.

There is evidence that the PEG is being used as intended, e.g. input provided in developing the stakeholder strategy for the diversity data project. The establishment of the PEG has created an avenue for practitioners to be involved in the research process. In that regard, the PEG is a unique and original forum in the domestic, family and sexual violence field, and the Review considers that this has positive implications for the relevance and quality of research both underway and yet to be commissioned.

Stakeholders commented on ANROWS success in moving a disparate research base to a consistent, unified research program. This work is not complete however, and gaps in the program were identified in consultations, particularly in respect of the need for ANROWS to increase Indigenous expertise to address the deficit of information and research focussing on remote communities. In addition, participants pointed out the need for ANROWS to broaden its research efforts to include the effects of violence on the whole family and, in particular, the impact on children. Other areas for further investigation included research to address current knowledge gaps and service responses to victims with disabilities, older women and the LGBTIQ community.

Outcome

The Review considers that ANROWS is making progress in delivering high quality, innovative and relevant research. ANROWS partnerships with established, reputable institutions indicate that it has the preconditions in place to produce high quality research. There are clear and established research project management systems for ANROWS research projects: each research project has a clear lifecycle, with Landscapes, Horizons and Compass papers the required contractual deliverables. In addition, the spread of research partners indicates that ANROWS has achieved a national footprint.

The rigour of the process that was undertaken to establish strategic research themes and clear research priorities has generated a high level of confidence in the stakeholder sector that the

research that is being undertaken is both innovative and relevant, with previously under-researched or un-researched topics now in focus.

Issues

Notwithstanding the strengths of ANROWS research program, there are a number of issues for consideration. These include:

- The publication timeline, as displayed in Figure 7, has led to an increasing workload for the organisation, and in particular for the CEO and Senior Research Manager, which should have been anticipated. A recurring issue the Review encountered concerned the current workload of senior positions in ANROWS, with comments acknowledging the unsustainability of current working arrangements.
- It was noted that ANROWS did not initially establish page limits to its research publications, and in particular the Landscapes publications. This has resulted in unforeseen challenges in terms of managing timelines and publication dates as well as daily workload pressures for the staff body.
- Beyond the internal resourcing challenges, the length of research papers published to date has undermined the usability and 'take-up' of the research by the sector at large. This is an ongoing issue and requires attention as ANROWS disseminates its findings. Specifically, the length of publications and output of the research program is proving challenging for the intended audience, with the publication of research concentrated in the second half of 2015. The Review received numerous comments from, in particular, practitioners noting the lack of shorter Compass-like/Fast Facts publications that they could adopt and implement the findings of easily. (This is discussed further in the discussion of Goal 2.)
- ANROWS currently has no visibility of the use of the resource database, as the software does not permit ANROWS to record the number of user 'hits' or to identify trending topics. The clearinghouse function would benefit from having this capability.

Strategies for improvement

The Review has identified a number of strategies to address the issues listed above and assist ANROWS in further building on its progress in delivering high quality, innovative and relevant research. These include:

- Creation of a publications officer/editor role responsible for managing ANROWS research management system and operational matters. This would reduce the workload on ANROWS staff and free up time for the CEO to engage in public-facing, awareness raising endeavours.
- Clear guidelines on research publications including, as required, page limits, to assist in managing the publication schedule and audience appeal.
- Greater dissemination and promotion of shorter, policy-focused papers to assist practitioners in utilising the research findings in their daily practice. Other dissemination efforts incorporating a wider range of technology, including social media, promotion via other policy and practice focused websites as greater efforts to disseminate short videos on YouTube detailing the latest research findings.
- Greater use of the PEG to disseminate ANROWS research outputs amongst practitioners and the sector at large. For instance, this could include a separate, targeted PEG email distribution list to promote ANROWS research within their networks.
- Creation of a structured, research internship program for post-Doctoral fellows. This would assist ANROWS to provide greater in-house research and support efforts to build the evidence base. Research positions for Indigenous researchers would also provide increased training and

development opportunities as well as building the evidence base on strategies to reduce violence against women and children within Indigenous and remote communities.

5. Ensuring the effective dissemination and utilisation of research findings

Consideration of ANROWS performance in ensuring the effective dissemination and utilisation of research findings has included the extent to which policy makers, practitioners and other stakeholders are incorporating the findings of ANROWS research into their work. The Review notes that the ANROWS Research Program is still young, and that caution should be exercised in considering the effectiveness of the organisation's policy-to-practice process, as many projects are yet to publish their *Compass* policy-to-practice report. It is recommended that the following discussion is read with this in mind.

Key efforts

ANROWS has made a number of efforts towards embedding an effective policy-to-practice relationship between its research outputs, policy makers, and the practitioners in the violence against women sector.

Efforts to develop an effective knowledge translation and exchange function include:

- The ANROWS publication program, which is designed to produce a rolling schedule of publications from the research projects underway (discussed in in Section 3. 1)
- Establishment of the ANROWS Resources Database, providing access to a collection of resources including references from scholarly and practice-based reports, books, journal articles, conference papers and presentations, book chapters, DVDs and kits
- Convening a number of events hosting Professor Liz Kelly CBE (Co-Chair of the End Violence against Women Coalition UK) and Professor of Sexualised Violence at London Metropolitan University, Director of Child and Woman Abuse Studies Unit (CWASU)
 - Workshop: 'Key issues in sexual assault practice: Reflections and discussions from research' with participants from every state and territory including researchers, policy-makers and service providers as well as attendees from New Zealand and Timor Leste
 - Public lecture: 'Re-visiting the continuum of sexual violence in the 21st century'
- Recording a number of *inConversation* interviews, uploaded to YouTube. The conversation series is a dialogue between thought leaders on violence against women and their children. Uploaded content includes conversations between:
 - Professor Kelly speaking with Dr Anastasia Powell, Senior Lecturer in Justice and Legal studies at RMIT University
 - Professor Rosalind Croucher AM, President of the Australian Law Reform Commission, speaking with Professor Leigh Goodmark, Professor of Law, University of Maryland.
- Convening bi-monthly PEG teleconferences

Discussion

The Review found that at both the governance and organisational level, ANROWS is aware of its 'opportunity and responsibility' to provide national leadership in knowledge translation and exchange in the domestic, family and sexual violence field. There was also acknowledgement that ANROWS needs to build capacity in knowledge translation and exchange with one staff member commenting

*'ANROWS has an opportunity to develop its own version of what [knowledge translation and exchange] means with an engaged sector, and engaged researchers.'*¹⁶

In considering the effectiveness of ANROWS research in driving and contributing to policy and practice discussions, stakeholders noted the long-term effort required to achieve sustained knowledge translation and exchange. One often-cited example of ANROWS contributing to public discourse concerned the release of the Personal Safety Survey Report. Stakeholders noted that the additional and original analysis of the Australian Bureau of Statistics Data was quoted in the media and used by Government Ministers at public events.

There was evidence that ANROWS is being held back in establishing a knowledge translation and exchange function by inadequate infrastructure. For example, the database inherited from a former clearing house was originally designed for use in primary schools. ANROWS made use of the technology as it had been provided for free. Furthermore, the Review was advised of issues associated with the unfit-for-purpose inquiries management system, Salesforce. Salesforce was developed for use in a commercial environment to track the performance of sales representatives in reaching sales targets. The software does not meet either current or future needs, and presents a growing risk to the organisation as it is unable to support staff to work effectively. For example, the technology does not enable staff members to respond to queries in an integrated fashion, and multiple internal communications are required to overcome the structural barriers in the system and retrieve the required information. In addition, the system requires third party assistance to manage.

The Review found evidence that practitioner stakeholders considered there had been limited dissemination, considering the breadth and depth of the Research Program. With only two Compass papers published, and with the current publications predominantly consisting of Landscapes reports, stakeholders were keen to access research that was more applicable to their day-to-day roles. This was a consistent view amongst both stakeholders working in the sector and PEG members. Stakeholders were largely consistent in their view that ANROWS current research outputs were too large for them to use in a sustained and ongoing way.

To address this, it was suggested that ANROWS consider disseminating its research in more succinct forms. Some practical suggestions for knowledge translation and exchange were provided to the Review, e.g. one stakeholder who had distributed ANROWS research within their organisation and at local community forums suggested that it would be 'a bit more useful to have practice guidelines to go alongside the research evidence.'¹⁷ Another stakeholder suggested that one method to disseminate the 'overwhelming research' would be to develop a 'fortnightly or monthly webinar' as a synopsis of the research produced.¹⁸

The Review considers that these views should be read in the context of the current stage of many of the research projects. The recently published Landscapes and Horizons, papers are in-depth reports of the state of knowledge and the empirical research being undertaken. The Compass papers, which summarise the key findings and provide advice on the implications for policy and practice, will enable a more thorough assessment of ANROWS knowledge translation and exchange capabilities to be undertaken.

Outcome

The Review has found evidence that ANROWS has made progress towards achieving the goal of effective knowledge translation and exchange, but that the organisation is yet to demonstrate an embedded policy-to-practice approach. The Review notes that:

- Policy-to-practice processes have been created, and the PEG provides two-way opportunities for practitioner involvement in the research program. The ambitions of ANROWS and the PEG

¹⁶ ANROWS, Staff Member, 2015.

¹⁷ PEG Teleconference, 2016.

¹⁸ PEG Teleconference, 2016.

members are aligned, and PEG members are keen to see the PEG provide input into knowledge translation activities and dissemination of research outputs across the community.

- Policy makers and practitioners hold mixed views about ANROWS knowledge translation and exchange efforts. While ANROWS research is viewed positively, some stakeholders are impatient for output that they can 'use' and are calling for more succinct and focused outputs that can be incorporated into their day-to-day work.
- To date, the volume of policy-to-practice Compass papers has been limited, with implications for the uptake of ANROWS research. As the Research Program progresses an increased number of Compass papers will be released. This has the potential to address the policy-to-practice gap. In particular, the Compass papers should be used to inform education and training materials, such as toolkits and learning modules, for practitioners and the sector.

Strategies for improvement

The Review has identified the following strategies to support the effective dissemination and utilisation of research findings.

- A focus on producing briefer Compass-like publications earlier in the project cycle will make the ANROWS research more accessible, fostering greater uptake of ANROWS research. This has the potential to generate further interest and stoke demand within the sector, further aiding the dissemination process.
- Updating ANROWS back-office technology would greatly assist efforts to disseminate research. With fit-for-purpose software systems integrated into the organisation, the capacity to respond to inquiries from and provide support to policy makers, practitioners and service providers would substantially improve.
- Alternative methods of disseminating research include the creation of web-based materials such as webinars, and brief YouTube videos. In addition, podcasts with practitioners and researchers, which can be downloaded and replayed, have the potential to disseminate ANROWS research to dispersed audiences and could be considered as approaches for reaching a wider and time-stressed audience.
- Establishing regular video/teleconferences 'Q&A's' would likely provide an effective forum for practitioners to participate in and discuss the research produced. Set up on a periodic basis, such a forum would generate meaningful conversations between ANROWS and practitioners and strengthen the research-policy-practice nexus. Further, this is likely to grant ANROWS the opportunity to clarify and educate practitioners on the research findings. Such conversations could be held in conjunction with the launch of new research.

6. Building, maintaining and promoting collaborative relationships with and between stakeholders

ANROWS requirement to build, maintain and promote collaborative relationships with and between stakeholders stems from its efforts to become the central organisation in the field of research into women's safety.

The effective achievement of this goal includes ANROWS ability to support greater connection between and interaction among policy-makers and practitioners through a variety of forums and means including its work with the PEG, government stakeholders and more broadly through the participation in public events including national ANROWS conference.

Key efforts

ANROWS has made progress in promoting collaborative relationships with and between stakeholders and is providing leadership in achieving the outcomes established under the National Research Agenda.

Efforts have included:

- Convening the PEG, comprising 30 representatives from the specialist women's services sector, including peak bodies, and others providing first point of contact services for women (as detailed in Appendix 8.10)
- Establishment of the Networking Database comprising 510 members, including researchers, practitioners, community members and others interested in reducing the impact and incidence of violence against women (as discussed in Section 2.6).
- Promotion of National Research Agenda on Violence Against Women and their Children through meetings with the Australian Research Council, the National Health and Medical Research Council, the Australian Indigenous HealthInfoNet, Homelessness Australia, the National Disability Insurance Agency, and Our Watch
- Parliamentary submissions to national and state-level inquiries on domestic, family and sexual violence including:
 - Australian Senate Inquiry into Domestic Violence in Australia
 - South Australian Parliament's Social Development Committee Enquiry into Domestic and Family Violence
 - National Children's Commissioner: Examination of children affected by family and domestic violence (joint submission with AIFS)
 - Victorian Royal Commission on Family Violence.
- Conference presentations on the ANROWS research program both nationally and internationally including:
 - Restorative Justice, Responsive Regulation, & Complex Problems Conference, The University of Vermont, Burlington, Vermont, July 2014
 - Building evidence to support the reduction of violence against women and children (seminar), AIFS, Melbourne, Victoria, September 2014
 - DVNSW State Conference, Sydney, NSW, October 2014
 - Inaugural Asia-Pacific Conference on Gendered Violence & Violations, Gendered Violence Research Network (GVRN), Sydney, NSW, February 2015.

- Stakeholder engagement
 - Quarterly meetings with National Plan Senior Officials to provide an update on ANROWS work and discuss relevant issues
 - Maintenance of a networking database to encourage connection and collaboration between researchers, practitioners, policy-makers and other interested members of the community
- Organisation and holding of the inaugural Research Conference on Violence against Women and their Children in February 2016. The conference focused on translating ANROWS research into policy and practice with sessions covering projects under the Research Program. Key themes of the conference included; experience and impacts of violence against women; improving law and justice responses; addressing Indigenous family violence; advocacy and empowerment; and preventing perpetration.

Discussion

Stakeholders acknowledged the efforts of ANROWS in consulting, engaging with and seeking the input of, and feedback from, policy makers and practitioners. The process ANROWS undertook in establishing the National Research Agenda and the processes it has in place for the design of research projects were seen by stakeholders as highly consultative and inclusive, and appear to have generated significant goodwill for the organisation.

Stakeholder consultations revealed that while ANROWS is regarded as a leading organisation, it is also viewed as an organisation that is open to input from organisations and individuals with specialist knowledge and expertise. One example provided to the Review related to the Diversity Data project where stakeholders detailed the input they had provided in formulating the design of the project.

A further example described how ANROWS had sought engagement with stakeholders working in domestic violence within the LGBTIQ community. ANROWS engagement was described as a 'vastly more thoughtful and conscientious' process than had been experienced with other research bodies. In this instance ANROWS was regarded as a 'rare and consistent' organisation that had engaged the sector *before* a project had been built.

The Review noted that the PEG has promoted and supported knowledge networks between practitioners. PEG members described the collegiality, collaboration and networking opportunities that their PEG membership had provided. As one regional member explained, '*I'm up in [location removed] and we can feel isolated quite easily, however being a member of the PEG has helped me to feel part of the bigger picture.*' While this is a positive, there is an opportunity to improve the regional representation of the PEG members to sufficiently address the concerns of rural and remote communities when the current group comes up for renewal. Despite this, the PEG structure has connected people and enabled the sharing of ideas and experiences; this 'cross-pollination' was reported as allowing for 'richer and so much broader' conversations between members. Several PEG members commented that this is providing a more comprehensive picture of the efforts taking place within the sector. Similar comments were provided to the Review in relation to the Networking Database.

Stakeholders were positive in their feedback regarding ANROWS ability to build collaborative relationships with policy makers and practitioners. Practitioners commented in particular on the relationship building effect of the Notepad publication.

The Review noted that ANROWS engagement with policy makers occurs mainly through meetings with the senior officials group, and that inter-sector relationships and activities operate principally at a jurisdictional level, according to already established arrangements and protocols.

Outcome

ANROWS has made effective progress in building, maintaining and promoting collaborative relationships with and between stakeholders. Through its efforts in setting the NRA, developing the Research Program and establishing the PEG it has provided consistent, effective leadership in its advocacy for and support of the National Plan.

The response from practitioners and the sector at large indicates that there was a latent demand for this leadership and expertise. The response from the sector has been positive to the work of ANROWS, its contribution in leading national research efforts, and the open and inclusive leadership it has provided. This reflects the organisational structure and governance mechanisms that ANROWS has created to support collaborative and closer engagement with practitioners and policy makers.

Despite these strengths there is a need for continued focus to ensure that stakeholders, particularly from rural and remote Australia, remain engaged.

Strategies for improvement

The Review suggests the following strategies to further improve ANROWS relationships with the sector:

- There is an opportunity for ANROWS to improve the understanding of its research and broader efforts in the more remote parts of Australia. The Review notes that the current Board Directors include representatives from the Northern Territory, Western Australia and Queensland who may be able to provide advice in this regard.
- Consideration could be given to extending the current term of PEG members to a period of 18 to 24 months. Doing so would support the development of intra-sector collaboration.

7. Maintaining and building on the momentum

The Review has considered how ANROWS can maintain and build on the momentum to provide research services that support the implementation of the National Plan. The Review has noted ANROWS goal to become an efficient, effective and accountable organisation. Embedding effective internal processes are vital in achieving ANROWS strategic objectives. .

7.1 Summary

Summary

ANROWS has achieved progress since inception. It is led by an experienced Chair and Board who have provided stable and effective governance. The organisation has recruited staff with a track record in the area of domestic, family and sexual violence, though staff retention has arisen as a concern. This was reported as arising from funding uncertainty. A further difficulty arising from the funding uncertainty has been the inability of the organisation to make medium to long term commitments, such as securing longer-term accommodation.

ANROWS is currently wholly reliant on government funding. Some Board members and staff recognised alternative funding sources as an opportunity to support the organisation's growth, however identifying resources to pursue these opportunities had been difficult in a small organisation.

7.2 Operational concerns

ANROWS employs a small number of staff committed to the mission of the organisation and this is a strength of the organisation. Nevertheless there are a number of risks to the staff body that require further attention as the organisation continues to develop and mature.

7.3 CEO role

Responsible not only as the figurehead and leading the public profile of ANROWS, the CEO spends a significant portion of her time on internal tasks. In particular, she is involved in reviewing all research, prior to publication. As the ANROWS publication volume has increased, and in particular the *Landscapes* reports (see Figure 7), so too has the CEO workload. This increasing demand is on top of the daily recurring tasks that are required of a CEO. While the workload demands should have been anticipated, they nevertheless presents a risk to the organisation with the potential for CEO burn-out. Within the current structure of the organisation there are limited means to address this.

As ANROWS continues to progress the research agenda and extend its reach within the sector and more broadly, the external demands on the CEO role are likely to increase. It is important that this external aspect of the role is not compromised by internal demands, and that the organisation is not administratively compromised by the external pull on the CEO. To this end the weight of role of the CEO is likely to be eased by some additional administrative support.

7.4 Staff Retention

With a total staff of 8.2 FTE¹⁹ ANROWS performance as an organisation relies on this small staff group, as well as on the expertise of the researchers ANROWS has commissioned to undertake projects.

The organisation faces risks with regard to the staff body. Within a small staff body, the departure of one staff member equates to approximately 12 percent of the workforce. When turnover is higher, the

¹⁹ At December 2015

loss of institutional knowledge, expertise, and experience that is not quickly replaced could present risks to ANROWS effectiveness and ability to fulfil its research and strategic objectives.

7.5 Internal policies and procedures

The Review confirmed that ANROWS policies and procedures are in place. The organisation has in place appropriate governance measures including, strategic and operating plans, a range of operational policies, a risk management framework and a Board Charter. There was some evidence that role descriptions may require updating. This is not surprising in a new organisation where roles develop as the functions of the organisation are clarified and mature. Given the multiple competing priorities and responsibilities on the organisation, coupled with the small number of staff, clarifying the role descriptions may be beneficial.

7.6 Administrative systems

The Review was advised that ANROWS is operating with sub-optimal technology/administrative systems in place, as discussed previously. Both ANROWS office and back-office support functions require attention.²⁰

7.7 Facilities

The Review observed that ANROWS was operating in temporary office accommodation that is not fit for purpose. The Review was advised, at the time of consultations, that ANROWS was unable to enter into an accommodation lease until future funding arrangements were confirmed.

7.8 Funding model

The Review notes that ANROWS is currently wholly reliant on government funding to sustain its operations. This was raised as a common concern among Board members given the current operating environment and the risks this poses to the organisation's future.

ANROWS has taken steps towards securing a more sustainable funding model. In the last year it has established deductible gift recipient (DGR) status and has established a research fund Board sub-committee.

7.9 Governance

The ANROWS Board comprises both Independent Directors and Government nominated Directors appointed for varying terms. Both the Chair and the Independent Directors are appointed for four year terms. The Commonwealth Director is appointed for three years, and the State or Territory appointed Directors are appointed for two year terms.²¹ The Constitution requires that at least two of the Independent Directors appointed to the Board 'must have research expertise in the fields of sexual assault or domestic and family violence.'²² In total, the Board must consist of 10 Directors comprised of 1 Chairperson, 1 Commonwealth Director, 3 State or Territory Directors, and 5 Independent Directors.²³

The ANROWS Board is providing expert, stable and strategic leadership. Comprising people expert in and committed to tackling the issue of domestic and family violence and sexual assault, the Board is a strength of the organisation and is effective in supporting ANROWS to achieve its goals. The Board Chair brings significant expertise in the area and has played a leading role in the establishment of

²⁰ At the time of the Review's consultations (December 2015), ANROWS was operating with a degree of uncertainty regarding its future funding arrangements. As such, it was unclear what strategies had been developed to address the inferior administrative systems.

²¹ ANROWS Constitution, 20 November 2015

²² Ibid, (s) 44.3(5)

²³ Ibid, S 40

ANROWS. As ANROWS has emerged from its establishment phase, the Chair and the Board as a whole have appropriately distanced themselves from operational concerns. This has ensured that management and staff are both empowered and equipped to fulfil their operational responsibilities and further promote ANROWS research agenda.

7.9.1 Board sequencing

Effective Board performance impacts on ANROWS organisational performance. At current rotation cycles, the three state and territory appointed Directors' terms are due to expire at the beginning of 2017, as displayed in Figure 4 overleaf. While this is not a pressing concern, this could present a risk if additional Board members were to depart at the same time. Staggering Board appointments would protect against loss of expertise and corporate knowledge.

7.9.2 Appointment process

ANROWS Board appointment process is clearly defined under the Constitution. With a maximum of 10 Board Directors, including government appointed and Independent Directors with certain skills, three positions remain for the Board to address skills shortages. The Review considers that this provides sufficient flexibility for the Board to identify additional Directors to fill any skills gaps.

Figure 5. Board Member Terms

Board Member Terms						
Board Member	2013	2014	2015	2016	2017	2018
Anne R. Edwards AO (Chair)						
Noelene Swanson (NT)						
Cathy Taylor (QLD)						
Kay Benham (WA)						
Dr Roslyn Baxter (CTH)						
Dr Melanie Heenan						
Victoria Hovane						
Shirley Slann						
Ian Ward-Ambler						

	Chair
	Government Appointed Director
	Independent Director (Research Expertise)
	Independent Director

Source: KPMG

7.10 Strategies to improve ANROWS operational effectiveness

The following table provides a summary of the operational and governance issues with strategies to address them.

Table 9. Improving ANROWS Operational Effectiveness

Operational Issue	Strategy
Complexity of the CEO role	<ul style="list-style-type: none"> Provision of some additional administrative support to manage administrative processes and internal arrangements
Facilities	<ul style="list-style-type: none"> ANROWS requires fit-for-purpose accommodation
Technology	<ul style="list-style-type: none"> ANROWS requires fit-for-purpose technology. Implementation of cloud-solutions to replace the manual back-up process, and an integrated information management system would improve ANROWS ability to support its research efforts, respond to requests for information and reduce the current dependence on key staff members.

Source: KPMG

Table 10. ANROWS Governance

Governance Issue	Strategy
Board Sequencing	<ul style="list-style-type: none"> Staggering the appointment of Board Directors will minimise any risk of loss of corporate knowledge.

Source: KPMG

8. Appendices

8.1 ANROWS Consultations

8.1.1 ANROWS Board Directors

Name	Position/Representative
Anne R. Edwards AO	Board Chair
Noelene Swanson	Northern Territory
Cathy Taylor	Queensland
Kay Benham	Western Australia
Dr Roslyn Baxter	Commonwealth
Dr Melanie Heenan	Independent Director
Victoria Hovane	Independent Director
Shirley Slann	Independent Director
Ian Ward-Ambler	Independent Director
Louise Hicks	Company Secretary

8.1.2 ANROWS Staff

Name	Position
Heather Nancarrow	CEO
Dr Trishima Mitra-Kahn	Senior Research Manager
Dr Peta Cox	Senior Research Officer
Dr Ann Deslandes	Senior Research Officer
Jessica Gregory	Communications and Media Officer
Jennifer Novak	Information Management Officer

8.1.3 PEG Members (Consulted)

Name	Position
Jude Marshall	Service Manager, Domestic Violence Resource Service, Mackay and Region
Alison Macdonald	Policy and Program Manager, Domestic Violence Victoria
Dr Adele Murdolo	Executive Director, Multicultural Centre for Women's Health
Moo Baulch	CEO, Domestic Violence NSW
Pauline Woodbridge	Coordinator, North Queensland Domestic Violence Resource Service
Liz Snell	Law Reform and Policy Coordinator, Women's Legal Services NSW
Maya Avdibegovic	CEO, inTouch
Ruth Bamford	Specialised Family Violence Coordinator, CatholicCare Tasmania Family Services
Kylie Woodward	Executive Officer, Victims of Crime Commissioner ACT
Dr Gavi Ansara	Manager of Research and Policy at the National LGBTI Health Alliance

Name	Position
Kylie Dowse	Service Delivery Manager, Domestic and Family Violence Specialist Services

8.1.4 PEG Members (Invited, but who did not participate in consultations)

Name	Position
Antoinette Braybrook	CEO, Aboriginal Family Violence Prevention & Legal Service
Mary Cowley	CEO, Aboriginal Family Law Services WA
Dorinda Cox	Director, Inspire Change Consulting Group
Shirley Slann	Risk Assessment Management Panel Coordinator, Eastern Domestic Violence Service
Dr Eman Sharobeem	CEO, Immigrant Women's Health Service
Kelly Bannister	CEO, Australian Women's Health Network
Carolyn Fromhader	Executive Director, Women With Disabilities Australia
Diane Mangan	CEO, Domestic Violence Connect
Jo Sheehan Patterson	CEO, Mallee Sexual Assault Unit Inc
Sue Underhill	Director of Services, Southern Domestic Violence Service Inc
Lynn Berger	Senior Social Worker, Yarrow Place, Rape and Sexual Assault Service
Samantha Bowden	Consultant, best practice based response to and prevention of sexual assault
Jackie Burke	Clinical Director, Rape & Domestic Violence Services
Alison Fonseca	Clinical Manager, Gippsland Centre Against Sexual Assault
Rodney Vlasis	Manager, No To Violence
Dr Alison Evan	Executive Officer, Women's Community Health Network WA
Rhonda Garad	Health Promotion Manager, Women's Health in the South East
Paula Mance	National Policy Manager, Relationships Australia
Jodie Sloan	Program Manager/Deputy CEO, Victim Support Service SA

8.2 National Workshops

8.2.1 Government Workshops Consultation Schedule

Date	Government	No. of Participants
1/12/2015	Queensland	13
11/12/2015	South Australia	15
14/12/2015	Tasmania	11
15/12/2015	Northern Territory	9
17/12/2015	New South Wales	9
17/12/2015	Western Australia	11

Date	Government	No. of Participants
18/1/2016	Australian Capital Territory	19
18/1/2016	Victoria	11
Total		98

Queensland Government – Monday 1st December 2015

Attendee	Department	Apologies
Mel Dwyer (on behalf of Andrew Ross)	Public Safety Bureau Agency (PSBA), representing police	Kylie Stephen – Department of Communities
Peter Evans	Department of Housing and Public Works	Barb Shaw – Department of Communities
Natasha Boyle	Department of Housing and Public Works	Josephine Rinaudo – Department of Communities
Abigail Reid	Disability Services	Deanne Minnicon – Department of Aboriginal and Torres Strait Islander Partnerships
Michelle Weaver	Department of Justice and Attorney General	Marjorie Weber – Department of Aboriginal and Torres Strait Islander Partnerships
Melissa Corser	Department of Education and Training	
Chris Loos	Department of Education and Training	
Donna O’Shea	Multicultural Affairs Queensland	
Gabe Scattini	Department of Communities	
Sarah Stamp	Department of Communities	
Hannah Dibley (on behalf of Michelle Parker)	Department of Premier and Cabinet	
Sue Chamley	Department of Social Services	
Christine (last name unknown)	Department of Social Services	

South Australia – Friday 11th December 2015

Attendee	Department	Apologies
Annie Francis	Department for Communities and Social Inclusion	
Katrina Dee	Yarrow Place Rape and Sexual Assault Centre	
Sue King	Corrections	
Joanna Martin	Attorney-General's Department	
Kristina Birchmore	Department of Health	
Paul Bennetts	Department of Social Services	
Sarah Fletcher	Attorney-General's Department	
Kellie Tillbrook	Attorney-General's Department	
Suraya Naidoo	Department for Communities and Social Inclusion	
Henry Pharo	The Department for Correctional Services	
Tricia Spargo	Attorney-General's Department	
Carol Shard	Department for Communities and Social Inclusion	
Matthew Sanderson	Department of Premier and Cabinet	
Simona Marty	(unknown)	

Tasmania – Monday 14th December 2015

Attendee	Department	Apologies
Anita Doig	Department of Education	
Amanda Johnson	Department of Justice	
Jane Fleming	Department of Health and Human Services	
Louise Schoe	Department of Social Services	
Toni Rowley	Department of Social Services	
Amy Robertson	Department of Premier and Cabinet	

Attendee	Department	Apologies
Pip Shirley	Department of Premier and Cabinet	
Anita Griffin	Department of Education	
Bek Davis	Department of Police, Fire and Emergency Services	
Brett Berry	Department of Police, Fire and Emergency Services	
Brook Teale	Department of Premier and Cabinet	

Northern Territory – Tuesday 15th December 2015

Attendee	Department	Apologies
Deborah Butler	Department of Health	
Jason Bonson	Office of Men's Policy	
Joanne Stringer	Department of Justice and Attorney-General	
Tim Price	Department of Social Services	
Suzanne Everingham	Office of Women's Policy	
Kadeja James	DFV in Department of Children and Families	
Lesley Miller	Department of Housing	
Dawna Turne	Department of Housing	
Nike Petrou	DV Directorate (Department of Justice)	

New South Wales – Thursday 17th December 2015

Attendee	Department	Apologies
Alexandra Mattinson	Women NSW	
Carolyn Thompson	Women NSW	
Lindsay Blount	Department of Social Services	
Paul Cramer	Department of Social Services	
Annie Chapman	Department of Social Services	
Christie Robertson	Family and Child Services	

Attendee	Department	Apologies
Genelle Warne	NSW Police	
Reynato Reodica	Department of Education	
Danielle (last name unknown)	NSW Health	

Western Australia – Thursday 17th December 2015

Attendee	Department	Apologies
Robyn Antenucci	Department of Justice	Mental Health Commission
Elke Browne	Department of Aboriginal Affairs	Department of Local Government and Communities
Michael Hovane (on behalf of Julie Jackson)	Legal Aid WA	Department of Housing
Megan Rimes (on behalf of Coosje Griffiths)	Department of Education	
Astrid Kalders	Corrective Services	
Jenny O'Callaghan	Department of Health	
Silvana Green	Commonwealth Department of Human Services	
Rita (last name unknown – on behalf of Helen Maddocks)	Office of Multicultural Interests	
David (last name unknown – on behalf of Wendy Murray)	Disability Services Commission	
Carol Pulford	WA Police	
Sherrilee Mitchell	Department of Child Protection and Family Services	

Australian Capital Territory – Monday 18th January 2016

Attendee	Organisation	Apologies
Christine Long	Community Health Program, Division of Women, Youth and Children, Health Directorate	
Austin Kenney	Child and Youth Protection Services	
Maureen Sheehan	Community Services Directorate	
Anne Jenkins	Housing ACT, Community Services Directorate	

Janet-Lee Hibberd	Community Corrections, Justice and Community Safety Directorate	
Philip Kellow	Justice and Community Safety Directorate	
Vanessa Little	Territory and Municipal Services Directorate	
Leon Larkin	ACT Corrective Services	
Joyce Fleur	Health	
John Hinchey	Victim Support ACT	
Claire Barbato	Community Services Directorate	
Bridie Doyle	Office for Women, Community Services Directorate	
Chrystina Stanford	Canberra Rape Crisis Centre	
Joe Hutchinson	Tuggeranong Child and Family Centre	
Tej Kaur	Melaleuca Place	
Robin Butler	DSS Family Safety Taskforce	
Laura (last name unknown)	Women's Health Services	
Vicki Parker	Justice and Community Safety	
Joanna Price Murray	(unknown)	

Victoria - Monday 18th January 2016

Attendee	Department	Apologies
Dannii de Kretser	Department of Premier and Cabinet	
Camilla Macdonell	Office of Multicultural Affairs and Citizenship, Department of Premier and Cabinet	
Marcus Stewart (on behalf of Rachel Davis)	Office of Aboriginal Affairs Victoria, Department of Premier and Cabinet	
Anna Malbon	Department of Education and Training	
Annette Laidler	Department of Education and Training	

Fiona Dowsley	Crime Statistics Agency	
Frances Jackson	Department of Treasury and Finance	
Sonia Tobolov	Department of Treasury and Finance	
Julie Warren	Department of Health and Human Services	
Kate Blanch	Department of Premier and Cabinet	
Ross Porter	Victoria Police	

8.2.2 Non-Government Organisation Workshop Schedule

Non-Government Workshops Consultation Schedule Date	State	No. of Participants
10/12/2015	Queensland	11
14/12/2015	Tasmania	6
15/12/2015	Northern Territory	8
17/12/2015	New South Wales	14
17/12/2015	Western Australia	15
18/1/2016	Australian Capital Territory	8
27/1/2016	Victoria	16
4/2/2016	South Australia	13
Total		91

Queensland – Thursday 10th December 2015

Attendee	Organisation	Apologies
Shelly Bradford	Centrecare Safer Families Support	
Stephanie Anne	(unknown)	
Victoria (last name unknown)	WWILD	
Kathy Faulkner	(unknown)	
Karen Aspinall	Laurel House	
Louse Judge	Trustees of the Roman Catholic Archdiocese of Brisbane	

Belinda Lideall	(unknown)	
Linda Ann-Northey	Working Against Violence Support Service and Ending Violence Against Women Queensland	
Beck Sherman	(unknown)	
Belinda Liddell	(unknown)	
Stacey Ross	(unknown)	

Tasmania – Monday 14th December 2015

Attendee	Organisation	Apologies
Gillian Long	Migrant Resource Centre and the Phoenix Centre	
Jill Maxwell	Sexual Assault Support Services	
Pauline van Adrichem	Women's Legal Service	
Janet Saunders	Hobart Women's Shelter and Warrawee Women's Shelter	
Elena (name unknown) representing Yabbo Thompson	Migrant Resource Centre	
Toni Rowley	Department of Social Services	

Northern Territory – Tuesday 15th December 2015

Attendee	Organisation	Apologies
Joanne Lau	North Australian Aboriginal Family Violence Legal Service	
Vanessa Lathlam	Top End Legal Service	
Isabella (last name unknown)	Top End Legal Service (intern)	
Nina Lamos	YWCA of Darwin	
Fiona Crick	Department of Social Services	
Alex (last name unknown – on behalf of Jayne Lloyd)	Catholiccare	
Anya (last name unknown – on behalf of Kerry Boswell)	Somerville Community Services	
Samantha (last name unknown on behalf of Meryl Gee)	Ruby Gaea Darwin Centre Against Rape	

New South Wales – Thursday 17th December 2015

Attendee	Organisation	Apologies
Kai Noonan	Aids Council of NSW	
Clare McHugh	Early Childhood Australia	
Janet Loughman	Women's Legal Services NSW	
Daniel Witthaus	No To Violence and the Men's Referral Service	
Tibor Mokany	Baptistcare NSW and ACT	
Karen Willis	Rape and Domestic Violence Services Australia and 1800RESPECT	
Mary Haiek (on behalf of Rosemary Hamill)	Barnardos Australia	
Janet Henegan	CatholicCare	
Patrick Deegan (on behalf of)	Northern Rivers Social Development Council	
Kerrie McFadden	Relationships Australia NSW	
Rebecca Gray (on behalf of Joanna Quilty)	Relationships Australia NSW	
Lindsay Blount	Department of Social Services	
Paul Cramer	Department of Social Services	
Bronwyn Evans	Department of Social Services	

Western Australia – Thursday 17th December 2015

Attendee	Organisation	Apologies
Heidi (last name unknown)	Women's Law Centre	
Kate Jeffries	Communicate	
R West	Centrecare	
Leanne Baron	Starick	
(Unknown)	Aboriginal Family Legal Service	
Anne Moore	The Lucy Saw Centre	
Angela Hartwig	Women's Council for Domestic and Family Violence Services	

Naava Brooks	Salvation Army	
Yolanda Strauss	Womens Health and Family Services	
Deborah Edwards	Department of Social Services	
Alison Evans	(Unknown)	
Simone Clinch-Moore	(Unknown)	
Daniel Morrison	(Unknown)	
Catherine Wilson	(Unknown)	
Donna Chung	(Unknown)	

Australian Capital Territory – Monday 18th January 2016

Attendee	Organisation	Apologies
Zoya Patel	YWCA Canberra	
Greg Aldridge	Canberra Men's Centre	
Marcia Williams	Women's Centre for Health Matters	
Robyn Martin	Beryl Women's Refuge	
Sue Salthouse	Women with Disabilities ACT	
Susan Clarke-Lindfield	Toora House	
Michael Costigan	Tara Costigan Foundation	
Sandra (last name unknown)	Migration Services	

Victoria – Wednesday 27th January 2016

Attendee	Organisation	Apologies
Cathy Humphreys	The University of Melbourne	
Fiona McCormack	Domestic Violence Victoria	
Kate Colvin	Council to Homeless Persons	
Elise Thomas (on behalf of Andrew Gargett)	Aboriginal Family Violence Prevention and Legal Service	
Stephanie Rich	Women's Health West	
Mischa Barr	Women's Health Victoria	
Angelika Jayaram	Safe Steps	

Attendee	Organisation	Apologies
Nathan De Guara	No to Violence	
Pasanna Mutha-Merenegge	Women's Legal Service Victoria	
Sara Kearney	Our Watch	
Emma Partridge	Our Watch	
Gayle Correnti	Berry Street	
Phil Cleary	Advocate	
Emma Gierschick	Advocate for children with special needs	
Renee Imbesi	VicHealth	
Leah Hickey	Children's Court of Victoria	

South Australia – Thursday 4th February 2016

Attendee	Organisation	Apologies
Sandra Dann	Working Women's Centre	
Cheryl Axelby	Aboriginal Legal Rights Movement	
Tamara Stewart-Jones	Multicultural Youth SA	
Mary OatWay	DSS	
Jill Davidson	Shine SA	
Katrina Dee	Yarrow Place Rape and Sexual Assault Service	
Craig Rigney	Kornar Winmil Yunti	
Claire Tatyzo	YWCA	
Tony Waters	OARS	
Susie Smith	Limestone Coast Domestic Violence Service	
Cynthia Caird	Migrant Resource Centre	
Sumbo Ndi	Relationships Australia SA	
Mergo Ray	Relationships Australia SA	

8.3 Review methodology

This review has considered the work of ANROWS against the questions set out in Section 1.1 above. These questions align with the ANROWS strategic plan.²⁴ The Review considered how ANROWS is using research to influence policy and to improve service delivery.

The review involved four investigative and data gathering activities:

- An examination of relevant documentation
- Consultation with the ANROWS Board, management and staff
- Consultation with the ANROWS Practitioner Engagement Group (PEG)
- Consultation with Government and NGO/community stakeholders.

The review was conducted over the period from September 2015 to February 2016.

8.4 Document Review

Documents examined for this review included ANROWS publications and key ANROWS policies, and procedures related to:

- The structure and governance of the organisation, including the ANROWS Constitution
- ANROWS strategic documentation, including the National Research Agenda to Reduce Violence against Women and their Children, ANROWS Three Year Strategic Plan, ANROWS Research Program 2014-16, and ANROWS Annual Report 2014-15, ANROWS Funding Agreement
- Selected ANROWS publications including *Horizons*, *Landscapes*, and *Compass* papers.

8.5 Stakeholder consultations

Consultations with the ANROWS Board members were conducted on a one-to-one basis through face-to-face meetings and teleconference meetings.

Consultations with the ANROWS CEO, Office Manager, Research Manager and staff were conducted via face-to-face interviews or by focus group.

Consultations with members of the Practitioner Engagement Group (PEG) were conducted by teleconference.

Consultations with government and non-government stakeholders occurred during workshops conducted for the Evaluation of the Second National Action Plan. The workshops were held from December 2015 to February 2016. 98 people attended the government workshops with a further 91 attending the non-government workshop. Questions about ANROWS and the utility of the research formed one element of these workshops, and can be found at Appendix 8.16.

ANROWS works with a wide range of stakeholders including; current and future funders, domestic, family and sexual violence services, providers, primary prevention organisations, peak bodies and researchers. Their engagement with stakeholders is underpinned by the following core principles:

- Input from victims/survivors of domestic, family and sexual violence, and their children, is welcome and encouraged;
- The National Research Agenda is the source of ANROWS research priorities;
- Funders contribute to ANROWS to ensure the development of evidence based policy, programs and service delivery for improved outcomes across Australia;

²⁴ ANROWS, Three-Year Strategic Plan

- Stakeholders, including funders, have knowledge and access to resources that can support the development and implementation of ANROWS research projects
- Engagement strategies are focussed according to stakeholders' needs and expectations; and
- ANROWS exercises its independence in the publication and promotion of research findings.²⁵

8.6 About ANROWS

ANROWS is a not-for profit national research organisation established in 2013. Officially launched on 16 May 2014 ANROWS has been established to undertake research addressing the high rates of domestic, family and sexual violence against women and their children, and improving outcomes for victims.

ANROWS was established to:

- lead national efforts to enhance the research base in the areas of domestic violence, family violence and sexual assault across research, education and service delivery organisations, to support the National Plan;
- focus on translating evidence into information to support ongoing improvements in the work of practitioners;
- help inform policy development and service delivery responses; and
- influence the broader national research agenda across affiliated areas of study, such as homelessness and child protection.

The principal activity of ANROWS is the reduction of violence against women and their children by facilitating research that develops and expands the understanding of domestic violence and sexual assault as specific forms of violence against women. This includes identifying measures and interventions that prevent violence against women, stop re-offending, promote the best interests of women and their children, and enable recovery from domestic violence and sexual assault.²⁶

ANROWS mission is to deliver relevant and translatable research evidence which drives policy and practice leading to a reduction in the levels of violence against women and their children. To achieve its mission, ANROWS has four goals. They are:

1. To deliver high quality, innovative and relevant research
2. To ensure the effective dissemination and utilisation of research findings
3. To build, maintain and promote collaborative relationships with and between stakeholders
4. To be an efficient, effective and accountable organisation.

8.7 Funding

Jointly funded by the Commonwealth and all state and territory governments of Australia, which are members of the company, ANROWS received initial funding under three grants.

ANROWS core funding of \$3.0 million per annum for the period of 1 July 2013 to 30 June 2016 is provided by the Commonwealth and all state and territory governments on a pro-rata, cost sharing basis.²⁷ This stream of funding is for ANROWS to provide research services reflecting the National Research Agenda to Reduce Violence against Women and their Children and is prioritised in consultation with the jurisdictions.

²⁵ ANROWS, accessed from <http://anrows.org.au/about/stakeholders> on Monday 21 March, 2016.

²⁶ ANROWS. Annual Report, 2014-15.

²⁷ ANROWS Annual Report, 2013-14.

The Commonwealth government has provided two additional grants to ANROWS:

- a one off establishment grant of \$1.0 million to assist with operational funding concerns; and
- a grant of \$1.0 million per annum for three years, for research on interventions with perpetrators of violence against women and their children. It is expected this research will support jurisdictions with the implementation of perpetrator intervention outcome standards currently being developed by the Commonwealth and the states and territories.²⁸

In Financial Year 2014-15, the Victorian Government provided a grant of \$500,000 for the development of a Family Violence Index.²⁹

8.8 Operating model

ANROWS operating model comprises three overlapping elements; knowledge production, knowledge translation and exchange, and leadership. The ANROWS operating model is provided in Figure 6 below.

Figure 6. ANROWS Operating Model



Source: ANROWS

The elements are designed to efficiently achieve the organisation's strategic goals and address the elements of the research process. The three elements of ANROWS operating model³⁰ are defined as follows:

- **Knowledge production:** formulation of research questions, research design, planning and management of a research project, data collection, analysis, interpretation and reporting;

²⁸ For further information, see National Outcome Standards for Perpetrator Interventions, *Department of Social Services*, 2015.

²⁹ Source, ANROWS Annual Report 2014-15.

³⁰ ANROWS Annual Report 2013-2014, p. 8.

- **Knowledge translation and exchange:** synthesising research materials and preparing, distributing and promoting information resources that communicate evidence; and
- **Leadership:** setting the national research agenda; building research capacity, including facilitation of inter-disciplinary collaborations and promotion of research and take-up of evidence in the area of violence against women and their children.

The three core elements are conceptualised as intersecting functions, with the primary goal being research, as detailed in Figure 2 above. The functions are designed to align with ANROWS goals in the following way:

1. To deliver high quality, innovative and relevant research (Knowledge production)
2. To ensure the effective dissemination and utilisation of research findings (Knowledge translation and exchange)
3. To build, maintain and promote collaborative relationships with and between stakeholders (Leadership).

8.9 Governance

ANROWS is governed by a Board of Directors, chaired by Emeritus Professor Anne Edwards AO, and operates under a constitution. The constitution requires that the Board includes:

- Five independent Directors
- One Commonwealth Government Director
- Three state government Directors.

The members of the Board are appointed for varying lengths. The Board Chair and Independent Directors can be appointed for a four year term.³¹ The Commonwealth Directors are appointed for three year terms³² and the state and territory government Directors are appointed for two year terms.³³ The current state and territory appointed Board Directors are from the Northern Territory, Queensland and Western Australia.

With regard to the Independent Directors, the Constitution requires that at least two must have research expertise in the fields of sexual assault or domestic and family violence.³⁴ Further, there is a prescribed process for appointing Independent Directors. First the Board prepares a list of potential nominees to be appointed, which may include incumbent Directors, for consideration by the relevant State, Territory and Commonwealth Ministers. Second, the relevant State, Territory and Commonwealth Ministers nominate the requisite number of persons and those persons are appointed as Directors to the Board. If agreement cannot be reached between the Ministers, a poll is taken in the manner the Chairperson directs.³⁵

8.10 Management and staff

ANROWS is operated by a small number of staff. At December 2015, the organisation comprised a total of 8.2 FTE staff positions.

³¹ ANROWS Constitution, S43 (1) & S 44(3).

³² Ibid., S 44(1).

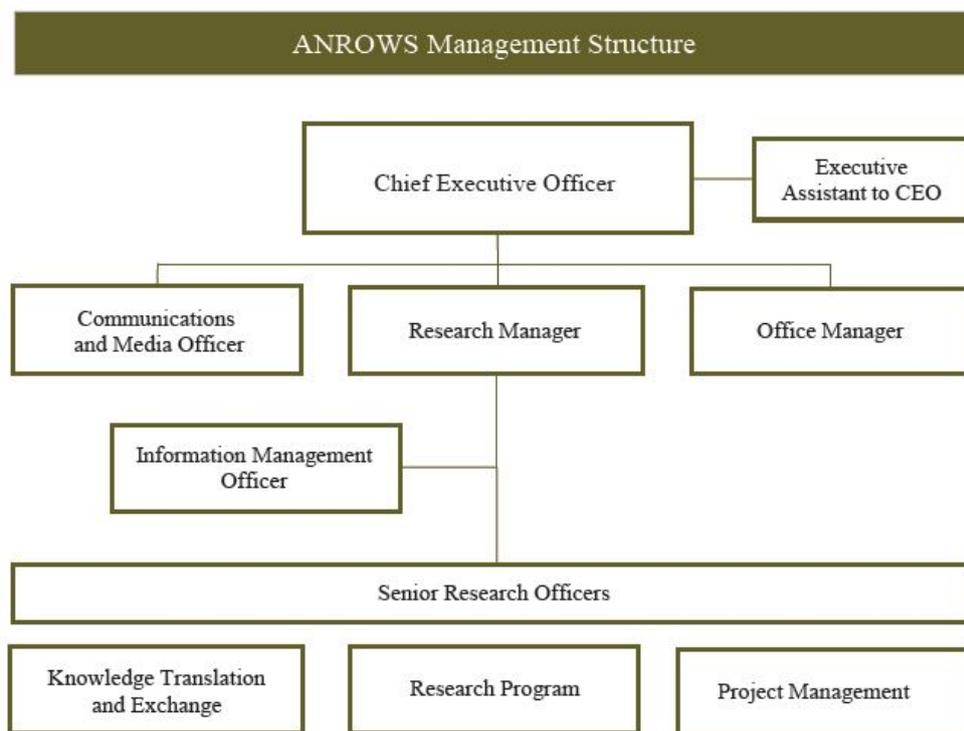
³³ Ibid., S44 (2).

³⁴ Ibid., S44(5).

³⁵ Ibid., S44.

The organisation is overseen by a Chief Executive Officer, responsible for providing organisational leadership and oversight of staff, and responsible to the Board. The ANROWS management structure is detailed in Figure 7 below.

Figure 7. ANROWS Management Structure



Source: ANROWS, 2015

In addition to the CEO, the key roles within ANROWS include:

- Research Manager, whose key responsibilities include, among others, leading the development of the ANROWS Research Management System, the establishment and implementation of the ANROWS research program, and the development of ANROWS knowledge translation and exchange functions. The position is funded for 1.0 FTE.
- Senior Research Officer whose key responsibilities include, among others; implementing the ANROWS Research Program, leading and contributing to in-house research projects, implementing the ANROWS research management system and undertaking strategic and review activities as well as knowledge production and translation activities arising from the Research Program. The position is funded for 1.0 FTE.
- Information Management Officer whose key responsibilities include, among others, managing ANROWS collection of resources including indexing and abstracting services, managing copyright issues and providing in-house research support. The position is part time, equivalent to 0.6 FTE.
- Communications and Media Officer whose key responsibilities include, among others, developing targeted communication strategies including newsletters, e-alerts, distribution lists and online communities, establishing and maintaining ANROWS social media presence and website, and responding to incoming queries from governments, researchers, practitioners, media and the general public. The position is funded for 1.0 FTE.
- Office Manager whose key responsibilities include, among others, managing the ANROWS financial accounts and being responsible for payroll, managing the information technology system, and supporting ANROWS staff. The position is funded for 1.0 FTE.

8.11 Practitioner Engagement Group

ANROWS has established the Practitioner Engagement Group (PEG) to assist in the translation of ANROWS research to practice. The role of the PEG is to promote interaction and knowledge sharing between ANROWS, the specialist women's services sector and the broader community services sectors.³⁶ The PEG is made up of representatives from across the sector:

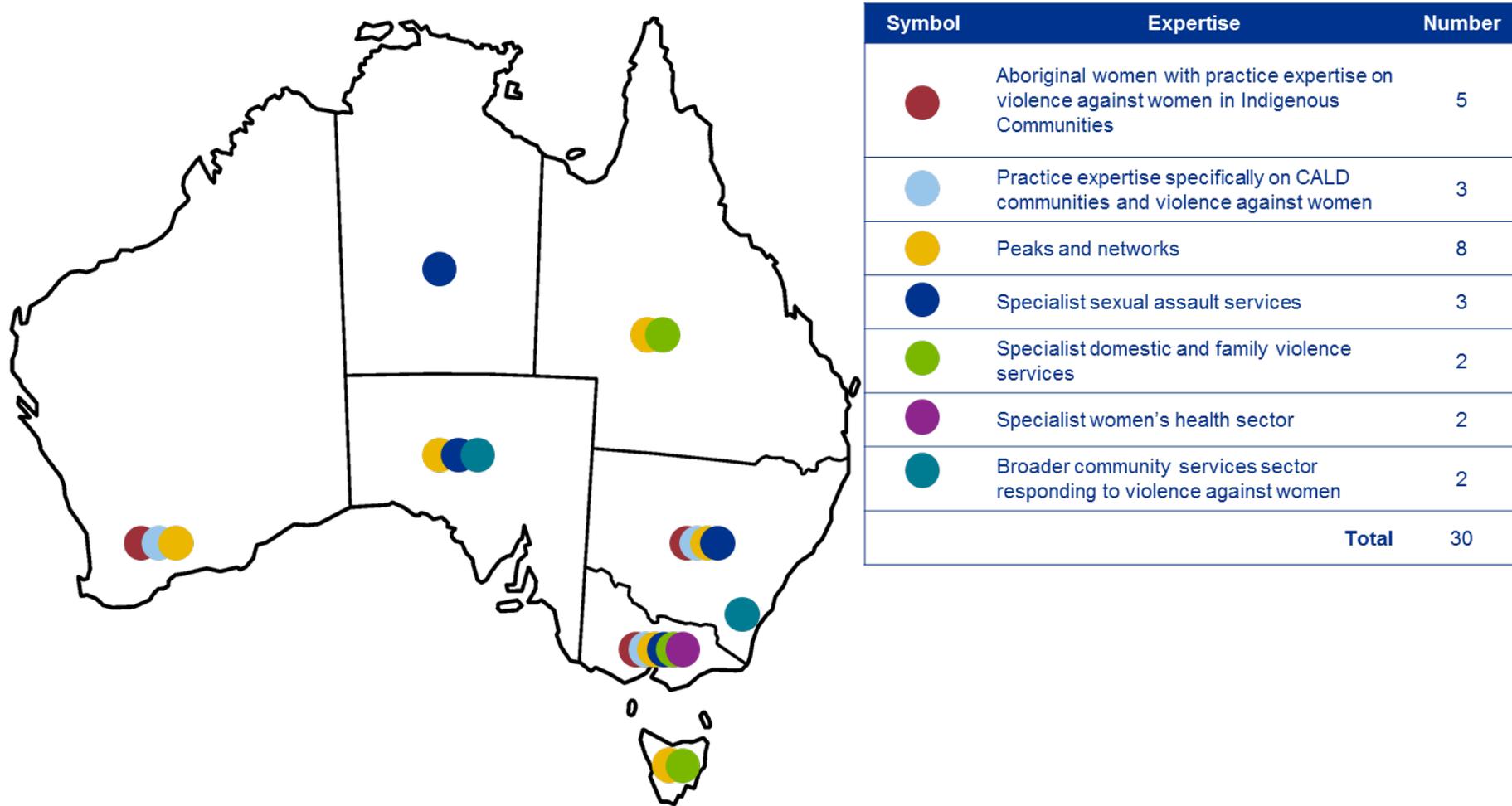
- Aboriginal women with practice expertise relating to violence against women in Indigenous communities;
- Practice expertise relating to culturally and linguistically diverse (CALD) communities and violence against women;
- Peaks and networks;
- Specialist sexual assault services;
- Specialist domestic and family violence services;
- Specialist women's health sector; and
- Broader community services sector responding to violence against women.³⁷

Currently, the PEG has 30 members with over half coming from Victoria (nine members) and New South Wales (seven members). Queensland, South Australia and Western Australia have three members apiece. The Australian Capital Territory and Tasmania have two members while the Northern Territory has one member. Figure 8, below, displays the geographic location and expertise of the PEG members.

³⁶ ANROWS, Practitioner Engagement Group, accessed from <http://anrows.org.au/about/stakeholders/practitioner-engagement-group>, February 2016

³⁷ Ibid

Figure 8. ANROWS Practitioner Engagement Group: jurisdiction and expertise



Source: ANROWS and KPMG, 2015

Practitioner Engagement Group – Expertise								
State								Total (by state)
ACT							2	2
NSW	1	1	4	1				7
NT				1				1
QLD			2		1			3
SA			1	1			1	3
TAS			1		1			2
VIC	2	2	2	1	1	1		9
WA	2					1		3
Total (by expertise)	5	3	10	4	3	2	3	30

Key	Expertise
	Aboriginal women with practice expertise on violence against women in Indigenous communities
	Practice expertise specifically on CALD communities and violence against women
	Peaks and networks
	Specialist sexual assault services
	Specialist domestic and family violence services
	Specialist women's health sector
	Broader community services sector responding to violence against women

8.12 Review of ANROWS documentation

The following ANROWS documents and publications were considered by the Review.

- Constitution of Australia's National Research Organisation for Women's Safety Limited
- ANROWS Research Program 2014-16
- ANROWS Annual Report 1 July 2013 – 30 June 2014
- ANROWS Annual Report 1 July 2014 – 30 June 2015
- ANROWS Guidelines for Peer Assessors June 2014
- ANROWS Three- Year Strategic Plan
- National Research Agenda to Reduce Violence against Women and their Children
- Second Action Plan 2013 – 2016: Moving Ahead, of the National Plan to Reduce Violence against Women and their Children 2010 – 2022

8.13 Second Action Plan Research Priorities

ANROWS was established to support the implementation of the National Plan and, under the priorities of the Second Action Plan, is responsible for supporting the actions required to achieve them. ANROWS responsibilities are detailed in Table 9 below, drawn from the Second Action Plan.

Table 11. Second Action Plan Responsibilities

National Priority	Action	Responsibilities
Priority 1: Driving whole of community action to prevent violence	Action 1: Support communities to prevent, respond to and speak out against violence, through local government, businesses, community and sporting groups, schools and key institutions	ANROWS, along with Our Watch and VicHealth was tasked with developing a national framework to guide prevention policy and practice on a national scale. The national framework is expected to enhance the evidence and build gender equality between men and women in families, communities, organisations and society.
Priority 1: Driving whole of community action to prevent violence	Action 3: Take the next step to reduce violence against women and their children by promoting gender equality across a range of spheres, including women's economic independence and leadership	The National Research Agenda to Reduce Violence against Women and their Children developed by ANROWS will strengthen efforts to drive primary prevention and gender equality.
Priority 2: Understanding diverse experiences of violence	Action 10: Gain a better understanding of 'what works' in improving Indigenous community safety	The National Research Agenda acknowledges that research efforts need to focus on the needs of Indigenous women across all of its strategic research themes. ANROWS will work closely with bodies that are working to increase information sharing about 'what works' in Indigenous communities.
Priority 3: Supporting innovative services and integrated systems	Action 14: Strengthen systems and service integration to ensure that specialist responses for identifying and responding to violence against women and their children are supported and effective	Ensuring systems work effectively together between governments and the community sector will be underpinned by research undertaken and promoted by ANROWS, which has identified 'systems' as a strategic research theme in the National Research Agenda in recognition that a better understanding of responses to violence against women within different systems and the impact of the intersection of these systems on the experiences of individuals, families and communities is needed.
Priority 3: Supporting innovative services and integrated systems	Action 16: Build support for children who have experienced, witnessed or been exposed to violence	Governments will strengthen links across jurisdictions and at a local level to protect children and reduce violence against women. Research by ANROWS and other bodies will support these efforts.
Priority 4. Improving perpetrator interventions	Action 21: Improve the evidence base on perpetrator interventions, with a focus on reducing recidivism and a better understanding of high risk groups	The Commonwealth Government committed \$3 million to ANROWS to develop a research stream in the National Research Agenda specifically on perpetrator interventions. This research will consider 'what works' and support the implementation of national outcome standards for perpetrator interventions.

National Priority	Action	Responsibilities
Priority 5: Continuing to build the evidence base	Action 24: Expand the quality and quantity of national research on violence against women and their children through the implementation of the National Research Agenda	ANROWS conducted considerable national consultation across sectors to inform the development of the National Research Agenda to shape and guide national research on violence against women and their children.

Source: *Second Action Plan 2013-2016: Moving Ahead, DSS*

Given the specific action responsibilities ANROWS is tasked with, its performance in achieving its goals, as discussed below, will be assessed against these priorities set out in the Second Action Plan. In considering the progress made by and effectiveness of ANROWS, the Review has focused on ANROWS performance in terms of the three core objectives set out in the ANROWS three-year strategic plan:

- delivering high quality, innovative and relevant research
- ensuring the effective dissemination and utilisation of research findings; and
- building, maintaining and promoting collaborative relationships with and between stakeholders.³⁸

³⁸ ANROWS, Three-Year Strategic Plan, 2014.

8.14 ANROWS Grant Selection Process

Stage	Description
1. Call for applications	ANROWS publicly announced a call for applications accepting submissions from individuals working in, or associated with, academic and research institutions, non-government organisations (NGOs) and community organisations. ANROWS encouraged joint applications.
2. Initial process of applications	Applications were processed by ANROWS staff to check that project requirements were met.
3. Selection of researchers for projects	Peer assessors reviewed each project and could request an interview with applicants if required. Peer assessors could consult with members of relevant advisory groups to determine which projects should be recommended to the ANROWS Board for funding. All projects were assessed against selection criteria, ³⁹ with referees contacted for shortlisted applicants. Successful applicants were advised and feedback reports were sent to unsuccessful applicants.
4. Preparation and signing of funding agreements/contracts	Where appropriate, a detailed research design, including refining methodology and budget, was requested from the preferred researchers with input from the advisory group. Funding agreements, including a refined research design, were prepared, negotiated and signed by the researcher and ANROWS. These agreements include a schedule containing budgets, reporting milestones and payments, and expected project outcomes.
5. Publications of successful grants on the ANROWS website	Successful researchers for these projects were announced publicly and published on the ANROWS website.

8.15 ANROWS project requirements

ANROWS developed a set of criteria to meet the requirements of the Australian Competitive Grants Register, which research projects funded by ANROWS must meet:

1. The project must be designed to do any one or more of the following:
 - develop the understanding of domestic violence and sexual assault
 - identify measures and interventions that:
 - a) prevent violence against women
 - b) stop re-offending
 - c) promote the best interests and safety of women and their children
 - d) enable recovery from domestic violence and sexual assault
 - Inform or influence government policy, programs and practice concerning domestic violence and sexual assault
 - explore ways to improve service delivery, particularly across the domestic violence and sexual assault
 - explore ways to improve service delivery, particularly across the domestic violence and sexual assault sectors
 - explore actions that prevent domestic violence and sexual assault

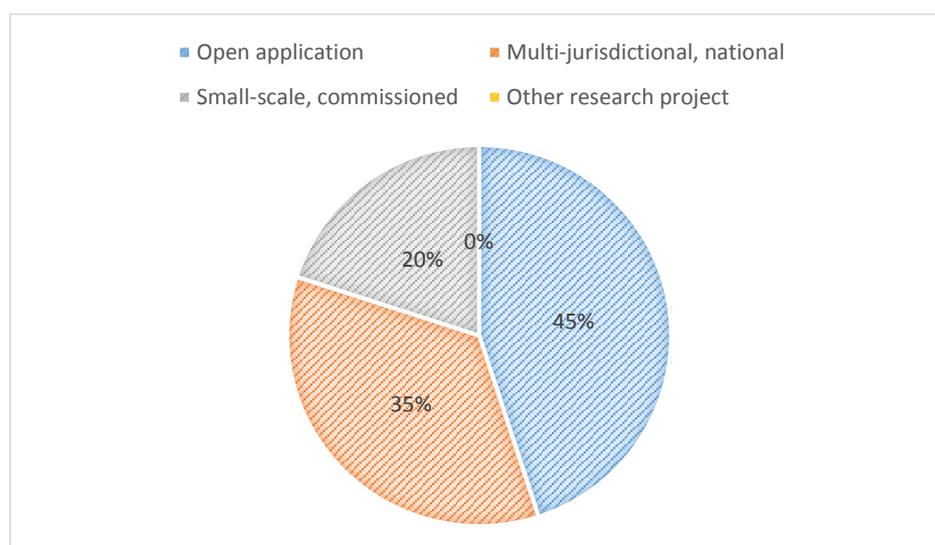
³⁹ The selection criteria for ANROWS grant applications can be found at <http://anrows.org.au/research-program/grants/selection-criteria>>. Accessed on December 2015.

2. The project must comply with the Australian Code for the Responsible Conduct of Research.
3. Where research involves human beings as subjects, the project must comply with the relevant National Health and Medical Research Council (NHMRC) codes. In particular, applicants must demonstrate access to an appropriate Human Research Ethics Committee (HREC), such as those HREC’s registered with NHMRC.
4. If conducting research with Indigenous People, the project must follow AIATSIS Guidelines for Ethical Research in Australian Indigenous Studies (2012).
5. The maintenance of the safety of women and their children must be the primary consideration in any ANROWS research project. Appropriate supports must be provided to women and their children participating in the research, or those affected by the project (for example where their partner / the children’s father is the research participant). Respect for the dignity and well-being of participants in projects must take precedence over any expected benefits to knowledge. Participants should also be informed of the findings of the research, where safe and appropriate to do so.
6. The project must fall under the category of ‘research’, defined as:
the creation of new knowledge and / or the use of existing knowledge in a new and creative way so as to generate new concepts, methodologies and understandings. This could include synthesis and analysis of previous research to the extent that it leads to new and creative outcomes (Australian Competitive Grants Register).
Included in this definition are applied forms of research, where the focus is as much on the translation and application of knowledge in relevant settings, as it is on the generation of new knowledge. In the social sciences, this can take various forms, such as action research.
7. The project must be designed to deliver results of national benefits (i.e. findings should be of national interest or of national interest to more than one Australian jurisdiction).
8. The project must have a reasonable and cost-effective budget.

8.16 ANROWS Research Program: project type, budget and duration

8.16.1 Project type

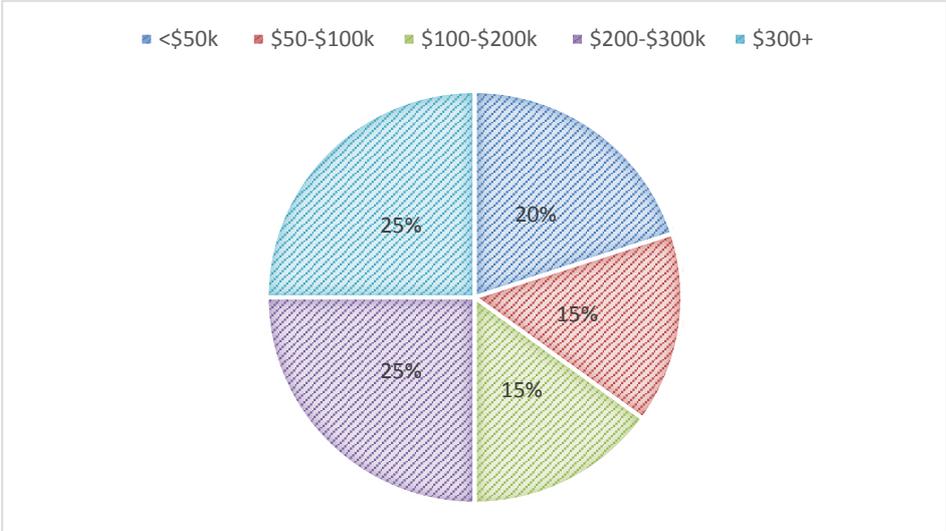
Figure 9. ANROWS Research Program 2014-16: Project Type



Source: KPMG and ANROWS

8.16.2 Project budget size

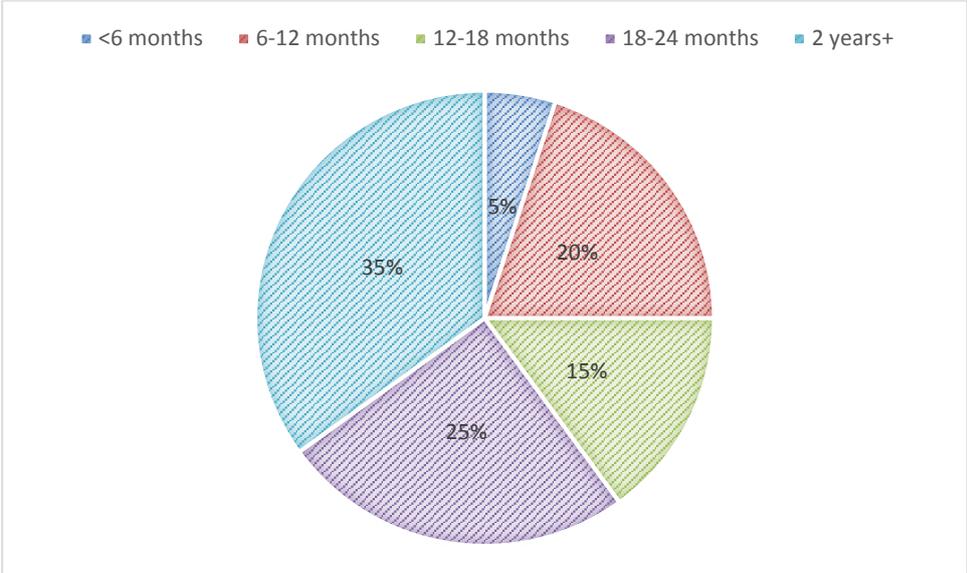
Figure 10. ANROWS Research Program 2014-16: Budget Range



Source: KPMG and ANROWS

8.16.3 Project duration

Figure 11. ANROWS Research Program 2014-16: Project Duration



Source: KPMG and ANROWS

8.17 ANROWS Publication Partners list

Publication	Tertiary Institution	Government Organisation	Non-government organisations
Landscape Compass Horizons	<ul style="list-style-type: none"> Australian National University Charles Darwin University Curtin University Deakin University Griffith University La Trobe University Southern Cross University Swinburne University of Technology University of Melbourne University of New England University of New South Wales University of South Australia University of Western Australia 	<ul style="list-style-type: none"> Australian Institute of Family Studies Australian Institute of Aboriginal and Torres Strait Islander Studies 	<ul style="list-style-type: none"> Parenting Research Centre The Queensland Centre for Domestic and Family Violence Research (CFDFVR) Bluett-Boyd Consulting
Insights	<ul style="list-style-type: none"> London Metropolitan University RMIT University University of New South Wales University of Queensland 	<ul style="list-style-type: none"> Australian Law Reform Commission 	

8.18 ANROWS Publications Chronology

Date	Publication	Title/Topic	Partner Entities	Summary
14/5/2014	Fast Facts	Indigenous Family violence		Provides a brief outline of current statistics on interpersonal violence for Aboriginal and Torres Strait Islander peoples.
14/5/2014	Fast Facts	Violence against women key statistics		Includes rates of violence against women and men and key statistics about women's experiences of violence
30/1/2015	Footprints Issue 1	Indigenous family and sexual violence		Theme of this edition is indigenous family and sexual violence providing information, reflections, interviews and a feature article on understanding and responding to domestic and family violence from an Aboriginal perspective

Date	Publication	Title/Topic	Partner Entities	Summary
2/4/2015	Insights	<i>inConversation</i> with Professor Liz Kelly CBE and Dr Anastasia Powell	London Metropolitan University RMIT University	Conversation between Prof Kelly and Dr Powell on violence against women and their children
2/4/2015	Footprints Issue 2	Understanding gendered violence		Theme of edition centres on understanding gendered violence. Articles and contributions are focused around answering; how do researchers, practitioners, policy makers and community members conceptualise, analyse and comprehend violence against women and their children?
2/4/2015	Insights	Public lecture by Professor Liz Kelly CBE: Re-visiting the continuum of sexual violence in the 21 st century	London Metropolitan University	Public lecture held by Professor Liz Kelly
17/4/2015	Landscapes Issue 1	Review of the evidence on knowledge translation and exchange (KTE) in violence against women field: Key findings and future directions	Parenting Research Centre	Reviews the evidence on KTE in violence against women (refers to domestic violence, including intimate partner violence and Indigenous family violence, and sexual assault).
17/4/2015	Compass Issue 1	Review of the evidence on knowledge translation and exchange in violence against women field: Key findings and future directions		Provides a short summary of the Landscapes paper. Key finding: There is insufficient evidence about KTE strategies changing policy and practice in response to violence against women.
25/5/2015	Insights	The international drive to achieve gender equality and the elimination of gender-based violence against women and girls	Conference organised by the Gendered Violence Research Network, University of New South Wales	Emeritus Professor Anne R. Edwards AO delivered the opening address at the inaugural Asia-Pacific conference on gendered violence and violations
26/6/2015	Landscapes Issue 2	Judicial education for domestic and family violence: State of knowledge paper	The Queensland Centre for Domestic and Family Violence Research (CFDFVR)	Examines judicial education in relation to domestic and family violence, including good practices and initiatives, why specific education, professional development and training are needed and the factors influencing judicial officer decision making.
7/7/2015	Landscapes Issue 3	What does it take? Developing Informed and effective tertiary	Deakin University	Establishes the current state of knowledge on tertiary responses to violence and

Date	Publication	Title/Topic	Partner Entities	Summary
		responses to violence and abuse of women and girls with disabilities in Australia: State of Knowledge Paper	La Trobe University Southern Cross University	abuse for women and girls with disabilities.
7/7/2015	Landscapes Issue 4	Seeking help for domestic violence: Exploring rural women's coping experiences: State of knowledge paper	Curtin University University of South Australia	Examines research and literature on the effects of social and geographical isolation and remoteness on the ability of women to disclose, report, seek help, and receive appropriate interventions following domestic and family violence and/or sexual assault.
14/7/2015	Footprints Issue 3	Gender based violence		Draws attention to the experiences and impacts of gender based violence against women with disabilities and women from culturally and linguistically diverse (CALD) communities
28/7/2015	Landscapes Issue 5	National mapping and meta-evaluation outlining key features of effective 'safe at home' programs that enhance safety and prevent homelessness for women and their children who have experienced domestic and family violence: State of knowledge paper	University of New South Wales Curtin University Swinburne University of Technology University of South Australia	Discusses the history and development of 'safe at home' approaches, and the corresponding policy and practice context. It outlines current safe at home approaches in Australia and overseas and common program elements across jurisdictions.
28/7/2015	Landscapes Issue 6	Establishing the connection [between alcohol and other drug use and sexual victimisation]: State of knowledge paper	Australian Institute of Family Studies	Explores the prevalence of sexual violence and alcohol and other drug use in Australia; the association between alcohol and other drug use and severity of, or vulnerability to, sexual violence and re-victimisation, correlations between child sexual abuse and AOD use, adult sexual abuse and subsequent AOD use, current practice around identification, assessment, response and referral pathways.
6/8/2015	Landscapes Issue 8	Innovative models in addressing violence against Indigenous women: State of knowledge paper	University of Western Australia Bluett-Boyd Consulting Charles Darwin University	Draws on both national and international literature and policy and program evaluations, to establish what is currently known about innovative responses to violence against Indigenous women in Australia

Date	Publication	Title/Topic	Partner Entities	Summary
11/8/2015	Landscapes Issue 7	Building effective policies and services to promote women's economic security following domestic violence. State of knowledge paper	University of New South Wales	Outlines what is currently known about the economic tactics and financial impact of domestic violence, and ways to promote women's economic security during and following violence.
4/9/2015	Landscapes Issue 9	Advocacy for safety and empowerment: State of knowledge paper	Griffith University University of New England	Analyses critical, policy, service and research literature on responses to Aboriginal women experiencing family and domestic violence in Australia; focusing on non-legal and non-clinical services and women's specialist services in regional and remote settings
30/9/2015	Landscapes Issue 10	Implementing trauma-informed systems of care in health settings: The WITH study. State of knowledge paper	Australian Institute of Family Studies	Examines the available literature on trauma-informed frameworks, models and guidelines that guide organisations to improve service provision to survivors of sexual violence with mental health problems
30/9/2015	Landscapes Issue 11	Meta-evaluation of existing interagency partnerships, collaboration, coordination and/or integrated interventions and service responses to violence against women: State of knowledge paper	University of New South Wales	Presents a preliminary overview of the literature on the partnerships, collaborations and integrated interventions in relation to domestic and family violence and sexual assault in the international and Australian context.
12/10/2015	Insights	ANROWS Public Lecture with Professor Leigh Goodmark	University of Queensland	Recording of lecture held by Professor Goodmark
12/10/2015	Insights	ANROWS inConversation with Professor Leigh Goodmark and Professor Rosalind Croucher AM	University of Queensland Australian Law Reform Commission	Professor Goodmark (UQ) came to Australia to discuss her research focusing on legal and justice responses to violence against women. Professor Goodmark's conversation with Prof Croucher was recorded as part of ANROWS <i>inConversation</i> series.
22/10/2015	Horizons Issue 1	Violence against women in Australia: Additional analysis of the Australian Bureau of Statistics' Personal Safety Survey, 2012		In-depth research report providing substantial analysis of data collected in the Australian Bureau of Statistics' (ABS) 2012 Personal Safety Survey.
22/10/2015	Compass Issue 2	Violence against women in Australia: Additional analysis of the Australian		Provides policy to practice analysis of data collected in the Australian Bureau of Statistics'

Date	Publication	Title/Topic	Partner Entities	Summary
		Bureau of Statistics' Personal Safety Survey, 2012: Key findings and future directions		(ABS) 2012 Personal Safety Survey.
28/10/2015	Landscapes Issue 13	Sexual assault and domestic violence in the context of co-occurrence and re-victimisation: State of knowledge paper		Examines the intersection between sexual assault and domestic violence, focusing on two forms of concurrent victimisation: re-victimisation and intimate partner sexual violence.
16/11/2015	Footprints Issue 4	The importance of empowerment		Examines the question: how can we empower women and their children who have experienced violence at an individual and systems-based level?
17/11/2015	Landscapes Issue 12	Promoting community-led responses to violence against immigrant and refugee women in metropolitan and regional Australia: The ASPIRE Project: State of knowledge paper	The University of Melbourne Multicultural Centre for Women's Health University of Tasmania	Examines a broad range of national research to present the current knowledge about family violence against immigrant and refugee women.
23/11/2015	Landscapes Issue 14	The PATRICIA Project: Pathways in Research In Collaborative Inter-Agency working: State of knowledge paper	Parenting Research Centre University of Melbourne	Presents the state of knowledge on practices or processes used by child protection services and specialist domestic violence services or family law services to work better together and improve service responses for women and children living with and separating from family violence.
24/11/2015	Landscapes Issue 15	Media representations of violence against women and their children: State of knowledge paper	University of Melbourne University of Canberra	Provides an overview of the best available contemporary evidence on the way news and information media portray violence against women.
09/12/15	Compass	Perpetrator interventions in Australia: <i>Key findings and future directions</i>		Compass paper showcases key findings and future directions from the Landscapes paper <i>Perpetrator Interventions</i> .
09/12/15	Landscapes 16	Perpetrator interventions in Australia (Part One – Literature Review / Part Two – Perpetrator pathways and mapping)		Maps the pathways and interventions for perpetrators of domestic/family violence and sexual assault through civil and criminal legal systems; and examines the responses and service systems currently available to DFV and sexual

Date	Publication	Title/Topic	Partner Entities	Summary
				assault perpetrators in each jurisdiction.
11/1/16	Landscapes 17	Domestic and family violence and parenting: Mixed methods insights into impact and support needs	La Trobe University Australian Institute of Family Studies	Examines the current state of knowledge on the impact of domestic and family violence (DFV) on parenting.
21/1/16	Landscapes 18	Existing knowledge, practice and responses to violence against Women in Australian Indigenous communities: Key findings and future directions	Australian Institute of Aboriginal and Torres Strait Islander Studies (Australian National University)	Provides a review of published literature to present the current state of knowledge, practice and responses to violence against women in Australian Indigenous communities.
21/1/16	Compass	Existing knowledge, practice and responses to violence against Women in Australian Indigenous communities: Key findings and future directions	Australian Institute of Aboriginal and Torres Strait Islander Studies (Australian National University)	Provides a summary of the key findings of the Landscape paper on the current state of knowledge, practice and responses to violence against women in Australian Indigenous communities.

8.19 Research Program

Strategic Research Theme 1: Experience and impacts

Research Priority	Project Title	Approx. Length	Budget Range	Type
1.1 Prevalence and incidence of violence against women.	Australian Bureau of Statistics Personal Safety Survey 2012 additional data analysis on violence against women	6 months	<\$50k	3
1.2 Prevalence, incidence and dynamics of violence against immigrant and refugee women and their service needs.	Promoting community-led responses to violence against immigrant and refugee women in metropolitan and regional Australia.	2 years	\$300k+	1
1.3 The effect of social and geographic isolation and remoteness on the ability of women to disclose, report, seek help and received appropriate interventions following experiences of domestic violence and/or sexual assault.	Seeking help for domestic violence: exploring rural women's coping experiences.	2 years	\$200-\$300k	1
1.4 Interventions linking service responses for domestic violence and/or sexual assault with drug and/or alcohol use/abuse.	Establishing the Connection [between alcohol and other drug use and sexual discrimination].	1 year	\$50-100k	1
1.6 Literature review and critical analysis of current national and international research on the co-occurrence, intersection and differences between forms of, and responses to, violence against women and their children.	State of knowledge on the co-occurrence, intersection and differences between forms of, and responses to, violence against women and their children.	6 months	<\$50k	3
1.7 The burden of disease impact of violence against women.	National burden of disease study examining the impact of violence against women.	18 months	\$200-300k	2
1.8 The impact of domestic violence on parenting, with particular attention to the tactics a perpetrator may use to disrupt the mother-child relationship and what helps to heal or strengthen this relationship.	Domestic and family violence and parenting: mixed method insights into impact and support needs.	20 months	\$200-300k	1
1.9 Relationship between mental health and sexual assault.	Women's Input to a Trauma-informed systems model of care in Health settings: The WITH study	2 years	\$300k+	1

Source: ANROWS

Strategic Research Theme 2: Gender inequality and primary prevention

Research Priority	Project Title	Approximate Length	Budget Range	Type
2.1 National framework for the prevention of violence against women.	National framework for the prevention of violence against women and their children (Project in partnership with Our Watch and VicHealth)	20 months	\$50-100k (ANROWS contribution)	2
2.2 Media representations of violence against women.	Media representations of violence against women and their children (Project in partnership with Our Watch).	1 year	\$50-100k (ANROWS contribution)	2

Source: ANROWS

Strategic Research Theme 3: Service Responses and interventions

Research Priority	Project Title	Approximate Length	Budget Range	Type
3.1 National mapping and meta-evaluation outlining key features of effective 'safe at home' programs that enhance safety and prevent homelessness for women and their children who have experienced domestic and family violence.	National mapping and meta-evaluation outlining key features of effective 'safe at home' programs that enhance safety and prevent homelessness for women and their children who have experienced domestic and family violence.	6 months	\$100-200k	2
3.2 Literature review on existing knowledge, practice and responses to violence against women in Australian Indigenous communities.	State of knowledge, practice and responses to violence against women in Australian Indigenous Communities.	6 months	<\$50k	3
3.3 Evaluations of innovative approaches encompassing Indigenous perspectives that successfully support Australian Indigenous women subjected to family and/or sexual violence.	Advocacy for safety and empowerment: good practice and innovative approaches with Indigenous women experiencing family and domestic violence in remote and regional Australia.	18 months	\$200-300k	1
3.4 Models of accessible service provision for women with disability who have experienced sexual assault and/or domestic violence.	What does it take? Developing informed and effective tertiary responses to violence and abuse for women and girls with disabilities in Australia	2 years	\$300k+	1

Source: ANROWS

Strategic Research Theme 4: Systems

Research Priority	Project Title	Approximate Length	Budget Range	Type
4.1 Improving legal and justice responses to violence against women.	Improving legal and justice responses to violence against women.	2 years	\$300k	2
4.2 Meta-evaluation of existing interagency partnerships, collaboration, coordination and/or integrated interventions and service responses to violence against women.	Meta-evaluation of existing interagency partnerships, collaboration, coordination and/or integrated interventions and service responses to violence against women.	1 year	\$100-200k	2
4.3 Evaluation of innovative models of innovative models of interagency partnerships, collaboration, coordination and/or integrated responses to family and/or sexual violence against women in Australian Indigenous communities.	Evaluation of innovative models of innovative models of interagency partnerships, collaboration, coordination and/or integrated responses to family and/or sexual violence against women in Australian Indigenous communities.	2 years	\$200-300k	2
4.5 Integrated child protection and domestic and family violence approaches and practice.	The PATRICIA Project: Pathways And Research In Collaborative Inter-Agency working.	2 years	\$300k+	1
4.6 The role of income support policies and employment and financial management services in building economic security for women who have experienced domestic and family violence.	Building effective policies and services to promote women's economic security following domestic and family violence.	18 months	\$100-200k	1

Source ANROWS

Strategic Research Theme 5: Knowledge translation and evaluation

Research Priority	Project Title	Approximate Length	Budget Range	Type
5.1 Literature review on knowledge translation and exchange within the violence against women field.	Review of the evidence on knowledge translation and exchange in the violence against women field.	4 months	<\$50k	3

Source: ANROWS

8.20 Second Action Plan Evaluation stakeholder workshops

The government and non-government stakeholder workshops that were conducted for the Evaluation of the Second National Action Plan to Reduce Violence against Women and their Children included focussed questions about ANROWS. The questions were designed to elicit information about stakeholders' awareness of ANROWS and its work.

8.20.1 ANROWS Questions – Government Stakeholders

Priority 5 – continuing to build the evidence base

Utility of ANROWS research

- How have Governments used ANROWS research to promote changes in policy and service delivery? Can you provide examples?
- Are there any examples of ANROWS providing research / evidence that was used to develop policies / programs for the state / territory?
- What do you think about the usefulness of the current research focus of ANROWS? What research priorities should it focus on into the future?

8.20.2 ANROWS Questions – Non-Government Stakeholders

Priority 5 – continuing to build the evidence base

Utility of ANROWS research

- How do NGOs access ANROWS research? Is ANROWS applicable to NGOs?
- How have NGOs used ANROWS research to develop improved services? Can you provide examples?
- How could the outputs of ANROWS research be made more accessible and disseminated to inform policy and practice?
- What do you think about the usefulness of the current research focus of ANROWS? What research priorities should it focus on into the future?