



our  
3021

# Our 3021 Summary Evaluation Report

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*The Our 3021 Steering Group and Project Team acknowledges the work of Dr Louise Greenstock in undertaking the evaluation of the Our 3021 project. Dr Greenstock can be contacted at [me@louisegreenstock.com](mailto:me@louisegreenstock.com) or on 0406 165 412.*



## 1.0 Project overview

### 1.1 Overview

The Our 3021 project aims to create a community within the St Albans district that is strengthened and activated in the decisions that impact on health and wellbeing, at both the individual and neighbourhood level.

The project brings together Brimbank City Council, ISIS Primary Care, cohealth and HealthWest Partnership to undertake the work of supporting a strengthened and activated community. The objectives of the project are to:

1. Create an innovative partnership between service providers that supports the engagement and development of strong communities using integrated health promotion resources.
2. Empower and mobilising communities to inform and act to improve their health and wellbeing.
3. Strengthen connections between decision makers and empowered community members.

Our 3021 is a community-led program that encourages community members to visualise the healthiest, happiest 3021 and supports community members to take action to make change happen. Community members are provided with project management training and support from the project team to make their ideas happen. Community members are also provided with a small 'seed' funding to get their idea off the ground. Following the establishment of their project, community members are supported to make their project sustainable beyond the life of the program and to establish collective projects with other Our 3021 participants.

In its first year Our 3021 was funded through partner organisation Integrated Health Promotion funding and by a grant from St Albans Connect/Brimbank City Council.

*The drivers of the Our 3021 project*



## 1.2 Year 1 project outputs

The group of partner agencies formed a unique partnership approach to coordinating this project. A steering group and project team were established. The project team consists of members from each of the four agencies and has been actively developing relationships with community members and promoting the project in the St Albans district.

A call for expressions of interest (EOIs) for projects focusing on improving the health and wellbeing of the community was promoted by the project team. EOIs were then reviewed and 20 projects (out of 25 EOIs) were approved. Community members were invited to participate in project planning workshops.

In addition, intentional engagement strategies were undertaken with young people and the Vietnamese community based on local area demographics to participate within the EOI process and deliver community led projects.

To measure community engagement in Year 1, the numbers of community members and projects that have passed through the EOI process were used as indicators. The figures illustrate that of the 25 EOIs received, ten health and wellbeing-focused projects were funded and approved by the end of 2014. As a proportion of the EOIs received, 40% progressed to the implementation stage. A further 40% (10 projects) are currently refining their project plans and receiving support to do so.

Community engagement indicator	No.
EOIs received	25
Projects approved	20
Projects funded and beginning implementation	10
Approximate number of community members involved	150

An outline of the range of community projects can be found at Appendix 1.

In Year 1, Our 3021 engaged groups and community members through a variety of ways, including:

Type of engagement	No.
<i>Community members</i>	
Community members consulted	300
Information session attendees	100
Facilitators trained to engage young people	4
Project management training attendees	34
Community catch-up attendees	12
<i>Community groups and services</i>	
Community groups	5
Faith communities	2
Services referrals	10
<i>Promotion and showcasing</i>	
Flyers developed and distributed	500
Interview with media (SBS Radio Vietnamese, Leader and Star newspapers)	4
Forum presentations	6
Conference poster	1

## 2.0 Evaluation framework

### 2.1 Evaluation purpose

Dr Louise Greenstock was engaged as an external evaluator to evaluate Our 3021 in its first year. A four-year evaluation framework was developed, with the evaluation seeking to achieve a range of purposes, including:

- To examine and refine the community engagement/involvement strategies used as part of this project.
- To evaluate the partnership approach to the workforce model used to guide the project and to determine the outcomes of this approach.
- To demonstrate the effectiveness and efficiency of the workforce model to other stakeholders and decision-makers.
- To evaluate the use of a community development approach within a health promotion project.
- To evaluate the place-based approach.
- To determine the outcomes of the project for the community and to capture what has been achieved.
- To inform future planning.

### 2.2 Evaluation questions

The evaluation questions used for the Year 1 evaluation were:

1. What proportion of the target community groups have been engaged?
2. What factors affected community engagement? What were the enablers and barriers?
3. Is there any indication of ongoing community involvement emerging?
4. To what extent was the community represented in the project planning and implementation?
5. Short term outcomes: to what extent are community members engaged with the project?

### 2.3 Evaluation methodology

A practical participatory evaluation was undertaken involving the following stages:

- Development of an evaluation framework.
- Regular interviews with key stakeholders (project team, steering group, training facilitator).
- Regular facilitated evaluation capacity building group coaching sessions with the project team.
- Development of an evaluation guide by the evaluator and implementation by the evaluator and project team.
- Thematic analysis of data collected (project team journal entries, correspondence with community members, interviews with project team, steering group and training facilitator).



## 3.0 Summary of Year 1 evaluation findings

### 3.1 Thematic analysis

In addition to this quantitative data outlined within Section 1.1, a set of themes emerged from thematic analysis of the entire qualitative dataset. These are explored in further detail below.

#### 3.1.1 Project outcomes

- Some team members articulated their own understanding of the project at the big picture level, while others focused on a specific feature of the project, such as the number of community member projects funded.
- All agreed there appeared to be an understanding of the need to move between 'levels' of short and long term outcomes.
- The challenge for the project is to determine whether the foundational relationship building with the community can be identified as a precursor to longer term change and impact on health outcomes.

#### 3.1.2 Population approach

- The project experienced challenges in engaging community members within timelines and moved from a targeted approach to a broader, more general approach. Evidence suggested that a far broader cross-section of the community was subsequently engaged through this approach.
- It was also noted that some target populations benefited from intentional and supported engagement.
- A range of community members expressed interest in the project and a smaller number went on to submit an EOI and receive funding.
- Community members stated that they benefited from the EOI process and now plan to participate in similar processes.
- A small number of community members felt that the EOI process took too long and the project was not offering a reasonable sum of funding for the work required.

#### 3.1.3 Community engagement and health outcomes

- Our 3021 is based on the rationale that community engagement is a foundation or a stepping stone for empowerment and participation in decision making which will impact on community health and wellbeing.
- This is a complex, long term, incremental process with many unpredictable aspects. This requires a long term vision, which presents short term challenges in determining what outcomes stakeholders should expect to see.
- The challenge is how to articulate the progress that has been made and demonstrate its indication of the long term impact.
- For progress to be made, relationship building is key. Much of the project team had little to no prior engagement with the St Albans community.
- The engagement of the St Albans community has been conceptualised as connecting with the community and creating a bridge over which information can travel back and forth, enabling the community to learn about the project, and the project team to learn about the community, supporting codesign in all aspects of delivery.
- This bridge then supports a flow of funds and project support – the critical function of the project team.
- This bridge has also supported the beginning of an understanding of community member motivations to be involved with the project, as well as the practical aspects of the lives of community members.
- Interviews suggest that it is simply not enough to have the intention to involve community members in the project and its processes – capacity for involvement needs to be built. Without clarity of roles or adequate planning for involvement, relationships with community members can be undermined and enthusiasm for participation can be dampened.
- This presents a complexity because of the assumption that community members should be involved from the start.

### 3.1.4 Project structure: partnership and governance

- Themes emerging from the interviews highlight the challenges presented to implementation from a multi-agency partnership in its establishment phase.
- It was noted that it was necessary for both the project team and steering group to go through 'storming, norming, forming' phases, which includes taking time to establish a vision, roles and accountability. The challenges of this phase were indicated by periodic tensions.
- An important aspect of this tension was that these processes were being established during the community engagement phase due to grant delivery timelines. An extension to the grant was provided so that these elements could be addressed as the project established.

*Our 3021's Healthy Living Event attendees*



## 3.2 Overall progress towards short term outcomes

Outcome indicator	Progress achieved	Areas in need of strengthening
The partnership workforce approach demonstrates 'genuine collaboration'	<p>Processes for joint decision-making have been refined throughout the year.</p> <p>Communication is regular and flows in both directions. Issues are brought to the attention of all team members.</p>	<p>Refine communication regarding project expectations, and continue a decision making and approval process that is consistent with community grant best practice to ensure community members have the opportunity to develop skills in project planning and grant writing.</p> <p>Continue to further refine the project vision, goal, processes and target populations, and work to strike a balance between flexibility and responsiveness to community need, while ensuring a structured and transparent process.</p>
Awareness of the project increases among the Brimbank community	<p>Advertisement of project and awareness-raising activities have led to emerging relationships with community members and enabled community members to submit EOIs and receive funding.</p>	<p>Steering group and project team to consider who the target populations are for Year 2.</p> <p>Seek additional opportunities to converse with the community about how to raise awareness of the project and implement their ideas.</p>
A proportion of Brimbank communities express an interest in being involved in the project and other initiatives	<p>25 EOIs were received, 20 projects were approved.</p> <p>A number of additional conversations have taken place with community members who are not included in these figures.</p>	<p>Continue to ensure transparent and open communication processes are in place for project approval phases to minimise disappointment or confusion among community members who do not receive funding.</p> <p>Seek opportunities to better understand community members' reasons for choosing to get involved or choosing not to participate in Our 3021 at all stages of the project.</p>
15 community-nominated projects are implemented	<p>10 projects have reached the implementation stage.</p>	<p>Further refine EOI processes and further develop the role and responsibilities of the project team and project participants.</p> <p>Continue to capture positive and negative experiences of the EOI and adapt these into future processes.</p>



### 3.3 Overall progress towards objectives

The diagrams below provide a visual representation of the next steps for Our 3021 in progress towards achieving each project objective and project goal.

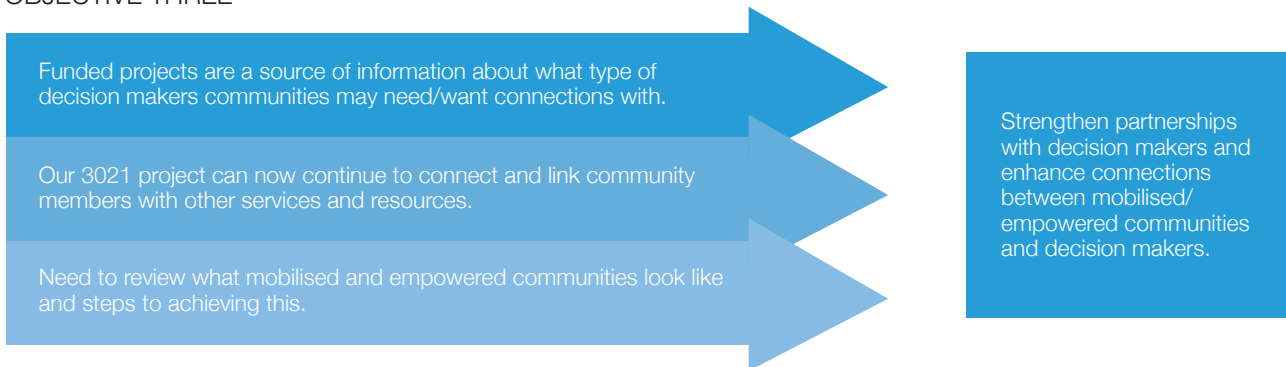
#### OBJECTIVE ONE



#### OBJECTIVE TWO



#### OBJECTIVE THREE



## 4.0 Recommendations

The evaluation makes a number of recommendations to be incorporated into Year 2 implementation:

1. Discuss and define target population for year as a whole team, reflect on the roles and responsibilities of the project team, steering group, coordinator and participants as mechanisms enabling community participation.
2. Closely examine the time frames and deliverables for each year and consider whether the EOI and project funding processes is the most appropriate model to achieve the goal of the project and discuss and identify what needs to occur to enable community members to participate, inclusive of risk and timing.
3. Identify key emerging and existing relationships with community members to build upon and ways in which they can be inducted as key team members.
4. Identify factors, which may enable and hinder maximum participation of community members who are already engaged.
5. Discuss and explore the issues in allocating funds to community members with varying levels of knowledge of and control over their use of funds. Continue to consult community members and participants on preferred level of engagement and role in the project.
6. Continue to investigate and identify the possible casual links between community development activities and health outcomes.
7. In yearly planning, map and articulate the steps being taken in the project and align these with the overarching aims.
8. Create opportunities and be opportunistic about discussing the project and evaluation with community members, encourage them to contribute ideas about how they would like to provide feedback and input.
9. Explore ways to expand the mechanisms for collecting evaluation data and types of data.
10. Undertake the community member survey and community get-togethers as soon as possible and incorporate feedback into planning for 2015.
11. Consider ways to promote and showcase the project widely, in the community and in the sector.

## 5.0 Conclusion

The most compelling strengths of the Our 3021 project appear to stem from the adaptability and commitment to regular reflection of all stakeholders in the project. The key output for this year's implementation appears to be the emerging 'bridge' created by the relationships with community members, which are enabling flow of information and support in both directions. The most significant area for focus in Year 2 is enhancing the level of community participation in the overall project and the evaluation.

The challenges of establishing a multi-agency partnership arise from different organisational responsibilities and management styles. The establishment phase of the workforce model within the grant timelines at some points slowed progress with community engagement and delivery of community-led projects due to the requirements to establish and review processes for the implementation of the project. Continued revision and reflection in Year 2 will further strengthen this model.

An ongoing challenge for Our 3021 will be shifting between long term and short term focus and identifying, clarifying and reporting on the steps taken to go from short term actions to long term impacts. The relationship between this project and the health and wellbeing of the Brimbank community will become much clearer if/ when the project captures and presents the voice of the community on these aspects of their lives.

*Our 3021's Healthy Living Event activities*



## Appendix 1: Our 3021 Year 1 approved projects

Project	Details
University Park Primary School Breakfast Program	Provide children with healthy and culturally appropriate breakfast and developing skills of volunteers to deliver breakfast program
Women's Safety on Trains	Provide a safe environment for women traveling on trains at night.
Coffee Table Book	Develop a coffee table book about the people of Brimbank, by the people of Brimbank. Compiled of images, drawings, quotes or stories of their culture, background or journey.
Humans of Brimbank	Photography project to capture pictures of local people along with inspirational quotes, snippets or stories. Project to culminate in various exhibitions.
Liberian Baseball	Create an opportunity to socialize and share life experience among young Liberian girls (15-25) in St Albans via play traditional physical baseball game.
Cardio Tennis	Engage young children and women (mainly Vietnamese) in Cardio Tennis (outdoor exercise with music and tennis playing) as a way to improve their mobility and reduce addiction to technology gadgets (particularly among children).
Vietnamese Elderly Group	Create a socialized group of elderly people to talk about: healthy eating, family violence management, adaptation to new culture and socialization.
Social Activity for Isolated Kealba Residents	Support social connection in Kealba.
Computer Literacy Training for Chin Women	Help women from Chin backgrounds use computers.
Interfaith Dialogue	Support different faith groups in St Albans to come together.
Community Garden: Holy Eucharist Primary School	Promote healthy eating habits young children and parents and provide an opportunity to socialise and network in a friendly environment.
Soccer Without Borders	Create an opportunity for young people and adults to socialise and participate in physical activity by playing soccer and link young people to professional sporting clubs.
Community Voice in St Albans Grade Separation	Bring together members of the St Albans Community Resource Group to create an opportunity for local community members to have their say about the look and feel of the St Albans grade separation.
Art Therapy	Capture people's stories, photos, videos. Art therapy is linked to health and mental wellbeing.
Giant Chessboard at Cairnlea Shops	Install a giant chess board at the shops in Cairnlea.
Youth Choir	Establish a youth choir in St Albans.
Sunshine College and VU Secondary College Youth Project	Involve students from Sunshine College and Victoria University Secondary College in community-led projects focusing on tree planting, a soccer clinic for primary school students and a public art mural at Jamieson Park.
Chin Dancing Event	Showcase traditional dancing from the Chin community.