



University of the
Sunshine Coast
Australia

Working Copy

**Sexual Assault and Sexual Harassment
(SASH) Action Plan 2023-25**

Leadership and governance	Prevention, awareness, and culture	Service, support, and safety	Monitoring, evaluation, and research
<p>University leaders are central to organisational culture and are responsible for the transparent prevention of, and response to, SASH (TEQSA, 2017). This includes decision making, monitoring and evaluation of actions taken.</p> <p>ACHR, UA and TEQSA recommend universities establish an advisory body / task force within their institution to assist and advise universities in this respect, and which has responsibility for guiding the implementation of the SASH Action Plan.</p>	<p>It is recommended that universities develop a plan to address the drivers of SASH. The plan should:</p> <ol style="list-style-type: none"> 1. Educate students and staff about SASH behaviours, consent, respectful relationships, gender-based violence and bystander intervention. 2. Initiate communication campaigns to staff and students that reinforce key educative messages within a health promotion framework. 3. Education programs and communications should target all levels of the organisation and be based on best practice and research. 	<p>Universities should widely disseminate information about internal and external reporting procedures and support services to ensure all students and staff have access to and understand this information, including people with disability and people from culturally and linguistically diverse backgrounds.</p> <p>Universities should develop relationships with external service providers (e.g., local sexual assault service, local hospital) to enable referral of students to these services where necessary.</p>	<p>Universities should monitor and evaluate their activities to ensure their effectiveness in increasing awareness among staff and students.</p> <p>Universities should collect and evaluate data on individual disclosures and reports of SASH and monitor performance against established key performance indicators.</p> <p>Universities should also engage an independent body to conduct the national university student survey of SASH at three yearly intervals to track progress in reducing the prevalence of these incidents at a sector-wide level.</p> <p>Data analysis should be reported at least every six months to the Executive team to consider and implement improvements where required.</p> <p>Universities should also conduct regular audits of counselling services to assess their capacity to respond to students' requests for counselling in an appropriate and timely manner.</p>

Action area 1: Leadership and Governance

Lessons learnt:

Greater oversight needed over implementation and ownership of SASH Action Plan items.

SASH Action Plan 2023 -2025 to consider recommendations from the Ernst & Young (EY) internal audit (2022) and the Code Black (CB) review (2021). SASH Taskforce to identify RO/DO officers, expected due dates, and measures of success for the SASH Action Plan 2023 -2025.

Item	Action	Officer	Status	Measure of Success
1.1	Action Plan working template to be adjusted to include lessons learnt. (EY Rec. 4)	RO: PVC (Students) DO: Student Health Coordinator	Completed	New Action Plan template endorsed by Taskforce April Meeting
1.2	Quarterly reporting to the Executive and ARMC of progress of items against the Action Plan. (EY Rec. 5)	RO: PVC (Students) DO: SASH Taskforce	Completed	SASH Taskforce ToR 2023-24 re-written to include reporting pathway.
1.3	Review existing policies and procedures pertaining to the SASH grievance process to consolidate and streamline information across UniSC into a single policy or procedure with team-specific guidance, including: <ul style="list-style-type: none"> - Roles and responsibilities of key stakeholders involved in the process. - Communication protocols/ communication between teams. (EY Rec. 11)	RO: PVC (Students) DO: Director, Governance and Risk Management & AD, Student Engagement and Success	In Progress	Review of SASH policy suite ongoing with recommendations made to PVC(S) for major revisions to scope and principles, following an evaluation of sector best practice, UA and TEQSA guidance, SME feedback and UniSC audit recommendations. Policy suite review assessed to be major revision. Completed: <ul style="list-style-type: none"> - Evaluation of sector best practice - Alignment of proposed content to UA and TEQSA guidance, SME feedback and UniSC audit recommendations. Initial consultation with SMEs including <ul style="list-style-type: none"> - Governance and Risk - Student Ombudsman - Student Grievance - Student Wellbeing - Student Guild - SVRPU To follow: <ul style="list-style-type: none"> - Consultation with P&C on scope and principles (Q3 2023) - Wider University consultation on revised policy suite (Q4 2023) - Approval process (Q1 2024).

1.4	Establish a standalone SASH policy and procedures, separate from other misconduct matters, such as discrimination and bullying. This will align to the UA guidelines. (EY Rec. 13; CB Rec. 3 endorsed)	RO: PVC (Students) DO: Director, Governance and Risk Management AD, Student Engagement and Success	In Progress	As above
1.5	Incorporate the recommended policy and procedure amendments specified in 2021 Code Black Review (EY; CB Rec. 5-9, 12 endorsed). Consider for endorsement other Code Black recommendations related to policy and procedures. (CB Rec. 13-17, 20 to be reviewed).	RO: PVC (Students) DO: SASH Taskforce	Completed	Review and consideration for endorsement of Code Black review recommendations to be a standing item on SASH Taskforce agenda until all items complete (See Appendix 1 for Code Black recommendations).

Action area 2: Prevention, awareness, and culture

Lessons learnt:

Student Wellbeing provides a trauma-informed counselling service, with competently trained staff who are well-placed to train academic and professional staff in trauma-informed practice and responding to disclosures.

Decision-makers on the misconduct panel would benefit from cultural competency training to support decision-making of cultural considerations (i.e., international students). This would provide insight and understanding as to the reasonableness of their conduct and responses to general misconduct report.

Item	Action	RO/DO	Status	Measure of Success
2.1	Review Code Black recommendations 24-27 (related to awareness- raising) for consideration and/or endorsement.	RO: PVC (Students) DO: SASH Taskforce	In Progress June 2023 July 2023 August 2023	<ul style="list-style-type: none"> - Mapping of outstanding items completed and included in SASH Action Plan Working Draft. - Taskforce meeting agenda for February 2023 updated to include this item as a standing item in regular Taskforce agenda. - Recommendations emailed to members for consideration and endorsement - Members endorsed or provided alternative recommendation/action to address concerns raised through the audit. - Endorsed and alternate recommendations mapped and included working draft 2023-25 Action Plan

2.2	<p>Upload TEQSA's recommendations to UniSC's "Respect. Now. Always." webpage so they are publicly accessible.</p> <p>(EY Rec. 6)</p>	<p>RO: Manager, Student Wellbeing DO: Student Health Coordinator</p>	Completed	<p>✓ Achieved unisc-response-to-teqsa-sash-recommendations.pdf (usc.edu.au)</p>
2.3	<p>Complete development and implementation of mandatory training modules (both online and in-person) regarding respectful relationships for all UniSC staff.</p> <p>In-person training should be prioritised for staff who predominantly interact with students. Include specific reference to the UniSC SASH process and what staff are required to do if a complaint is made to them.</p> <p>(EY Rec. 14; relates to CB training recommendations; Rec. 22, 28-30 to be reviewed).</p>	<p>RO: PVC (Students) DO: Director, People and Culture</p>	In Progress	<p>Training modules launched to staff under the Umbrella theme of 'Set the Standard'</p> <ul style="list-style-type: none"> ✓ Mandatory training for all staff including casual ✓ Included in onboarding for new staff ✓ Requires annual refresher training ✓ Compliance training phase 1 rollout endorsed by Executive (12 April) <p>Phase 1 Module release:</p> <ul style="list-style-type: none"> ✓ Code of Conduct ✓ Sexual Assault & Sexual Harassment Awareness ✓ Fraud and Corruption ✓ Bullying & Harassment Awareness <p>Face to face training to be conducted in September 2023 for staff seeking to build further skills, as well as staff likely to receive disclosures (staff & students):</p> <ul style="list-style-type: none"> ✓ Development of staff training implementation proposal <p>Day 1 - Trauma-Informed Responding to Disclosures Training workshop (4 hours) for anyone likely to receive a disclosure of interpersonal violence due to their work role or status as a designated contact officer, and those who manage staff receiving disclosures.</p> <p>Day 2 – Responding to Disclosures workshop (2 hours) for anyone who has done the online training module and is interested in developing an understanding of how to respond to a disclosure Percentage of online training completions by department.</p> <p>The success of the compliance training will be evaluated through the following measures:</p> <ul style="list-style-type: none"> - Interest in further skill development via face-to-face training - Overall training completion percentage by staff

2.4	<p>Include training focused on SASH incidents involving international students, those of First Nation’s descent and minors and the protocols appropriate for each demographic.</p> <p>(EY Rec. 15)</p>	<p>RO: PVC (Students)</p> <p>DO: Director, People and Culture</p>	In Progress	<ul style="list-style-type: none"> - Percentage of online training completions by department. - Interest in further skill development via face-to-face training - Overall training completion percentage by staff - In relation to staff policies and training, the scope and intent is defined more broadly as UniSC is committed to eliminating sexual assault, sexual harassment, bullying and discrimination from our campuses and communities. The legal definition of SASH is provided in staff training, in context with UniSC’s commitment to a compassionate, respectful, and empathetic approach to responding to disclosures and building a safer university environment.
2.5	<p>Develop a communication plan highlighting the importance of SASH training to staff. Consider including newsletter comms, email, and mandatory attendance at training for all staff, to be endorsed by the Executive.</p> <p>(EY Rec. 16)</p>	<p>RO: PVC (Students)</p> <p>DO: Director People and Culture</p>	Completed	<ul style="list-style-type: none"> ✓ P&C Director newsletter releasing training to Senior Management Committee and requesting completion prior to release to all staff (28 May) ✓ Included email template for SMC to encourage their staff to complete ✓ Dedicated page outlining Set the Standard training ✓ Yammer posts encouraging completion ✓ Reporting provided to leaders and P&C Business Partners for follow-up & recognition ✓ System nudges as required
2.6	<p>Develop a good practice guide on trauma-informed practice in a university setting.</p> <ul style="list-style-type: none"> - Ensure that the guide aligns with recognised trauma-informed principles and practices. - Regularly review and update the guide based on emerging research, feedback from stakeholders, and changes in best practices. 	<p>RO: PVC (Students)</p> <p>DO: Manager, Student Wellbeing</p>	Pending June 2024	<ul style="list-style-type: none"> - Establish a working party to map out the content. Include trauma survivors, students, staff, mental health professionals. - Publish the Guide in the Health and Wellbeing Toolkit for Staff - Track the embedding of the guide by the university, including its integration into policies, procedures, and training programs. - Measure the extent to which the guide prompts a critical review and evaluation of current practices.

				Track the implementation of recommended changes and modifications to align with trauma-informed principles.
2.7	<p>Ensure that the Student Charter is prominently displayed and easily accessible to students during the enrolment process.</p> <p>(CB Rec. 1 endorsed).</p> <p>Incorporate the Student Charter and related information on student expectations and responsibilities into commencing student communications</p> <p>(CB Rec. 2 endorsed).</p>	<p>RO: PVC Students</p> <p>DO: Team Leader, Student Communications and Events</p>	Completed	<p>Student Charter embedded in the Student Portal on Learn page: https://studentportal.usc.edu.au/learn/ nocache</p> <p>Student Charter also linked to from Compulsory Modules page. All commencing students are directed to this page as part of onboarding communications:</p> <p>https://studentportal.usc.edu.au/learn/new-to-usc/getting-started/compulsory-modules/ nocache</p>
2.8	<p>Develop a flowchart for UniSC staff on responding to reports of SASH.</p> <p>This document should be easily accessible online and via hardcopy</p> <p>(CB Rec. 10 endorsed).</p>	<p>RO: PVC Students</p> <p>DO: Coordinator, Safer Communities</p>	Completed	<p>Flow Chart available</p> <p>https://usceduau.sharepoint.com/sites/Student-Engagement-and-Success_STF_INT/SitePages/Supporting-student-health-and-wellbeing.aspx</p>
2.9	<p>Deliver specific training to HDR students prior to commencing studies to discuss the principles of respectful supervisory relationships. The training should include information on reporting concerning behaviours, how the University can respond and support students.</p> <ul style="list-style-type: none"> ✓ Provide students with Principles of Respectful Supervisory Relationships document & relevant ACGR training resources ✓ Provide supervisors with Principles of Respectful Supervisory Relationships document & relevant ACGR training resources <p>(CB Rec. 19).</p>	<p>RO: PVC Students</p> <p>DO: Dean of Graduate Research</p>	Completed	<ul style="list-style-type: none"> ✓ Information and training resources added to the MyHDR section of the Student Portal https://studentportal.usc.edu.au/my-hdr/candidate-support/respectful-relationships ✓ A section on Respectful Relationships has been added to the mandatory <u>Induction resource</u>. ✓ The Principles of Respectful Supervisory Relationships document has been part of the mandatory supervisor induction and re-registration process for several years. ✓ Information and training resources have been added to the <u>Supervisor Handbook</u> in MyUniSC. ✓ https://usceduau.sharepoint.com/sites/INT_Research/SitePages/Respectful.aspx ✓ Training sessions to be offered as part of the
			August 2023	

			October 2023	<p>Supervision Excellence Development program on an annual basis.</p> <ul style="list-style-type: none"> - Provide face to face (incl Zoom option) peer led training sessions using blended learning materials provided by ACGR for students.
2.10	<p>Provide information and resources to all students on disclosures, reporting and support options, with specific support for LGBTIQ+, Indigenous and international students.</p> <p>(CB Rec. 21, 23).</p>	<p>RO: PVC Students DO: Coordinator, Safer Communities</p>	<p>In Progress November 2023</p>	<ul style="list-style-type: none"> - Review and map information and resources currently provided on different channels taking into consideration inclusive language and use of images with particular focus on diverse identities - Consider co-design approaches and seek feedback from student and staff groups - Develop detailed communication plan including websites, student portal, orientation materials, blog posts, student accommodation social media, digital signage, print material and high traffic areas - Increase in students from diverse backgrounds seeking support or making reports/disclosures
2.11	<p>Review current communication channels and SASH resources provided to student accommodation providers and make recommendations for any amendments to enhance support for students in private accommodation facilities.</p>	<p>RO: PVC (Students) DO: Coordinator Safer Communities</p>	<p>In Progress November 2023</p>	<ul style="list-style-type: none"> - To be included in the communication plan above - Guidelines to be created and mirror 'service level agreements' to improve prevention and responses.
2.12	<p>The taskforce develops UniSC's Roadmap for the Prevention of Sexual Violence</p>	<p>RO: PVC (Students), Director People & Culture; Director Marketing & Communications DO: SASH Taskforce</p>	<p>Pending November 2023 February 2024</p>	<ul style="list-style-type: none"> ✓ Exemplar road map uploaded to Taskforce site for review – Completed June 2023 Meeting ✓ Working party convened including <ul style="list-style-type: none"> - SVRPU, Specialist Sexual Assault Service, QPS, Students ✓ Draft roadmap to be published identifying progress made, and planned activities

2.13	Develop a sexual assault and sexual harassment communication strategy	RO: PVC (Students), Director People & Culture; Director Marketing & Communications DO: SASH Taskforce	Pending November 2023- Ongoing	- Taskforce to guide the development of a communication strategy to profile measures of success, key initiatives and awareness raising campaigns
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Action area 3: Service, support, and safety

Lessons learnt:

The expected process for handling deidentified complaints and incidents involving minors is unclear. Sensitive information is shared between teams via email.

Item	Action	RO/DO	Due Date & Status	Measure of Success
3.1	Review the existing grievance process for deidentified complaints. (EY Rec. 7 endorsed)	RO: PVC (Students) DO: Director, Governance and Risk Management	In Progress August 2023	Renewed SASH Policy and Procedure to include item related to this recommendation
3.2	Develop guidance that supports UniSC staff in handling SASH incidents involving minors, highlighting the differences in approach between incidents with non-minors. - Develop specific item to address the impact of SASH on minors enrolled in UniSC's 'Headstart' program. (EY Rec. 8 + 9 endorsed)	RO: PVC (Students) DO: Coordinator, Safer Communities	In Progress Completed December 2023	Updated information contained within the new staff training package. Good Practice Guide to include specific information related to minors and vulnerable persons.
3.3	Implement secure shared folder access (or alternatives secure measures) for sensitive and confidential information when sharing across organisational units. (EY Rec. 11 endorsed)	RO: PVC (Students) DO: Manager, Privacy, and Information Management	Completed February 2024	SharePoint Files established including password protect. Taskforce to seek recommendation from PwC as part of the broader Privacy Management Review.

3.4	Develop a good practice guide relating to: <ul style="list-style-type: none"> - Sharing sensitive / confidential information externally and internally - Observing, recording, and reporting behaviour of concern (EY Rec. 12)	RO: PVC (Students) DO: Manager, Student Wellbeing	In Progress March 2024	<ul style="list-style-type: none"> - Develop resource to assist staff to document and record behaviour of concern - Draft good practice guide submitted to Coordinator Safer Communities - Good Practice Guide available via health and wellbeing toolkit for staff
3.5	Develop process and procedures specific to anonymous complaints (provide a provision that the University can investigate anonymous complaints where there is concern for the safety of students, staff, or the community). (CB Rec. 11 endorsed)	RO: PVC (Students) DO: Director, Governance and Risk Management, AD Engagement and Success	In Progress May/June July July August December 2023	Policy working party Taskforce <ul style="list-style-type: none"> ✓ Sector benchmarking ✓ Consultation with SME ✓ Review has identified gaps, sector best practice, UA Guidance Note, recommendations from each of the the audits. - Redraft of current Policy - Policy draft to be presented to Taskforce meeting in August • Revised Policy and Procedure to be endorsed by Council
3.6	Improve feedback processes for reporters of problem behaviour. Privacy considerations can be balanced and navigated in a manner to at least assure the complainant can be assured action has been taken, risk has been managed and their experience is validated. (CB Rec. 18 to endorsed).	RO: PVC (Students) DO: Coordinator Safer Communities; Director People and Culture; Co-ordinator Student Grievances	In Progress 1 st Meeting 18 th July 2023 2 nd Meeting 7 th August 2023	Student / Staff matters: Guidelines developed: <ul style="list-style-type: none"> - Details how communication between P&C, Student Wellbeing and Security where there are safety concerns and outlines when, and how a case manager is appointed. - Clear timelines and on when and how feedback is provided to parties involved, that considers incidents where staff are impacted by problem student behaviour, and where students are impacted by problem staff behaviour. - Templated content provided to P&C identifying support and report options provided to students in cases where complaints are handled outside of Student Wellbeing: Safer Communities
3.7	The University should communicate clear expectations at the point of enquiry to any student or staff member making a formal complaint to the university complaint, including:	RO: PVC (Students) DO: Coordinator	In Progress Due November	Student complaints Website information is easily found and outlines clear expectations to students who wish to make a complaint.

	<ul style="list-style-type: none"> - what the University can do - limitations - safety planning <p>(CB Rec. 18 endorsed).</p>	<p>Safer Communities and People and Culture; Co-ordinator Student Grievances</p>	<p>2023</p>	<p>Information to staff is available via myUniSC via Supporting Student Health and Wellbeing, as well as embedded in the Student Health and Wellbeing Toolkit for Academics. https://usceduau.sharepoint.com/sites/Student-Engagement-and-Success_STF_INT/SitePages/Supporting-student-health-and-wellbeing.aspx</p> <p>New report form to capture incidents where has disclosed sexual assault and/or sexual harassment to staff outside Student Wellbeing and does not consent to a referral 'Report a Sexual Assault and Sexual harassment' https://usc.custhelp.com/app/sash/form</p> <p>Fact sheets are available for students outlining what to expect and contain clear contact information for support during the complaints process. Flowchart developed Student engagement and success - Flowchart-guidelines-for-responding-to-disclosures-of-sexual-harm.pdf - All Documents (sharepoint.com)</p>
<p>3.8</p>	<p>Consider early intervention strategies for low-level behaviour which do not align with the University's values and Student Charter. (CB Rec. 31, 32 to be reviewed).</p> <p>Training and workshops for students, and staff on consent, first responder, bystander intervention, and trauma-informed approaches.</p>	<p>RO: PVC (Students) DO: Coordinator Safer Communities; Associate Director Strategic Communications</p>	<p>In Progress June 2024 June 2024 December 2023</p>	<p>Early intervention strategies imbedded into Staff and Student training materials</p> <p>10% Increase referral for management of low-level behaviour through educative and supportive measures such as psycho-social education sessions and restorative justice</p> <p>Increase in skill and confidence, through the provision of resources that support staff to respond to and address low-level behaviour in the moment through feedback to students and referral to support services.</p> <p>Staff and student training calendar created to address</p> <ul style="list-style-type: none"> - SafeUSC Security Staff and Privately Managed Student Accommodation

Action area 4: Monitoring, evaluation, and research

Lessons learnt:

Greater accountability needed, including qualitative and quantitative metrics, and expected due dates and responsible departments / persons.

Item	Action	RO/DO	Status	Measure of Success
4.1	Develop qualitative and quantitative metrics, agreed due dates and responsible/delegated officers for each action. (EY Rec. 1)	RO: PVC (Students) DO: SASH Taskforce	In Progress	Regular updates commenced to ARMC August 2023
4.2	Conduct biennial review of Respect at UniSC module; update content and UniSC branding.	RO: Manager, Student Wellbeing DO: Student Health Coordinator	In Progress	Current module has been built using Scorm files. Review and update to be included as part of UniSC brand roll out. Student Health Coordinator provides regular update on completion rate to Taskforce members
4.3	Review Code Black recommendations 33-38 related to collocated service model for SafeUSC Security and Safer Communities.	RO: Manager, SafeUSC Security Coordinator, Safer Communities	Completed June 2023	Recommendations endorsed and included in relevant plans Item 16 and 27 partially endorsed, alternative action items developed in response to risks identified. <ul style="list-style-type: none"> - Templated letters to be used when communicating with students involved in sexual misconduct cases - Templated support information created and shared with P&C in relation to student complaints against staff.
4.4	Update Action Plan on a quarterly basis with the inclusion of comments regarding progress and status of actions. (EY Rec. 4)	RO: PVC (Students)	Completed August 2023	Regular reporting through to ARMC progressed