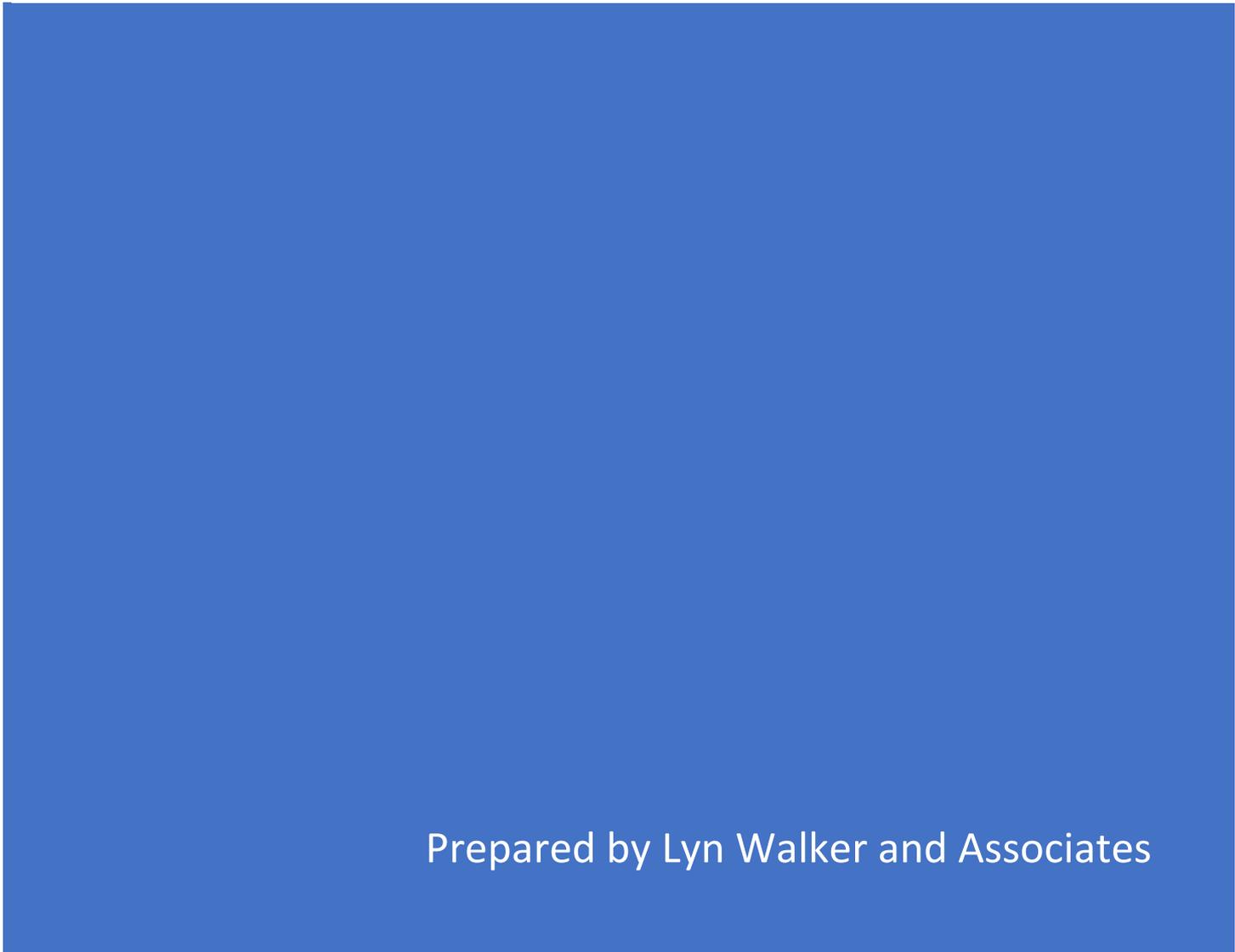




**ANU SEXUAL VIOLENCE PREVENTION  
STRATEGY**

**INDEPENDENT ASSESSOR'S REPORT  
MARCH 2022**



Prepared by Lyn Walker and Associates

# CONTENTS

## 1. BACKGROUND

- 1.1 Review methodology
- 1.2 Emerging themes
- 1.3 The structure of this report

## 2. THE PROGRAM LOGIC FRAMEWORK UNDERPINNING THE ANU STRATEGY

- 2.1 Focus of the strategy
- 2.2 The beneficiaries of the strategy
- 2.3 Strategy action areas
- 2.4 Specific actions contained within the strategy
  - Action 1: Promoting gender equity across the organisation
  - Action 2: Developing and maintaining policies and procedures underpinning support to those subjected to sexual violence and which hold perpetrators accountable for their actions
  - Action 3: Raising staff and student awareness of issues pertaining to sexual violence and its prevention
  - Action 4: Building staff and student knowledge and skills in responding to and preventing sexual violence
  - Action 5: Developing the leadership roles of students and staff in both responding to and preventing sexual violence
  - Action 6: Building partnerships to support collaborative action
  - Action 7: Maintaining governance and infrastructure mechanisms to underpin cross-ANU planning, coordination, monitoring and reporting of activity
  - Action 8: Undertaking research and evaluation which captures the learnings, outputs and outcomes arising from strategy implementation

## 3. CONCLUSION

## APPENDIX

Appendix 1: Program logic framework

## BACKGROUND

In 2021 a review of progress in implementation of the ANU Sexual Violence Prevention Strategy (the strategy) was undertaken, with emphasis placed on identifying actions that could be considered for implementation during 2022 and 2023.

### 1.1 Review methodology

To support conduct of the review a range of activities were undertaken including:

- Examination of relevant ANU documentation including the strategy, reports prepared by internal stakeholders and consultants, policies guiding responses to those subjected to or perpetrating sexual violence, and 2022 draft planning documents;
- Liaison with ANU staff to clarify a range of issues resulting from documentation examined;
- Development of a draft program logic framework to stimulate discussion with internal stakeholders;
- Consultation sessions conducted with ANU students and staff.

### 1.2 Evidence drawn on to support the review

Over the past 15 years, substantial work has been undertaken to support development of an evidence base to underpin national-, state- and local-level prevention initiatives. Consequently seminal resources, including theoretical frameworks and practice tools relevant to the adoption of best practice in design and implementation of activities to prevent sexual violence, were drawn on to support conduct of the review. These resources include:

- AMES Australia 2015, *Understandings and actions to prevent violence against women in CALD communities*, Melbourne.
- ANROWS 2019, *Are we there yet? National community attitudes to violence against women survey*, Sydney.
- Australian Human Rights Commission 2017 *National report on sexual assault and sexual harassment in Australia*, Sydney.
- CASA House 1988, *Breaking the Silence: a guide to supporting victims / survivors of sexual assault*, Melbourne.
- Department of Justice and Community Services 2019, *Developing an evidence based approach to develop a workforce to respond to family violence*, unpublished.
- Family Safety Victoria 2017, *Preventing family violence and all forms of violence against women capability framework*, Melbourne.
- Our Watch 2021, *Change the story: a shared framework for the primary prevention of violence against women in Australia* (2<sup>nd</sup> edition), Melbourne. .
- Universities Australia 2018, *10-point action plan*, Canberra.
- United Nations 2015, *A framework to underpin action to prevent violence against women*, New York.
- VicHealth 2017, *Violence against women in Australia. An overview of research and approaches to primary prevention*, Victorian Health Promotion Foundation, Melbourne. .
- Victoria University 2021, *Respect and responsibility: preventing violence against women ten point plan* (2<sup>nd</sup> edition), Melbourne. .
- Walker, L 2017, *Draft University of Melbourne Sexual Violence Procedure*, Unpublished

### 1.2 Emerging themes

The strategy and associated allocation of substantial resources to support implementation efforts, reflects the ANU commitment to addressing sexual violence across the University. It is underpinned by sound evidence and is in keeping with contemporary policy in this domain.

Through conduct of the review, it became evident that during the initial period of strategy implementation, time was directed toward establishment of the Respectful Relationships Unit (RRU) and identification and implementation of procedures to underpin the ANU response to those subjected to or perpetrating sexual violence.

It is pleasing to note that responsibilities for carriage of both the prevention and response work have now been separated with the RRU retaining responsibility for leading prevention activity whilst the Student Safety and Wellbeing Team (SSWT) now leads work in responding to incidents of sexual violence. Staff with the required skills and expertise have been appointed to carry out both aspects of this work and the University is strategically placed to support ongoing strategy implementation.

Whilst additional work is required to ensure that the ANU response to victim / survivors and alleged perpetrators meets best practice standards, through the separation of the functions it will be possible to achieve a balance between time allocated to the conduct of “response” and “prevention” initiatives.

Based on review inputs, clear priority areas for future focus have emerged. These include:

- Reviewing the current sexual violence policy with a view to indicating a zero tolerance approach to sexual violence.
- Strengthening and documenting procedures underpinning responses to those who have been subjected to or perpetrating sexual violence and disseminating information on these procedures across the University.
- Increasing student engagement in strategy planning and implementation processes.
- Maintaining a whole of organisation approach to the work whilst giving priority to actions to be implemented within ANU residential settings.
- Tailoring some activities to ensure that actions designed to both respond to and prevent sexual violence are relevant to the needs of students from varying ethnic backgrounds. This cohort is recommended as a priority for 2022 -2024 due to the large percentage of the Australian population and the ANU community who are from diverse ethnic backgrounds. This does not preclude establishing other cohorts for priority attention in future strategy iterations.
- Making explicit the decentralised approach to strategy implementation including the roles to be performed by both the RRU and the SSWT and the mechanisms that will be implemented to secure increased engagement in the work from staff and students located across the University.
- Strengthening governance, planning, coordination and evaluation systems underpinning strategy implementation. This includes development and monitoring of annual action plans and disseminating information on outputs and outcomes achieved.

### **1.3 The structure of this report**

Based on analysis of review inputs, a program logic framework was developed to make explicit the varying elements of the strategy with emphasis on future actions that could be considered as priorities for focus. This report discusses each of these elements and makes recommendations on specific actions that could be considered for implementation by ANU, moving forward.

### **1.4 Recommended actions**

It is important to note that actions recommended in this report reflect best practice in preventing sexual violence and should be considered as options for consideration for implementation during 2022 and 2023. Clearly, the actions that ANU wishes to pursue will be dependent on available resources, workloads and importantly, support from student and staff stakeholders.

## 2. THE PROGRAM LOGIC FRAMEWORK UNDERPINNING THE ANU STRATEGY

### 2.1 Focus of the strategy

Research indicates that sexual assault and sexual harassment are often driven by deeply held norms and attitudes about women, their role in society and relationships between men and women.

Universities have an opportunity to prevent sexual assault and sexual harassment from occurring by addressing their underlying causes. Actions addressing attitudes and norms about gender roles and relationships are integral to preventing sexual assault and sexual harassment, and reducing the prevalence of these behaviours over the long term". (Australian Human Rights Commission 2017)

*It should be noted that for the purposes of this report, the term woman refers to all who identify as female. It is also noted that sexual violence is perpetrated in same-sex relationships and against those with varying gender identities. Consequently, it is important to understand the multiple and intersecting forms of discrimination experienced by diverse individuals, including LGBTIQ students and staff, when both responding to and preventing sexual violence.*

The strategy has a dual focus on both responding to and preventing sexual violence, including sexual harassment and sexual assault. Prevention activity is underpinned by an analysis that places gender inequality as the main driver of sexual violence. Response activity contained within the strategy focuses on 1) responding appropriately to those who have been subjected to sexual violence, and 2) ensuring perpetrators are held accountable for their actions.

The strategy focus reflects the contemporary national policy context and best practice in responding to and preventing sexual violence, and should be continued.

ANU focus: preventing and responding to sexual violence	
Preventing sexual violence	Responding to sexual violence
Promoting gender equality to prevent sexual violence by addressing: <ul style="list-style-type: none"> <li>the condoning of violence against women</li> <li>stereotyped constructions of masculinity and femininity</li> <li>disrespect for women and male peer relationships that emphasise aggression.</li> </ul>	Responding to incidents of sexual violence by: <ul style="list-style-type: none"> <li>ensuring those subjected to sexual violence receive appropriate support</li> <li>holding perpetrators accountable for their actions.</li> </ul>

During conduct of the review it was noted that there is an ANU policy statement that indicates the University's commitment to addressing sexual violence. Many large-scale organisations across Australia articulate a zero tolerance approach to this issue, which ANU may wish to mirror.

Whilst, it is acknowledged that a number of universities have struggled to articulate a zero tolerance approach to sexual violence, this could be a result of misunderstandings that exist regarding the concept. A zero tolerance approach does not mean that all complaints of sexual violence will result in an alleged perpetrator being exposed to disciplinary action, including removal from the campus. Rather, when a zero tolerance approach is adopted it means that:

- Complaints of sexual violence will be treated seriously and will be investigated.
- Victims / survivors making complaints will receive appropriate support at the point of disclosure and throughout the investigation process, whilst alleged offenders will receive non-collusive support.
- In instances where a complaint is upheld, the offender will be held to account for their actions.

Consequently, if ANU wished to consider articulating a zero tolerance approach to sexual violence, communications need to be developed that enhance understanding of the concept.

It is recommended that a review of the current sexual violence policy is undertaken in order to consider articulation of a zero tolerance approach to the issue.

### 2.2 The beneficiaries of the strategy

The strategy adopts a whole of organisation approach with focus on all ANU students and staff. This approach is consistent with best practice in the University setting and should be maintained.

Those who will benefit from ANU action:
All ANU students and staff.

The strategy adopts a “whole of organisation” approach, with significant work being undertaken by both students and staff to support implementation efforts.

During the next phase of operation it is recommended that:

- A whole of University audit is undertaken to identify 1) relevant initiatives taking place, and 2) potential partnerships that could be developed to support collaborative action and avoid fragmentation of effort.
- The decentralised approach to the work is made explicit via development and dissemination of documentation that makes clear the roles performed by the RRU and the SSWT and the governance, planning and coordination systems that will be strengthened to secure increased engagement in the work from students and staff located across the University.
- Mechanisms are developed to harness the knowledge, skills and commitment of the student body in order to expand the reach, depth and sustainability of activities being undertaken.
- Whilst maintaining a “whole of organisation approach”, given the relatively large number of incidents of sexual violence that take place within University residential settings, this setting be considered as a priority for action.
- Whilst maintaining a “whole of organisation approach”, attention is paid to meeting the needs of diverse cohorts of students. For example, in the next phase of operation ANU may wish to pay increased attention to development of actions that meet the needs of students from ethnically diverse backgrounds.

### 2.3 Actions contained within the strategy

Actions contained within the strategy	
1. <b>Promoting gender equity</b> across the University.	5. <b>Developing leadership</b> roles of students and staff in responding to and preventing sexual violence.
2. <b>Developing and maintaining policies and procedures</b> underpinning support to those subjected to sexual violence, which hold perpetrators accountable for their actions.	6. <b>Building partnerships</b> to support collaborative action.
3. <b>Raising awareness</b> of issues pertaining to sexual violence.	7. <b>Maintaining governance and infrastructure mechanisms</b> to underpin cross-ANU planning, coordination, monitoring and reporting of activity.
4. <b>Building staff and student knowledge and skills</b> in responding to and preventing sexual violence.	8. <b>Undertaking research and evaluation</b> that captures the learnings, outputs and outcomes arising from strategy implementation.

The strategy focuses on implementation of eight action areas, as identified in the table above. Adoption of mutually reinforcing actions is indicative of a public health approach and represents best practice in preventing sexual violence at a whole of organisational level. Consequently, this approach should be maintained.

However, in the absence of annual action plans and progress reports, there has been a lack of detail regarding initiatives being implemented and outputs and outcomes achieved to date. This has been acknowledged by ANU staff and students with work currently taking place on development of a plan to guide actions to be implemented in 2022.

It is recommended that:

- Annual action plans are developed, with input from key staff and students from across ANU.
- Annual progress reports that identify the outputs and outcomes achieved under the strategy are developed and disseminated widely.
- The actions recommended below are considered for inclusion in 2022 and 2023 plans.

The following section of this report discusses each action contained within the ANU strategy in more detail.

#### Action 1: Promoting gender equity across the organisation

During conduct of the review, it was noted that there are four governance working groups focusing on issues relevant to the Sexual Violence Prevention Strategy. This includes the “Whole of University” Gender Equity Working Group, the Respectful Relationships Working Group, the Social Diversity Working Group and the Inclusion Working Group. There are also school specific gender equity committees being convened.

It is important that commonalities in the work of each group are identified with coordination mechanisms being implemented to address any fragmentation or duplication of effort that may be occurring. It is anticipated that the current Inclusion, Diversity, Equity and Access review, being led by the Deputy Vice-Chancellor’s office, will address this issue.

It was also noted that, based on national indicators, ANU is required to submit data to the Workplace Gender Equality Agency (WGEA), which identifies ANU progress in working towards gender equity, particularly as it relates to staff employment outcomes. This data is collected, submitted to the WGEA and disseminated across the University. During the consultation process it was noted that improvement in WGEA data dissemination is required in order to improve data access.

Whilst WGEA focuses on data collection relevant to staff employment outcomes, the need to monitor student access to traditionally male or female dominated courses was also identified.

It is recommended that:

- The outcomes of the current Inclusion, Diversity, Equity and Access review are utilised to inform improved coordination of relevant activity across the University.
- Data dissemination mechanisms relevant to ANU data submitted to the Workplace Gender Equity Agency are reviewed and strengthened.
- A review of student enrolments across courses provided by ANU is undertaken in order to identify mechanisms that need to be put in place to address barriers to equal participation in all courses for both male and female students.

## **Action 2: Developing and maintaining policies and procedures underpinning support to those subjected to sexual violence and which hold perpetrators accountable for their actions.**

### ***Responding to victim / survivors of sexual violence***

It is acknowledged that disclosures of sexual violence can be made to any ANU community member and that information regarding referral pathways is important information that all ANU community members require. Consequently, the SSWT is currently undertaking work that strengthens procedures underpinning responses to those who have been subjected to sexual violence. Whilst undertaking this work, the SSWT, alongside students and staff engaged in the process, will need to provide clarity on 1) recommended points of first disclosure that victim / survivors may wish to pursue, 2) services available to provide ongoing support and 3) the roles and responsibilities of those involved in the process. This includes processes to be adopted within ANU residential settings.

These procedures should be informed by best practice principles to ensure that victim / survivors receive appropriate support and that ANU fulfils its obligation to protect the wellbeing and safety of the University community, whilst complying with its legal obligations. These principles are outlined below.

In particular, universities should ensure that when a victim/survivor makes a disclosure or report about sexual violence, they will be:

- treated with respect and dignity regardless of any personal attribute or characteristic
- provided with information about, and assistance with, navigating internal and external support services to minimise trauma or distress
- offered the opportunity to be accompanied by their nominated support person while engaging with services
- protected from offence, trauma, intimidation or any other risks to wellbeing that may arise from making a disclosure or reporting a sexual offence
- fully informed and offered support in exploring their rights and options in regard to making a formal report to the University, undertaking alternate resolution, or lodging a statement with police
- provided with regular and timely communication about any processes that are enacted
- fully informed and supported navigating the University's special consideration process if the victim / survivor is a student and wishes to apply
- respected in their decisions regarding 1) reporting or not reporting alleged sexual violence to police, and 2) whether the University will investigate alleged sexual violence, or to take no action.

During the review it also became evident that a relatively large number of students are making disclosures to the ANU Women's Officer. Given it is likely that many students will continue to identify a student body as their preferred first point of contact for disclosures, there is merit in considering development of an outreach model that enables qualified case managers to provide services in these sites.

### ***Responding to alleged perpetrators of sexual violence***

Currently ANU uses its critical incident procedure to guide responses to alleged perpetrators of sexual violence. However, a specific procedure to guide the provision of non-collusive support and assistance to alleged perpetrators is required. Again,

these procedures will need to be informed by principles underpinning natural justice and best practice in responding to alleged perpetrators. This will assist application of appropriate responses that ensure ANU fulfils its obligation to protect the wellbeing and safety of the University community, whilst complying with its legal obligations. These principles are outlined below.

In particular, universities should ensure that when an alleged perpetrator of sexual violence is a university student or employee, that person will be:

- treated with respect and dignity regardless of any personal attribute or characteristic
- provided with information about, and assistance with, navigating internal and external support services to minimise trauma or distress from the reported incident
- offered the opportunity to be accompanied by their nominated support person while engaging with services
- provided with information about, and assistance with, navigating the University's alternate dispute resolution processes, formal report process and misconduct investigation processes
- fully informed and offered support in exploring their rights and options in regard to formal reports lodged with the University and police
- afforded an investigation and determination of the report of a sexual offence in accordance with University regulations, policies and procedures
- provided with regular and timely communication about any processes that are enacted.

A different University support officer is allocated to the victim/survivor and the alleged perpetrator to avoid conflict of interest. (Walker, L 2017))

### **Using alternative resolution processes**

It should be noted that whilst alternative dispute resolution processes are sometimes utilised in instances of sexual harassment, the evidence base in utilising these processes in instances of sexual assault is equivocal. Consequently, until the efficacy of utilising alternative resolution processes is further developed, this practice is not recommended.

Based on review inputs and best practice in this domain it is recommended that:

- Procedures guiding responses to disclosures and complaints of sexual violence are documented in accessible formats and disseminated widely, via use of a range of communication approaches, across the University.
- An outreach model is implemented that enables case managers to provide services from student body facilities.
- People involved in receiving initial disclosures and providing ongoing support, including those located in ANU residential settings are provided with appropriate training and debriefing.
- Canberra Rape Crisis Centre staff are provided advice on practical support that is able to be provided by the ANU students or staff who access their service.
- Quarterly reviews are conducted with those providing services in order to monitor implementation of procedures developed.
- Data collection systems pertaining to disclosures of sexual violence are reviewed and strengthened where appropriate.
- Non-identifying data on the incidents of sexual violence drawn to the attention of ANU is disseminated across the University.

### **Action 3: Raising staff and student awareness of issues pertaining to sexual violence and its prevention**

Communication is an important method to raise awareness of issues pertaining to sexual violence, however, as a stand-alone method, its efficacy is limited. Consequently, best practice in communications on issues pertaining to sexual violence indicates that communications should be utilised as a tool to support adoption of organisational policies and procedures, mobilise employees and students to take action and encourage both employees and students to adopt behaviours that reflect zero tolerance to sexual violence. In communications and marketing terms, all of these ingredients form the fundamental elements of a campaign. (VicHealth 2014) At the time of the review a sexual violence communication strategy was in development.

It is recommended that communications are designed to raise awareness of:

- the outcomes of the recent Universities Australia student survey and actions ANU is taking in this arena
- behaviours that constitute sexual assault and sexual harassment
- what constitutes consent
- the University sexual violence policy and procedures and the 2022-2024 action plan
- internal and external services available to respond to incidents of sexual violence
- what constitutes respectful relationships
- activities that students and staff can engage in to prevent sexual violence
- the importance of addressing violence supportive attitudes including encouraging bystander action.

It is also recommended that:

- communication approaches are adopted that meet the needs of students from diverse backgrounds.

ANU has implemented a range of knowledge and skill building initiatives including 1) bystander training, 2) responding to disclosures training, and 3) consent education in residential settings. Planning is also taking place to identify training for implementation in 2022-2024. It may be useful to consider the **70-20-10 model**, which is based on the premise that learning occurs as a series of experiences that move from formal training courses to real life practice of skill. In short:

- 70 per cent of learning is informal and considered to occur whilst undertaking specific tasks, which may include shadowing, participation in new projects, short-term secondments or self-directed learning via reading of relevant material such as policy documents, theoretical frameworks and practice resources.
- 20 per cent of learning occurs from coaching, formal and informal mentoring sessions and knowledge sharing provided by others including practice leads.
- 10 per cent of learning occurs via formal learning processes such as team or group education and training sessions.

70% Experience

20% Exposure

10% Education

The key interpretation of the model is that formal training programs provide only a small contribution to overall learning and that people need the time, opportunity and support to develop their knowledge and apply new skills.

It is recommended that current knowledge and skill building initiatives for students and staff continue and that additional initiatives are considered for development in 2022 and 2023 that focus on:

- Provision of bystander training for up to 80 students and staff per annum.
- First responder training for relevant students and staff, including those in residential settings.
- Convening of a Heads of Hall Communities of Practice Forum that facilitates knowledge sharing.
- Offering of field placements with the RRU and SSWT for students undertaking relevant courses.
- Professional development programs that provide WSST members with new learning experiences.
- Ongoing provision of coaching and mentoring by the ANU Sexual Violence Practice Lead for WSST members.
- Staging of student educational forums to building knowledge in issues pertaining to sexual violence.
- Assessing the feasibility of increasing focus of sexual violence and its prevention in under and postgraduate courses.
- Providing ongoing opportunities staff to deliver presentations at national prevention conferences and forums.
- Ongoing staging of forums for students and staff engaged in design and implementation of the strategy, which focus on building knowledge in contemporary issues pertaining to the prevention of sexual violence.

#### **Action 5: Developing the leadership roles of students and staff in both responding to and preventing sexual violence**

A number of students and staff lead work in both responding to and preventing sexual violence. These individuals are committed to making a contribution to progression of the work and would benefit from increased engagement in strategy governance and planning processes. This is particularly the case with students.

Likewise, through allocation of responsibility and associated resources to support the planning and staging of student events, forums and other prevention activities, the leadership potential of students and increased engagement by more students may eventuate. This is particularly important as the success and sustainability of the strategy is dependent on developing a critical mass of activity that reaches a large number of students.

To facilitate this process it may be feasible for the Heads of Halls to be supported by staff from the RRU to convene student committees, tasked with planning and implementing initiatives that have congruence with annual action plans.

It is recommended that the feasibility of providing advice, support and resources to student committees, convened by the Heads of Halls to develop and implement initiatives, which have congruence with the annual strategy plan, be investigated. If found to be feasible, the initiative be trialled in up to five halls during 2022.

Whilst the ANU sexual violence strategy is relatively new, the University commitment to this issue, alongside the resource allocated to support action, has the potential to place ANU alongside, or at the forefront of other universities leading work in this arena. Consequently, the ANU commitment and resource allocation should continue, but more importantly, visible leadership is required at all levels across ANU. To assist this process, ANU participation in external forums and the showcasing of ANU work in public arenas is critical.

It is recommended that:

- Future governance arrangements include input from the most senior staff employed by the University.
- The commitment of the University to the issue is made clear to all heads of schools and departments, alongside expectations that they will encourage participation in strategy implementation across their spheres of influence.
- Activities implemented under the strategy be showcased in ANU publications and events.
- The Vice-Chancellor continue participation in the work of Universities Australia and hosts a forum with the CEO of OurWatch for students and staff leading work in this domain.
- Liaison takes place with current student leaders to identify actions that can be taken to harness leadership potential across the student body.
- Liaison takes place with AMES Australia regarding potential delivery of their preventing violence against women course to ethnically diverse students.

### ***Action 6: Building partnerships to support collaborative action***

A range of collaborative initiatives are currently being implemented or have been identified for implementation in 2022-2024. These initiatives will assist in transferring knowledge across organisations working to prevent sexual violence, avoid duplication of effort and pave the way for future collaborative work.

It noted that in the response domain liaison continues to take place with the Canberra Rape Crisis Centre (CRCC) regarding direct service issues. This liaison, with potential for ensuing partnership development is an important plank in the ANU strategy as best practice in both responding to and preventing sexual violence, requires input from stakeholders who are experts in their relevant fields. Consequently, expanding collaborative activity with the CRCC in both the response and prevention domains could be beneficial to both ANU and the CRCC.

It is recommended that:

- Partnership development to support collaborative action remain a central element of the strategy.
- Subsequent to undertaking an ANU-wide audit of relevant activity, opportunities for collaborative action across the University are identified.
- A partnership agreement is developed with the CRCC regarding 1) provision of direct services, and 2) joint ventures that may be initiated such as training initiatives, the staging of forums and events and collaborative research and project activity of interest to both organisations.
- Collaborative initiatives such as bystander and first responder training are undertaken with Griffith and Monash universities.
- The RRU briefs OurWatch on work being undertaken across the University and discuss potential “OurWatch” projects that ANU could support in the future.
- The RRU seeks opportunities to receive funding from the federal and state governments to develop prevention initiatives.
- Opportunities to establish collaborative activity during the 16 days of action to eliminate violence against women are explored with local government and community organisations.

### ***Action 7: Maintaining governance and infrastructure mechanisms to underpin cross-ANU planning, coordination, monitoring and reporting of activity.***

Implementing whole of organisation approaches to organisation-wide initiatives is a complex area of activity that many universities working in this domain have struggled to master. Without implementation of appropriate mechanisms to govern and guide strategy implementation and monitoring, desired outcomes will be difficult to achieve.

ANU has placed considerable attention on development of mechanisms to support design and implementation of the strategy, including engagement of students and staff to support response and prevention initiatives. Through conduct of the review it became evident student leaders have high expectations of ANU to deliver on the strategy and expected more than has been delivered.

At the same time, it was noted by both students and staff that the strategy is a high-level, aspirational document that provided minimal insight to tangible activities that would be implemented. Alongside the absence of action plans, this may have resulted in development of student expectations that were not possible to be achieved.

Now that the full complement of staff has been engaged to support strategy implementation it is timely that a review of the governance and infrastructure mechanisms underpinning strategy implementation are reviewed. If ANU supports this approach it will be important to seek meaningful engagement from students in order to develop a sense of ownership and increased engagement in the work.

It is recommended that a review of governance, committee and working group arrangements associated with strategy design and implementation are reviewed and modified, as required and that meaningful engagement of students in this process is secured.

### ***Action 8: Undertaking research and evaluation which captures the learnings, outputs and outcomes arising from strategy implementation***

We now understand the nature and dynamics of sexual violence, its incidents, prevalence and impacts. However, the evidence base pertaining to models of good practice in preventing sexual violence requires consolidation. In 2022, in light of work undertaken in development of the current strategy, it is acknowledged that it is now timely to focus attention on establishing research and evaluation systems to capture the learnings, outputs and outcomes resulting from implementation of the work. It is also acknowledged that ANU is an institution comprised of researchers and other academics able to provide support in evaluation processes and applied research pertaining to sexual violence more generally.

As alluded to above, some of the desired outcomes identified in the strategy are overly ambitious, with their measurement and ultimate attainment being well beyond the scope of the strategy. For example, the strategy indicates all members of the ANU community will:

- be aware of the causes, forms of sexual violence and the impact of violence on victim / survivors
- actively engage in prevention efforts, both as participants and facilitators
- live and practise confident and respectful relationships while at the University
- live free of fear
- feel safe and included — in their office or lab, residential hall or college, club or society, in online spaces and in participating in or attending ANU events.

To strengthen monitoring and evaluation of the strategy it will be necessary for ANU to develop an evaluation framework, which is informed by annual action plans that articulate activities that will be undertaken, alongside outputs and tangible outcomes to be achieved by each action.

The evaluation section of the program logic framework developed to underpin the 2022 action plan is presented below. This is offered by way of example only. Consequently, once the 2022 action plan has been finalised, this element of the framework will require modification.

Anticipated outputs and outcomes of 2022 activities		
Individual level	Organisational level	Community level
<p>Increased staff and student 1) awareness of the drivers of sexual violence and support services available to those who have been subjected to sexual violence, and 2) engagement in action to prevent sexual violence. 80 per cent of bystander training participants speak out when observing behaviour and attitudes that underpin sexual violence and 20per cent of staff and students engaged in the UN 16 days of action.</p>	<ul style="list-style-type: none"> <li>• Planning, coordination, monitoring and reporting systems embedded in ANU operations.</li> <li>• Procedures relevant to responding to incidents of sexual violence embedded in ANU operations.</li> <li>• First responders fully aware of their responsibilities in responding to sexual violence.</li> </ul>	<ul style="list-style-type: none"> <li>• Protocol with CRCC implemented</li> <li>• Stakeholders aware of ANU commitment to preventing sexual violence.</li> <li>• Collaborative activities embedded in the operations of ANU.</li> </ul>

It is recommended that the RRU develop an evaluation framework designed to capture the learnings, outputs and outcome resulting from the strategy which includes:

- Conduct of a three-yearly ANU staff and student survey designed to capture 1) changes in awareness of issues pertaining to sexual violence, and 2) the level of staff and student engagement in the strategy over time.
- Research conducted with bystander training participants to assess whether the learnings from training provided have been implemented and retained over time.
- Development of evaluation pro formas to capture the efficacy of training delivered
- Development of monitoring templates to enable reporting on annual action plans.

## CONCLUSION

ANU has a critical role to play in contributing to the prevention of sexual violence both within its campus environments and at the broader community level. It employs academics and staff who, on a daily basis, contribute to further development of an evidence base and services designed to both respond to and prevent sexual violence.

In addition, there are a number of students who support a zero tolerance approach to sexual violence and are consequently committed to lending their weight to improving services for those affected by this violence whilst also preventing this violence from occurring in the first place.

The University has displayed commitment to eliminating sexual violence on its campuses and has made inroads to implementation of activity designed to realise this commitment. Via further development of strategy governance, planning and implementation processes the University will be well positioned to continue to develop and sustain activity in this arena.

We now understand the prevalence and impacts of sexual violence on individuals, communities and our society. We also have an evidence base informing activity in both responding to and preventing this violence. The only remaining thing to do is to act.

## APPENDIX 1: SEXUAL VIOLENCE STRATEGY PROGRAM LOGIC FRAMEWORK

