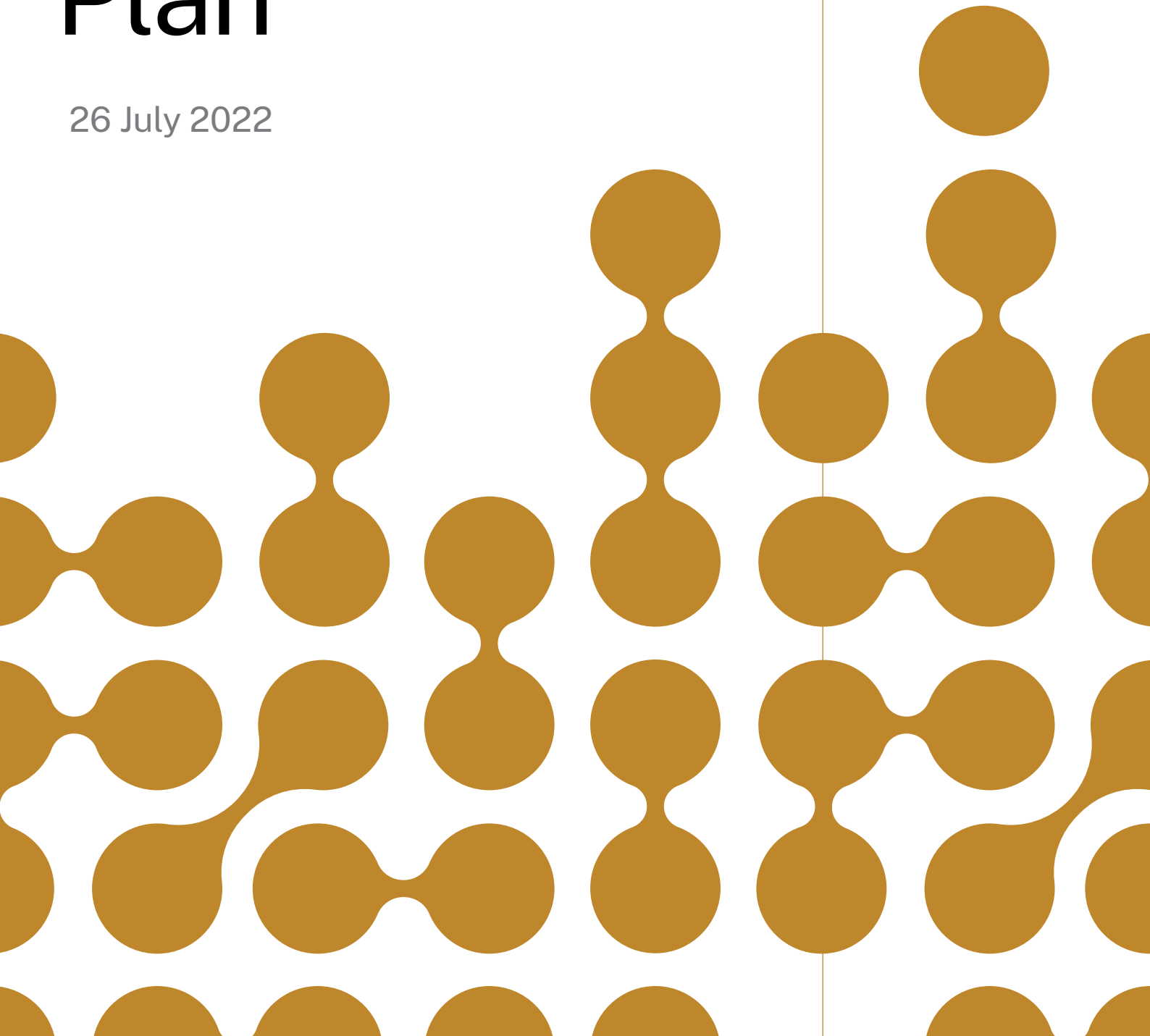


# Student Safety and Wellbeing Plan

26 July 2022



Australian  
National  
University



# Background

Universities Australia commissioned an independent national survey – the National Student Safety Survey (NSSS) – conducted by the Social Research Centre into the prevalence of sexual harassment and sexual assault in Universities across Australia. Wednesday 23 March 2022, the NSSS results were released. In alignment with the results, we would like to provide an update on what the Australian National University (ANU) has been doing to prevent and respond to sexual misconduct.

Firstly, ANU acknowledges all students who participated in the survey and we believe that understanding student views and experiences will help us to better prevent, respond, and act upon, these important issues. We are committed to ensuring the University's study and work environment is a safe, respectful and inclusive place. The health, safety and wellbeing of our staff and students is at the forefront of our work.

Although the University has taken progressive steps to meet the recommendations found within the Australian Human Rights Commission's Change the Course Report and the ANU Sexual Violence Prevention Strategy (SVPS), it has been acknowledged that we must continue to do better in the complex space, that is gendered violence prevention and response. As a result, in September 2021, the SVPS Taskforce was established to form an integrated response to progress the work in the SVPS, the Broken Promises Report, the Sexual Assault and Sexual Harassment (SASH) taskforce and the results from the NSSS. As part of this Taskforce, a three-phased action plan was developed and endorsed by ANU Senior Management Group to support with rebuilding the University's internal capability. The taskforce was developed to support prevention and response activities, and mapping out a way for reporting on disclosure data and SASH in a transparent and meaningful way.

**Phase 1** of the action plan focused on rebuilding capacity and was timed to conclude at the end of 2021. During this phase ANU committed to continue to support the NSSS and strengthen the University's support mechanism already in operation. This included establishing the Student Safety and Wellbeing Team through the recruitment of several key positions. This including three Case Managers who work to support victim/survivors who disclose to the University, a Practice Lead and the Senior Manager Student Safety and Wellbeing to lead the team. At this phase, an independent review of the SVPS was commenced by Lyn Walker. Lyn was responsible for leading the review and assessing the SVPS and actions and make recommendations on how to progress the SVPS in the coming years.

**Phase 2** commenced in early 2022 and built on the foundations of Phase 1, with a focus on ANU Responses. As part of this, on Wednesday 2 March 2022, ANU published its first annual report on Sexual Misconduct Disclosures & Reports. This report provides information on disclosures and reports that have been lodged with ANU, due to sexual assault and/or sexual harassment between 2019 and 2021. The report shows that year on year, more individuals are coming forward to report and disclose incidents of sexual misconduct.

During this phase, ANU also launched the Orientation-week Reach Out Campaign which included the development and distribution of smart stickers that connected students and staff to the support services available. Concurrently, during semester 1 2022 the Respectful Relationships Unit undertook work to improve the consent training program. The training is an expert led series of sessions that contextualises the Consent Matters Module. As of 2022 both the Consent Matters Module and the Enlivening Consent training are compulsory for all students who are moving into ANU Residences for the first time.

**Phase 3** is the phase we are currently implementing and it will continue to build on previous phases. This phase will include the launch of a Student Safety and Wellbeing Plan, which will be fully implemented by Q1 2024, with some key initiatives being targeted for Semester 2 2022. Phase 3 will specifically target online safety across seven streams of work.

This Action Plan has been developed as a dedicated plan that will support the further strengthening of the University's education and prevention, reporting, disclosures, case management, institutional response and reporting initiatives. There will be seven major streams of work that will be contained in the Student Safety and Wellbeing two-year program. These streams of work will be implemented with the input of key internal stakeholders including student representative groups, and staff who work in student support services. ANU will be making significant investments in staffing in ANU Residences, recruitment of new case managers, making consent training a mandatory part of students' enrolment and embedding a zero-tolerance approach in ANU culture, including policies, language, training and disciplinary procedures.

# Governance

The Student Safety and Wellbeing Steering Group has been established to give effect to the Independent Assessor's Report of the ANU Sexual Violence Prevention Strategy.

The steering group membership is:

- Deputy Vice-Chancellor (Students and University Experience) (Chair)
- Deputy Vice-Chancellor (Academic)
- Chief Residential Services and Operations Officer
- University Registrar
- Deputy Chief People Officer (Strategy and Planning)
- Director, Engagement and Strategic Communications
- Director, University Engagement
- Senior Manager, Student Safety and Wellbeing
- Student Representatives (x2)

Other key stakeholders and corresponding members:

- Chief Operating Officer
- Director, Office of the Vice Chancellor
- Head, Equity and Belonging
- Manager, Respectful Relationship Unit
- Senior Advisor to the Deputy Vice-Chancellor (Students and University Experience)

The steering group will inform decision-making around implementation of this Plan. The Plan is linked to seven major streams of work that have been proposed as part of the Student Safety and Wellbeing Plan, namely:

**Stream of work 1:** Implement all the recommendations from the SVPS Independent Assessor's Report, through a two-year program of work.

**Stream of work 2:** Ensure that staff are able to access effective and supported training on Student Safety and Wellbeing at ANU.

**Stream of work 3:** All newly enrolled students have completed consent-training modules and ANU is piloting new prevention education programs with a focus on online safety.

**Stream of work 4:** Significantly invest in more professionally trained staff in residences and implement within the context of a strengthened operations model.

**Stream of work 5:** Expand the case management support from Student Safety and Wellbeing team to assist in Student Residences, the reporting process and in student groups.

**Stream of work 6:** Introduce oversight mechanism for University Council to oversee these recommendations and to keep the University accountable.

**Stream of work 7:** Strengthen and document procedures for responding to victim/survivors and perpetrators and disseminate widely across the University

Each stream of work will have a stream lead who will report into the steering group. The required support, communication, resources, and ongoing commitments have been taken into consideration in the draft of this document and set of deliverables. The plan has been developed by the University Experience Division in conjunction with the Student Safety and Wellbeing team and the Respectful Relationship Unit.

## 1. Action Table

	Activity	Key Actions	Responsible Officer/Group	Scheduled finish	Outcomes/Update/Comments
<b>1. Start implementing all the recommendations from the Independent Assessor's Report (Lyn Walker, 2022).</b>					
1.1	Indicate a zero-tolerance approach in the sexual violence policy.	<ul style="list-style-type: none"> <li>Review current policy for improvements</li> <li>Workshop and draft statement on the concept of Zero Tolerance</li> <li>Draft new Sexual violence policy</li> <li>Approve new Sexual violence policy</li> </ul>	Deputy Vice-Chancellor (Students and University Experience)	Q4 2023	
1.2	Prioritise actions within ANU residential settings, while maintaining a whole of organisation approach.	<ul style="list-style-type: none"> <li>Establish stream of the Student Safety and Wellbeing Plan</li> <li>Review cultural action plans in residences.</li> </ul>	Deputy Vice-Chancellor (Students and University Experience)	Q3 2023	
1.3	Strengthen governance, planning, coordination and evaluation systems underpinning strategy implementation.	<ul style="list-style-type: none"> <li>Establish new Student Safety and Wellbeing Steering Group to oversee reforms.</li> <li>Establish full Student Safety and Wellbeing Plan and associated actions.</li> <li>Establish new Student Wellbeing at ANU evaluation and reporting framework to identify improvements in service provision.</li> <li>Publish report as part of the annualise sexual misconduct report/student safety and wellbeing report.</li> </ul>	Deputy Vice-Chancellor (Students and University Experience)	Q1 2023	
1.4	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.	<ul style="list-style-type: none"> <li>Review current prevention activities, including awareness of online harm and safety.</li> <li>Redesign consent education packages for diverse cohorts</li> <li>Explore redesign of promotional activities to include language of origin.</li> </ul>	Deputy Vice-Chancellor (Students and University Experience)	Q4 2023	
1.5	Strengthen development and monitoring of cultural action plans and disseminating information on outputs and outcomes achieved.	<ul style="list-style-type: none"> <li>Launch Respectful Relationships Prevention Tool Kit</li> <li>Colleges to draft cultural action plan for 2023 and promote widely.</li> <li>Colleges to report on actions as part of the</li> </ul>	Deputy Vice-Chancellor (Students and University Experience)	Q4 2023	

		wider report on sexual misconduct report/student safety and wellbeing report.			
<b>Milestone 1</b>	<b>Implementation of the Independent Assessor's recommendations</b>				
<b>2. Ensure that university staff are able to access effective and supported training on Student Safety and Wellbeing at ANU.</b>					
<b>2.1</b>	Greater visibility of student facing systems for non-student facing staff to better identify who is a student facing staff member of the university.	<ul style="list-style-type: none"> <li>Identify systems used by student facing staff.</li> <li>Assess privacy considerations.</li> <li>Establish preliminary list of student facing staff to pilot training packages.</li> </ul>	Chief Information Officer, Registrar, Deputy Chief People Officer (Strategy and Planning)	Q4 2023	
<b>2.2</b>	Introduce wider support and clinical supervision of staff who work in student critical incidents.	<ul style="list-style-type: none"> <li>Establish clinical governance framework for teams working in and around student critical incidents.</li> <li>Pilot debriefing services for staff affected.</li> <li>Evaluate effectiveness.</li> </ul>	Deputy Chief People Officer (Safety and Wellbeing) Director, UE, Chief Residential Services and Operations Officer.	Q4 2023	
<b>2.3</b>	Review of current training for staff specifically the needs of student facing staff.	<ul style="list-style-type: none"> <li>Audit existing training packages for staff.</li> <li>Establish list of student facing staff and high need areas assistance from DVCA, Registrar and Dean HDR.</li> <li>Identify times in calendar for formalised training opportunities.</li> <li>Identify areas of training need for package.</li> <li>Identify areas for piloting.</li> <li>Identify initial costings and budget request</li> <li>Work with eSafety Commissioner to explore eSafety training for student facing staff.</li> </ul>	Deputy Chief People Officer (Strategy and Planning) Deputy Chief People Officer (Talent and Capability)	Q4 2023	
<b>2.4</b>	Pilot new training packaged aimed at student facing staff.	<ul style="list-style-type: none"> <li>Establish curriculum plan and outcomes.</li> <li>Assess in-house build v private partnership.</li> <li>Assess labour resourcing.</li> <li>Build package including options for ongoing training/face to face.</li> </ul>	Deputy Chief People Officer (Strategy and Planning) Deputy Chief	Q4 2023	

		<ul style="list-style-type: none"> <li>Establish completion tracking.</li> <li>Establish support systems and workplace safety for staff</li> </ul>	People Officer (Talent and Capability)		
2.5	Pilot new on boarding programme for HDR supervisors regarding student safety.	<ul style="list-style-type: none"> <li>Establish curriculum plan and outcomes.</li> <li>Assess in-house build v private partnership.</li> <li>Assess labour resourcing.</li> <li>Build package including options for ongoing training/face to face.</li> <li>Establish completion tracking.</li> </ul>	Dean HDR, Deputy Chief People Officer (Strategy and Planning) Deputy Chief People Officer (Talent and Capability)	Q4 2023	
2.6	Implement evaluation framework for training offerings.	<ul style="list-style-type: none"> <li>Establish evaluation framework throughout package delivery.</li> <li>Publish report as part of the annualise sexual misconduct report/student safety and wellbeing report.</li> </ul>	Deputy Chief People Officer (Strategy and Planning) Deputy Chief People Officer (Talent and Capability)	Q4 2023	
<b>Milestone 2</b>	<b>Established staff training packages on Student Safety and Wellbeing.</b>				
<b>3. Make accessible consent training mandatory for enrolment at ANU and pilot new prevention education programs with a focus in online safety.</b>					
3.1	Review current consent training, including epigeum modules.	<ul style="list-style-type: none"> <li>Audit existing training packages for students.</li> <li>Identify times in calendar for formalised training opportunities.</li> <li>Identify areas of training need for package.</li> <li>Identify areas for piloting.</li> <li>Identify initial costings and budget request</li> </ul>	Director, University Experience Respectful Relationship Unit/Student Safety and Wellbeing Team	Q4 2022	Consent training package audited by RRU and SSWT May/June 22. Initial Project Brief for on-line and face-to-face training, including costing and budget request, to be finalised by end of June 22.
3.2	Pilot new consent training packages for undergrad, postgrad and HDR students.	<ul style="list-style-type: none"> <li>Scope in house v partnership build for new packages.</li> <li>Consider ongoing package and pilot for 2023.</li> <li>Pilot new packages.</li> </ul>	Respectful Relationship Unit/Student Safety and Wellbeing Team/Dean of HDR	Q1 2023	External providers identified. Initial project brief to be finalised end of June 22.

3.3	Administer new completion checks aligned to enrolment.	<ul style="list-style-type: none"> <li>Review minimum requirements for completion</li> <li>Review subject progress policies and rewrite where needed.</li> <li>Identify opt out procedure.</li> <li>Identify initial costing for administration of completion and communication planning.</li> </ul>	University Registrar's Officer Dean (Academic Quality)	Q1 2023	
3.4	Implement evaluation framework for training offerings.	<ul style="list-style-type: none"> <li>Establish evaluation framework throughout package delivery.</li> <li>Publish report as part of the annualise sexual misconduct report/student safety and wellbeing report.</li> </ul>	Director, University Experience	Q3 2023	
<b>Milestone 3</b>	<b>All newly enrolled students have completed consent-training modules and ANU is piloting new prevention education programs.</b>				
<b>4. Significantly invest in more professionally trained staff in residences and implement within the context of a strengthened operations model.</b>					
4.1	First responder (front facing student roles) training.	<ul style="list-style-type: none"> <li>General online all staff training</li> <li>Specific training for head of hall and residential wellbeing coordinators</li> <li>Specific training for senior residents and community coordinators</li> </ul>	Deputy Chief People Officer (Strategy and Planning) Deputy Chief People Officer (Talent and Capability). Chief Residential Services and Operations Office.	Q1 2023	Tiered approach to training that integrates with recommendations Recommendation #2 for all of University, then a further tiered and training program for residences. Requires appointment of a content specialist to develop and implement the programs – resources not currently available within existing HR or Residential portfolios.
4.2	Staff wellbeing support and clinical supervision (to also cover students directly impacted or who support a disclose or incident i.e. Senior Resident or Community Coordinator).	<ul style="list-style-type: none"> <li>Establish clinical governance framework for teams working in and around student critical incidents.</li> <li>Pilot debriefing services for staff affected.</li> <li>Evaluate effectiveness.</li> </ul>	Chief Residential Services and Operations Office Student Safety and Wellbeing Team, Head of Clinical Services, Deputy Chief People Officer (Strategy and Planning)	Q2 2023	Links into overall reform and transformation program.  Policy and process development required. Clinical supervision approach required for all staff that includes - weekly/fortnightly formal support meetings in be put in place and post-event de-briefing

					services to be implemented
4.3	Declaration of criminal activity during residential applications.	<ul style="list-style-type: none"> <li>Establish legal framework to ensure procedural fairness.</li> <li>Confirm communications within residential application.</li> <li>Form governance procedure on appeals process.</li> </ul>	Chief Residential Services and Operations Office University Legal Officer, University Registrar Office and University Experience.	Q4 2023	The intention (subject to final legal advice and approvals) is that students will be asked to disclose any criminal charges (such as violent crimes, domestic violence, stalking, sexual assault or sexual harassment) when applying for on-campus accommodation. This will enable the University to apply a risk based assessment (including time period lapsed and pattern of behavior) and whether to proceed with the application or not
4.4	Resourcing stabilisation and improvement.	<ul style="list-style-type: none"> <li>Stabilise existing staffing arrangements within halls – by early July 2022</li> <li>Appoint new staff to act as a roving team to provide surge capacity/back-fill when on leave as required – by August 2022</li> <li>Seek to pilot after-hours and weekend staffing in residences for Semester 2, 2022 with a view to align for with longer term intent for 24/7 operating model</li> </ul>	Chief Residential Services and Operations Office	Q2 2023	Intend to pilot some after-hours and weekend services for Semester 2 (if resources allow).  Recruiting for existing roles and surge capacity is difficult
4.5	Overall residential reform and transformation – student support and wellbeing.		Chief Residential Services and Operations Office Director, UE	Q4 2023 and beyond (2 year scope)	Residential wellbeing and student support arrangements are being reviewed as part of the overall transformation program.
<b>Milestone 4</b>	<b>Residences are fully staffed with new investments in student support.</b>				
<b>5. Expand the case management support from Student Safety and Wellbeing team</b>					
5.1	Implement new case management system.	<ul style="list-style-type: none"> <li>Review current systems</li> <li>Align to current systems used by Counselling and Access and Inclusion.</li> <li>Select new system</li> <li>Train staff for new system</li> <li>Commence new case management system.</li> </ul>	Senior Manager, Student Safety Wellbeing	Q2 2023	Phase 1: Expand licences for existing Counselling Case Management. Phase 2: Secure Simplicity Advocate for SSWT and Counselling to align with Access and Inclusion and potentially the Registrar’s Office and Residences. Project awaiting allocation of a



					Project Manager through Project Delivery and Engagement.
<b>5.2</b>	Introduce new disclosure mechanism that improves access to a case manager.	<ul style="list-style-type: none"> <li>Review current process</li> <li>Improve web information and access</li> <li>Evaluate new process.</li> </ul>	Senior Manager, Student Safety Wellbeing	Q2 2023	Disclosure tool updated in Qualtrics and aligned with trauma informed principles. Web information updated. New disclosure tool to be developed within Simplicity Advocate when implemented.
<b>5.3</b>	Pilot a new “hub and spoke” model for case managers who are linked to colleges, residential areas and student associations.	<ul style="list-style-type: none"> <li>Identify groups to pilot case-management</li> <li>Hire new case-managers.</li> <li>Evaluation framework established for pilot.</li> <li>Implement pilot.</li> </ul>	Senior Manager, Student Safety Wellbeing	Q4 2023	Pilot to include CASS, Wamburun, ANUSA and Griffin Hall. Case Management recruitment commenced June 22.
<b>5.4</b>	Introduce evaluation and reporting mechanisms for the case management of students.	<ul style="list-style-type: none"> <li>Establish client satisfaction survey.</li> <li>Use annual SASH report to release findings.</li> <li>Factoring in findings towards internal operational plans for 2023.</li> </ul>	Senior Manager, Student Safety Wellbeing	Q4 2022	Case Management to be implemented system to support reporting. Client satisfaction survey sent to clients of SSWT during Semester 1 22. Annual SASH Report and ½ yearly Student Safety Statistical Report.
<b>5.5</b>	Pilot new Sexual Health Nurse.	<ul style="list-style-type: none"> <li>Establish new PD and go to market for new role.</li> <li>Establish clinical governance framework in collaboration with Medical Centre</li> <li>Implement booking system.</li> <li>Commence pilot.</li> </ul>	Senior Manager, Student Safety Wellbeing	Q3 2022	Nurse Practitioner PD completed and awaiting approval by the University Staffing Committee. Clinical Governance Framework will include supervision by Practice Lead and Senior Manager SSWT and external supervision by a Sexual Health Practitioner Supervisor. Booking system is the current Qualtrics Disclosure Tool. Role to commence following recruitment.
<b>Milestone 5</b>	<b>Case Managers are allocated to Residences for in-house support to residents.</b>				
	<b>6. Introduce oversight mechanism for University Council to oversee these recommendations and to keep the University accountable.</b>				
<b>Milestone 6</b>	<b>Establishment of the Student Wellbeing Council committee with oversight of this Action Plan</b>				
	<b>7. Strengthen and document procedures for responding to</b>				

victim/survivors and perpetrators and disseminate widely across the University					
7.1	Strengthen and document procedures for responding to victim/survivors and perpetrators and disseminate widely across the University.	<ul style="list-style-type: none"> <li>Review existing policies related to student code of conduct, student critical incidents and the sexual misconduct policy.</li> <li>Improve visibility of current processes for victim/survivor and alleged perpetrators.</li> <li>Create new collateral and promotion tools to explain the processes for victim/survivor and alleged perpetrators.</li> </ul>	University Registrar's Office and the University Experience Division.	Q4 2023	
7.2	Review reporting for online safety including greater collaboration with the eSafety commissioner	<ul style="list-style-type: none"> <li>Review available links available for students to report online abuse.</li> <li>Ensure any new protocols for developed for victim/survivor and alleged perpetrators understand the role of the eSafety commissioner.</li> </ul>	University Registrar's Office and the University Experience Division.	Q4 2023	
<b>Milestone 7</b>	<b>Strengthen and document procedures for responding to victim/survivors and perpetrators and disseminate widely across the University</b>				

## 2. Reporting, Communication and Review points

The Operational plan will be reviewed and updated at the following points:

1. January 2023
2. June 2023
3. January 2024

A dedicate communications plan has been developed with regular updates throughout the year.

# Contact us

## University Experience

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