

Recommendations

Principle One: Successful and sustainable change depends on strong and courageous leadership that reverberates through the institution

Develop an institution-wide approach

It is recommended that:

1. JCU publish a clear and strongly worded statement of commitment signed by the Vice Chancellor, the Senior Deputy Vice Chancellor and all members of the Vice Chancellor's Advisory Committee in which they: express their commitment to a zero-tolerance approach to sexual harassment and sexual assault, commit to implementing the recommendations of this report and outline the institution-wide actions that will be taken to eliminate sexual harassment and sexual assault.
2. The Vice Chancellor and Senior Deputy Vice Chancellor lead the development of a Plan of Action for the Elimination of Sexual Harassment and Sexual Assault (hereafter, 'The Plan of Action') which specifies the activities, timeframes and accountabilities for the implementation of the recommendations of this Report.
3. A cross-institution Working Group be established to support the development and implementation of the Plan of Action, in consultation with the university community, and within the agreed timeframe. That Working Group should operate under the direct leadership of the Vice Chancellor and reflect a gender-balanced group of leaders of both the academic and non-academic functions and include Indigenous staff or students, student representatives and relevant experts.
4. JCU report regularly to the University Council, the University Executive and the Vice Chancellor's Advisory Committee on: implementation of the Plan of Action; the number and nature of sexual harassment and sexual assault incidents which have been reported since the previous update, and action taken on those reports. In addition, it is recommended that the University commit to providing at least annual reports to the University community on the implementation of the Plan of Action.
5. JCU publish the key findings and recommendations of this Report and make those key findings and recommendations easily accessible by members of the University community and members of the general public.
6. JCU identify and engage all internal partners who have a role to play in the implementation of the Plan of Action, including: the Student Association, the unions, and individuals who hold influence within the JCU community.

University Executive

It is recommended that:

7. Each member of the University Executive develops a personal leadership action plan on gender equality and the elimination of sexual harassment and sexual assault. JCU should consider engaging an independent specialist advisor to support the University Executive in the development of their action plans. Development of the action plans should incorporate:
 - 7.1 Completion of a personal leadership evaluation tool (such as the *Leadership Shadow* or an equivalent model) to review their current leadership on gender equality; and
 - 7.2 A personal statement of commitment to strengthening gender equality and eliminating sexual harassment and sexual assault.
8. Accountabilities for implementation of the Plan of Action be identified as a mandated strategic priority; and that action to eliminate sexual harassment and sexual assault be included as an additional heading in the annual Performance Acquittal.

All Senior Managers

It is recommended that:

9. The Performance Agreements for all Senior Managers include specific accountabilities for preventing and responding to sexual harassment and sexual assault.
10. Specialist, evidence-based training be provided to all Senior Managers within JCU to improve their capability to effectively respond to and prevent sexual harassment and sexual assault. That training should incorporate including responding appropriately to disclosures by survivors, instigating appropriate investigations, communicating appropriately with all parties, and addressing breaches of the staff and student codes of conduct.

Principle Two: Effective systems are needed to create a safe and supportive response for individuals who experience sexual harassment or sexual assault and to ensure individuals are accountable for their actions

Policy development

It is recommended that:

11. JCU policies and procedures on sexual harassment and sexual assault be revised to meet best-practice standards as outlined in Chapter 4, including:
 - » unequivocally stating that both sexual harassment and sexual assault are not acceptable under any circumstances; and that JCU is committed to, and responsible for, providing a safe and respectful environment for all students and staff, free from discrimination, sexual harassment and sexual violence;
 - » recognising the broad spectrum of sexual violence and abuse that students and staff may experience, such as stalking, sexual threats online, sexting and revenge porn;
 - » clearly outlining the consequences of actions that are unacceptable, and linking to clear disciplinary processes and articulating responsibilities for managers, staff and students;
 - » how to respond to those allegations which may constitute both a breach of JCU policy and a criminal offence;
 - » signposting multiple options for reporting and making confidential or anonymised disclosures, seeking information and support within the university and through external services;
 - » providing easy to access information in a central place with specific contact details of a person who can help students and staff navigate the process;.
 - » providing information on the reporting process and a clear commitment to action on unacceptable behaviour; and
 - » signposting how first responders can support someone who has experienced sexual assault and how they can seek support themselves.
12. The revised JCU policies and procedures address accountability and consequences for perpetrators of sexual harassment and sexual assault. Those policies should:
 - » Emphasise the safety and wellbeing of survivors and other students/staff as paramount, including providing for interim measures (such as suspension on full pay) to protect alleged victims while an investigation is underway;
 - » Align with natural justice principles;

- » Align with the Universities Australia Ten Point Plan;
 - » Commit the university to take disciplinary action where an investigation has found that the Student or Staff Code of Conduct has been breached, regardless of whether a criminal investigation is still underway.
13. JCU develop a specific policy on staff-student relationships that aligns with the forthcoming Universities Australia Principles for Postgraduate Student-Staff Relationships.
 14. All relevant JCU policies and procedures (including but not limited to Human Resources policies) be revised to align with and give effect to the JCU Policy on Sexual Harassment and Sexual Assault.
 15. JCU identify positions where the completion of a Working with Children Check (Blue Card) should be a requirement of employment due to ongoing contact with students under the age of 18 and implement a process by which incumbents and future appointees are assessed for Blue Cards as a mandatory requirement of the position.

Response to survivors

It is recommended that:

16. All JCU policies and procedures regarding sexual harassment and sexual assault put the wellbeing of the person who has experienced sexual harassment or sexual assault at the centre of the response. This should include:
 - » Guaranteeing fast-tracked access to trauma-informed counselling and holistic support;
 - » Establishing a case-management approach to supporting survivors, so that each individual has one person able to support them through the entire process and keep them informed of how the university is progressing with their case;
 - » Augmenting the capacity of the counselling service, paying attention to the need for specialist sexual assault and trauma expertise and the provision of culturally competent counselling services to Indigenous students and staff and international students;
 - » Providing all clinical staff with training in trauma-informed care and holistic support; and
 - » Providing all staff with training on the revised JCU policy framework and mechanisms for making and resolving complaints, so that that information can be provided to survivors when appropriate.
17. JCU develop a partnership with key local services to whom survivors may be referred, including the Women's Centre in Townsville, local Indigenous Health and Legal Services, HeadSpace and others as appropriate.
18. JCU identify and engage all external partners who have specialist expertise that can support JCU to strengthen its response to sexual harassment and sexual assault. Key external partners could include: The Women's Centre in Townsville, Indigenous community organisations, Indigenous community leaders, Police, Sexual Health Services and other Health Services.

Physical environment

It is recommended that:

19. JCU commission an independent audit of the physical environment in relation to personal safety and student and staff risk of sexual violence and identify priorities for action. This audit should include campuses and field sites, with particular attention to areas reported to be unsafe such as the library, car parks and isolated areas between the University and residential colleges.

Residential Colleges

It is recommended that:

20. JCU, in consultation with Residential Colleges, commission an independent review to identify the nature and prevalence of sexual harassment and sexual assault in Colleges and to recommend initiatives to eliminate sexual harassment and sexual assault in Colleges and Residential Halls.
21. JCU work with Residential Colleges to ensure that policies align with JCU and Universities Australia on sexual harassment and sexual assault; and that procedures be developed to ensure that Residential Colleges report any incidents of alleged sexual harassment or sexual assault to JCU. This agreement should be formalised in a Memorandum of Understanding.
22. JCU enter a Memorandum of Understanding with the Cairns Student Lodge which establishes appropriate mechanisms and processes for reporting of and responding to incidents of sexual assault and sexual harassment, reflective of JCU's policies.
23. All staff and student leaders in Residential Colleges receive regular training on strategies to establish a safe and respectful culture.

Data, monitoring and evaluation

It is recommended that:

24. JCU, with due attention to privacy protections, establish a central repository for data on sexual harassment and sexual assault and create a systematised approach to data collection. All incidents should be entered into this database regardless of whether the survivor has made a formal complaint. Key variables should include:
 - » The gender, (where relevant) College or role, and any key demographic characteristics (such as Indigenous status, international student or postgraduate student) of the alleged victim;
 - » The name, gender, (where relevant) College or role of the alleged perpetrator;
 - » The type of incident; and
 - » The location of the incident and university section.
25. JCU develop a monitoring and evaluation framework that allows the University to track activity toward the goal of eliminating sexual harassment and sexual assault, and to evaluate the impact of that activity. That evaluation should provide the impetus for ongoing refinement of the overall JCU strategy to address these issues.
26. JCU develop a mechanism to evaluate implementation of the recommendations of this Review and the Plan of Action.

Principle Three: Education underpins behaviour change to create a safe, respectful and inclusive culture

Prevention and awareness

It is recommended that:

27. JCU develop and implement evidence based training modules for staff and students to be integrated into staff development programs, staff induction and student orientation programs. Those modules should incorporate: consent and respectful relationships, the definition of sexual harassment and sexual assault, the legal dimensions of sexual harassment and assault and JCU policy; the role of bystanders, and include an assessment component, so that respondents are required to apply the knowledge provided rather than simply read it.
28. Ethics training be provided to PhD supervisors, to reinforce JCU's commitment to the elimination of sexual harassment and sexual assault and to raise awareness of the revised policy and accountabilities as they relate to supervision of higher research degree students; and that each time a PhD supervisor takes on a new student they re-sign the Code of Conduct, affirming their commitment to eliminating sexual harassment and sexual assault, and meeting JCU standards in relation to appropriate staff-student relationships, bullying and academic integrity. Consequences for breaches of that Code could include: removal from the supervisory relationship with that student in the first instance, and disciplinary proceedings.
29. First-responder training be provided to anyone in the University whose role may make them a likely first responder. This should include Deans, Associate Deans, PhD supervisors and staff within the Students Association.
30. Specialist training be provided to Equity Contact Officers on an annual basis that covers the skills of being an effective first responder, JCU policies and processes, referral pathways for survivors and their legal obligations under anti-discrimination law; and that a designated Unit within HR maintain responsibility for providing ongoing mentoring and support to the ECOs.
31. JCU develop and implement an evidence-based communications strategy which is deployed through a variety of modalities, including the JCU website, social media, signage and posters. That campaign should target both staff and students and include information on the university policies including: the definitions of sexual harassment and sexual assault, the University's commitment to a safe and respectful environment for all and the elimination of sexual harassment and sexual assault, the role of bystanders, how to lodge a formal complaint about sexual harassment and sexual assault, support services for survivors, and consequences for perpetrators.
32. The risk assessment process for field trips and placements be modified to incorporate a risk assessment for sexual harassment or sexual assault.