
Broderick Review Implementation Working Group

Chair's Communique No 1: 15 February 2018

Purpose:

The Broderick Review Implementation Working Group has been established to support the development and implementation of a *JCU Plan of Action for the Elimination of Sexual Harassment and Sexual Assault* in response to the recommendations of the Broderick Review. The Group consists of a cross-representation of staff and students.

The Broderick Review Implementation Working Group met for the first time in 2018 on February 15.

The Group considered the recommendations of the Broderick Review, and reviewed the actions that have been progressed to date, as well as work that is due to commence, under the Plan of Action.

The Group discussed and provided feedback on key principles that underwrite the development and implementation of action that supports JCU's commitment to the elimination of sexual harassment and sexual assault.

These included:

- Commitment publicly demonstrated through our actions.
- That actions:
 - deliver a decisive step change for JCU.
 - are unequivocally survivor-centered.
 - are evidence-based, and best practice.
 - are efficiently coordinated, and effectively communicated.
 - are robustly monitored, and continuously improved.
 - are adequately resourced and take advantage of collective resources – such as those provided by Universities Australia - where possible and appropriate.
- A recognition that deep cultural change stems from ethical engagement, not risk avoidance.

The Group developed a checklist to guide the development and implementation of the Action Plan around these key principles and suggested some actions additional to those recommended by the Broderick Review. A schedule of work across 2018 has been established.

The Group will update the JCU community of its progress by way of a Chair's Communique after each meeting. The Group welcomes comments, questions, and suggestions – these can be directed through the Secretary, Dr Ryl Harrison (ryl.harrison@jcu.edu.au, or 47816259), or through any group member (* see membership over)

The Group will next meet on March 22. The meeting will focus on the Policy and Procedures that are being developed and revised in response to the Broderick Review Recommendations.



Signed:

Distinguished Professor Helene Marsh, Chair
Broderick Review Implementation Working Group

Broderick Review Implementation Working Group Membership:

Prof Sandra Harding	Townsville	Vice Chancellor and Co-convenor vc@jcu.edu.au
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Prof Martin Nakata	Townsville	PVC, Indigenous Education and Strategy pvcies@jcu.edu.au
A Prof Maree Dinan-Thompson (with Larissa Siliezar)	Cairns	Acting Dean, Learning Teaching and Student Engagement deanltse@jcu.edu.au (with Larissa Siliezar Manager Student Equity and Wellbeing. larissa.siliezar@jcu.edu.au)
Dr Ryl Harrison	Townsville	Strategic Policy Adviser, Office of the Vice Chancellor Secretary to Working Group ryl.harrison@jcu.edu.au

Academic Staff

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Advisors to the Group

Vanessa Cannon	Townsville	Chief of Staff chiefofstaff@jcu.edu.au
Geoff Rogers (with Jean Fenton)	Townsville	Acting Director Human Resources, directorhr@jcu.edu.au (with Jean Fenton, Manager Staff Equity and Diversity, jean.fenton@jcu.edu.au)

Broderick Review Implementation Working Group

Chair's Communique No 2: 10 April 2018

Purpose: The Broderick Review Implementation Working Group has been established to support the development and implementation of a *JCU Plan of Action for the Elimination of Sexual Harassment and Sexual Assault* in response to the recommendations of the Broderick Review. The Group consists of a cross-representation of staff and students.

The Broderick Review Implementation Working Group met for the second time in 2018 on March 22.

The Working Group focused attention on three thematic areas of the Plan of Action related to Commitment and Leadership, Policy and Procedure, and Communications. The Working Group discussed the extent to which the [principles](#) that were agreed at the last meeting were reflected in these thematic areas in the Plan of Action - with a particular focus on two principles; that actions be *unequivocally survivor-centered*, and that actions be *effectively communicated*.

The Group focused on:

Commitment and Leadership: [Recommendation 1](#) – The Working Group explored ways for those in leadership roles to express an enduring commitment to the elimination of sexual harassment and sexual assault, as well as identifying ongoing opportunities to maintain immediate focus and momentum on JCU's commitment.

Policy and Procedures: [Recommendations 11, 12, 15, 20, 21, 24](#) – The Working Group reviewed the draft Sexual Assault Procedure and provided feedback on ways to ensure that it centered the experiences of survivors. The Working Group also provided input the draft Memorandum of Understanding that would set out the expectations between the Residential Colleges and JCU around sexual harassment and sexual assault. The Working Group reviewed the way JCU recorded and reported on critical incidents through the maintenance of a critical incident register.

Communication: [Recommendation 31](#) – The Working Group is committed to finding ways to ensure that those within the JCU community who have been affected by sexual harassment and sexual assault can be confident that they will be listened to, believed, and supported.

The Working Group will next meet on April 23. The meeting will focus on the procedures that guide JCU's response to Sexual Harassment and Sexual Assault, as well as reviewing the strategies to communicate the Plan of Action.

The Working Group will continue update the JCU community of its progress by way of a Chair's Communique after each meeting. The Group welcomes comments, questions, and suggestions – these can be directed through the Secretary, Dr Ryl Harrison (ryl.harrison@jcu.edu.au, or 47816259), or through any [group member](#)



Signed:
Distinguished Professor Helene Marsh, Chair
Broderick Review Implementation Working Group

Broderick Review Implementation Working Group

Chair's Communique No 3: 27 April 2018

Purpose: The Broderick Review Implementation Working Group has been established to support the development and implementation of a *JCU Plan of Action for the Elimination of Sexual Harassment and Sexual Assault* in response to the recommendations of the Broderick Review. The Group consists of a cross-representation of staff and students.

The Broderick Review Implementation Working Group met for the third time in 2018 on April 23. The Chair welcomed Dan Christie, Head of Engineering, to the Working Group.

The Working Group focused attention on two thematic areas of the Plan of Action related to Policy and Procedure, and Communications.

Policy and Procedures: [Recommendations 11, 12, 15, 20, 21, 24](#) – The Working Group reviewed the draft Sexual Assault and Sexual Harassment flowcharts and agreed to provide further input to the Chief of Staff on the design of interfaces (digital and real) that sit between policy and procedure and user groups.

Communication: [Recommendation 31](#) – The Working Group provided advice on supporting staff and students who have formal and informal positions as key communicators within JCU. The group reviewed the development of key messages, and a program of activities, where those messages can be delivered and discussed.

The Working Group will next meet in June. During May working group members will be engaged in out of session consultation to progress decisions on policy and procedures, and communication. In addition the Chair will meet with students and Deputy Vice Chancellors, Deans, Directors, and Pro Vice Chancellors to consult on JCU's progress.

The Working Group will continue update the JCU community of its progress by way of a Chair's Communique after each meeting. The Group welcomes comments, questions, and suggestions – these can be directed through the Secretary, Dr Ryl Harrison (ryl.harrison@jcu.edu.au, or 47816259), or through any [group member](#)



Signed:
Distinguished Professor Helene Marsh, Chair
Broderick Review Implementation Working Group

<https://www.jcu.edu.au/safety-and-wellbeing/broderick-review>

Broderick Review Implementation Working Group

Chair's Communique No 4: 20 June 2018

Purpose: The Broderick Review Implementation Working Group has been established to support the development and implementation of a *JCU Plan of Action for the Elimination of Sexual Harassment and Sexual Assault* in response to the recommendations of the Broderick Review. The Group consists of a cross-representation of staff and students.

The Broderick Review Implementation Working Group met for the fourth time in 2018 on June 18. The Chair welcomed Lachlan Parker, undergraduate student representative, to the Working Group.

The Working Group reviewed progress on the Plan of Action, and noted that final consultations are being undertaken on a revised *Bullying, Discrimination, Harassment and Sexual Misconduct Policy*, and the *Sexual Assault Procedure*, and *Sexual Harassment Procedure*. Once adopted, training will be delivered to front line staff, managers, and key groups such as residential assistants, who are most likely to be first responders.

Key points included in the Policy and Procedures are:

- The ability for victims/survivors to receive support to continue studying or working, (such as precautionary measures and/or accommodations) without having to identify any other parties, or make a formal Complaint.
- The ability for people to make a Report to JCU without identifying themselves/or other people involved.
- The removal of any reference to mediation, conciliation or alternative dispute resolutions as the process for addressing cases of sexual harassment – rather JCU will take action to address any inappropriate behaviours of staff and student, regardless of whether a formal Complaint has been made.
- Working with the Sexual Assault Services to ensure staff and students are supported to access specialist support in all cases of sexual assault.
- The expectation that everyone has a role to play, and that bystanders will speak up, seek advice and take action.

The Working Group also participated in a facilitated discussion led by Associate Professor Deb Miles and Dr Nick Osbaldiston on gender equality, and the deeply held assumptions that underpin continuing inequality, as outlined in Chapter 3 of the Broderick Review. This was followed by a presentation by Cathy Crawford, Coordinator of the Townsville Sexual Assault Support Service, outlining the integrated support in place in Townsville and district, in responding to the people who have been subjected to recent and historical sexual assault.

The Working Group reviewed some scenarios relating to staff and student recruitment and retention with respect to taking a zero tolerance approach to sexual harassment and sexual assault. There will be further work done in developing guidelines for staff on this.

The Chair of the Working Group, and the Chief of Staff, will be meeting with Divisional Executive Teams during July and August to report on progress of the Broderick Review Implementation Working Group, and to provide information on the new Policy and Procedures. The Chair will also meet with various staff and student groups during O-Week and Week 1 of Study Period 2.

The Working Group will next meet in August, where recommendations relating to Training, and a Monitoring, Evaluation and Reporting Framework will be considered.

The Working Group will continue update the JCU community of its progress by way of a Chair's Communique. The Group welcomes comments, questions, and suggestions – these can be directed through the Secretary, Dr Ryl Harrison (ryl.harrison@jcu.edu.au, or 47816259).

Helene Marsh

Signed: Distinguished Professor Helene Marsh, Chair
Broderick Review Implementation Working Group

Broderick Review Implementation Working Group

Chair's Communique No 5: 24 August 2018

Purpose: The [Broderick Review](#) Implementation Working Group has been established to support the development and implementation of a *JCU Plan of Action for the Elimination of Sexual Harassment and Sexual Assault* in response to the recommendations of the Broderick Review. The Group consists of a cross-representation of JCU staff and students.

The Broderick Review Implementation Working Group met for the fifth time in 2018 on August 22. The Chair welcomed Karen Desira and Louise Myers to the Group.

The University Executive launched the [Statement of Commitment to the Elimination of Sexual Harassment and Sexual Assault](#) on Monday 23 of July 2018 at a series of morning teas attended by staff and HDR candidates across the campuses. The Statement of Commitment was introduced to undergraduate students during Week 1 lectures, and through events hosted by the Student Association. There will be more work undertaken in coming months to engage undergraduate students with the Statement.

The Working Group reviewed progress on the Plan of Action, noting:

- *Estate infrastructure:* Improvements to lighting across campuses, and forward planning on further improvements.
- *Safety and Wellbeing webpages:* improved ease of navigation, and clarity of information on support and processes.
- *External Partnerships:* JCU's work with the Townsville and Cairns Sexual Assault Support Services in terms of service provision to victims, as well as awareness raising activities planned for Sexual Violence Awareness Month in October.
- *Internal Partnerships:* Chair of BRIWG and the Chief of Staff had been meeting with College and Divisional Executive Teams providing updates on policy and procedures.
- *Residential College Review:* Dr Sharon McCallum is currently conducting a review of the Residential Colleges, with the data collection phase due to be concluded the week commencing 27 August.
- *Counselling Services Review:* An external reviewer will be considering the mechanisms JCU has in place to ensure best practice service provision to students who have experienced sexual harassment or sexual assault during September.

The Working Group's core time was spent time considering the training needs of University staff and students and reviewing the on-line materials that are already available, noting

- Training must consist of several elements with a view to achieving cultural change, and must be evaluated.
- Specified training for each category of students or staff must be compulsory and appropriately recorded.
- Student training should be part of the core curriculum wherever practicable

'Conversations for Respect' Training: The Working Group provided advice on the need for training on having difficult conversations. Conversations about sex and consent can feel awkward, as can calling out sexually inappropriate harassment at the time it happens. Having conversations with people who have behaved inappropriately can also be difficult – yet this is something that staff with these responsibilities within JCU must do. It can be equally difficult to find the right words when someone discloses to you they have been subjected to harassment or assault, and yet everyone - all staff and students - need to have this skill. The Working Group is providing further advice to JCU on how 'Conversations for Respect' training might be delivered using scenario-based role playing with skilled facilitators. In addition to 'Conversations for Respect', there was discussion on developing a plain English handbook that brought together all relevant material as a resource document for JCU staff and student use, and as a source for training content that could be embedded within curriculum and delivered as extra-curricular material.

The Working Group will next meet in October, where recommendations relating to Monitoring, Evaluation and Reporting Framework will be considered. The Group welcomes comments, questions, and suggestions – these can be directed through the Secretary, Dr Ryl Harrison (ryl.harrison@jcu.edu.au, or 47816259).



Emeritus Professor Helene Marsh, Chair, Broderick Review Implementation Working Group

Broderick Review Implementation Working Group

Chair's Communique No 6: 23 October 2018

Purpose: The [Broderick Review](#) Implementation Working Group has been established to support the development and implementation of a *JCU Plan of Action for the Elimination of Sexual Harassment and Sexual Assault* in response to the recommendations of the Broderick Review. The Group is a consultative committee and comprises a cross-representation of JCU staff and students.

The Broderick Review Implementation Working Group met for the sixth time in 2018 on October 22. The Chair welcomed Simone Ross and Alyssa Budd as Postgraduate Student Representatives to the Group (both are also members of staff).

The University participated in two events during Sexual Violence Awareness Month in October in partnership with the specialist Sexual Assault Services.

In **Cairns**, JCU was part of the Lifting the Lid Forum focusing on institutional responses. The keynote address on *Sexual Assault within university communities* was delivered by Nina Funnell, Walkley Award Winning journalist, who is a Director of EROC (End Rape on Campus). JCU and the Cairns Sexual Assault Service presented on the shared values of eliminating sexual violence on our campuses and in our communities, and on the memorandum of understanding that sets out the objectives and mechanisms of our partnership.

In **Townsville**, JCU hosted the "What were you wearing (when you were sexually assaulted)" art installation curated by the Townsville Sexual Assault Support Service with survivors in Townsville. The installation was held in The Science Place, and was launched by the Vice Chancellor, Professor Sandra Harding, and the Coordinator off the Sexual Assault Service, Cathy Crawford, on the 3rd October. A [video](#) made at the launch captured some highlights of the event. The Broderick Review Implementation Working Group, and the Office of the Chief of Staff, appreciated the messages of support that were received about the installation, and the feedback from those members of the university community who raised concerns about the impact of the installation on survivors, and suggested additional steps for supporting those affected. The lessons learned from hosting the installation will inform future such events.

The Working Group reviewed progress on the Plan of Action, noting:

- **Sexual Misconduct Officer:** Damien Dunne has been appointed as HR Diversity and Equity Consultant, and will commence in November, based in Cairns. Damien will be the third designated Sexual Misconduct Officer, joining the Chief of Staff, Vanessa Cannon and Manager Staff, Equity and Diversity, Larissa Siliezar.
- **Partnerships:** JCU's work with the Cairns Student Lodge to ensure that policy and procedures, and training is accessible for students who are living at the Lodge.
- **Policy and Procedure:** A new Child Safety Policy will soon go out for consultation. This policy sets out requirements for blue cards, and mandatory reporting of incidents involving people under 18 years.
- **Monitoring, Evaluating and Reporting:** An integrated framework is under currently under development.
- **Risk Assessment systems for field trips and placements** are being reviewed, with some system integration around field trip procedures still required.
- **Staff Code of Conduct:** Consultations on the review of the Staff Code of Conduct are planned. The Code will include revisions on expectations relating to relationships between staff and students.

The Working Group considered the training component of the Plan of Action in detail. A full plan for staff and students in 2019 should be ready for finalisation at its next meeting on December 10.

The Group welcomes comments, questions, and suggestions – these can be directed through the Secretary, Dr Ryl Harrison (ryl.harrison@jcu.edu.au, or 47816259).



Emeritus Professor Helene Marsh, Chair, Broderick Review Implementation Working Group

Broderick Review Implementation Working Group

Final Chair's Communique. No 7: 14 December 2018

Purpose: The [Broderick Review](#) Implementation Working Group was established to support the development and implementation of a *JCU Plan of Action for the Elimination of Sexual Harassment and Sexual Assault* in response to the recommendations of the Broderick Review. The Group was a consultative committee and comprised a cross-representation of JCU staff and students.

The Broderick Review Implementation Working Group met for the last time on December 10.

The Group's main task was to acquit the dashboard system used to chart progress over 2018 over six key thematic areas identified from the Broderick Review: * Leadership and Commitment; *Policy and Procedure; *Process and Ways of Working; *Partnerships; and *Training; and *Communication

The Group concluded that most progress had been achieved in *Leadership and Commitment; *Policy and Procedures; and *Partnerships. The Recommendations under these themes were precursors to progressing *Training and Communication.

Whilst the strategic direction for *Training and Communication has been established, there is significant work remaining to implement these actions for 2019.

The Group highlighted two key areas for ongoing focus:

- The need to prioritise training for staff and students, and develop a robust governance structure for implementing such training.
- The need for long-term, mixed methods, evaluation of the overall impact of activities recommended by the Broderick Review (especially training) on behavioural change.

In addition, the Group noted the importance of resourcing the training and the need for a formal case-study, adaptive management approach to incident management to inform institutional learning.

The Working Group also heard from the University Executive and Council:

- The Deputy Vice Chancellor Tropical Environments and Societies, Professor Iain Gordon, presented information on the SAGE Athena Swan Self-Assessment Team (SAT). The SAT has developed an action plan to address gender equity in recruitment, promotion and retention of staff at JCU. This action plan complements the university's response to the Broderick Review.
- Deputy Vice Chancellor Services and Resources Tricia Brand presented information on the recently completed external review of the residential colleges. The strongest themes to emerge in this review was that: (1) participants enjoyed living on-college and believed them to be safe, and (2) the college environment had improved as a result of the "clamp down" on activities and events which had been previously associated with hazing and sexual harassment. Nonetheless, the Review identified room for further improvement, especially in regard to the links between sexual harassment, and other problem behaviours, and the excessive use of alcohol.
- The University Executive, the Vice Chancellor, and the University Council acknowledged the valuable contribution that members of the Group had made over 2018.

In this final Communique and on behalf of the Group, I would like to thank JCU staff and student for their engagement and support in counteracting the issues exposed by the Broderick Review. In addition, the Group acknowledges the successful partnerships that have been foundational to the progress made, including with the residential colleges, the Student Association, and the specialist sexual assault services in Townsville and Cairns.

Whilst the work of the Working Group has finished, much remains to be done. This activity will continue to be coordinated by the Chief of Staff on behalf of the Vice Chancellor.

Dr Ryl Harrison, Strategic Policy Adviser (ryl.harrison@jcu.edu.au, or 47816259) can provide further information.



Emeritus Professor Helene Marsh, Chair, Broderick Review Implementation Working Group