# **Overview**

In October 2022, as part of the College’s response to the Report prepared by Elizabeth Jameson AM and Dr Christina Turner, a Framework for Action was prepared which focused on three principles:

* Safety;
* Respect; and
* Inclusive Diversity.

These principles have been used to develop the Action Plan, following broad consultation with students (during Leadership Week in November 2022) and key student facing staff.

The College committed to the below set of key short-term actions, five of which have been implemented and documented in the Action Plan.

# **Short-term actions: October – December 2022**

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| ACTION | STATUS |
| Conduct exit and returner surveys, offering face-to-face interviews to inform future planning. | Completed |
| Undertake a risk audit of The Buttery Bar operations and management. | Completed |
| Grow the student leadership training program in L-Week, P-Week and throughout the year to reflect leading practice that also models College values. | Completed and ongoing |
| Collaborate with staff and students to audit and review all College events with the active application of ‘Retain, Rework or Remove’. | Ongoing |
| Identify and eliminate any event, activity or tradition that has been found to, or has the potential to, harm, humiliate or negatively impact any student. | Commenced |
| Review event request and planning procedure to ensure alignment with principles of safety, respect and inclusive diversity. | Completed |

# **Medium-term Actions: January – June 2023**

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| ACTION | STATUS |
| Evaluate and strengthen the existing evidence-based training on safety, sexual assault and harassment, bystander awareness, drug and alcohol harm minimisation, mental and sexual health, and cultural sensitivity. | Ongoing |
| Implement year-round education for all students on safety, respect and inclusive diversity. | Commenced |
| Review admissions and enrolment practices and design a strategy to achieve a more diverse student body in 2024 and beyond. | Commenced |
| Ensure greater controls, responsibility and accountability are in place for College events. | Commenced |
| Evaluate personal and professional development for current student leaders and training for future leaders so that it remains current and relevant. | Ongoing |
| Consult key stakeholders about College Values, and ensure they are fit for purpose, and are understood and lived within the College. | Actioned |
| Work closely with the Student Club to ensure its governance reflects leading practice including its status as an incorporated entity. | Actioned |
| Review the College Council’s Risk Appetite and Framework. | Commenced |
| Increase safety and support infrastructure and personnel. | Commenced |
| Engage key stakeholders through regular roundtables where robust discussions are held to improve culture. | Not yet commenced |

**As we enter the 2023 academic year, we reaffirm our commitment and strong emphasis on ensuring safety** As we enter the 2023 academic year, we reaffirm our commitment and strong emphasis on ensuring safety and respect, regardless of gender, ethnicity, sexual orientation, or any other attribute. We also reaffirm our commitment to cultural renewal through the Action Plan in the following pages.

**ss of gender, ethnicity, sexual orientation, or any other attribute. We also reaffirm our commitment to cultural renewal.**

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| NUMBER | RECOMMENDATION | ACTION |
| 1. **People matters** | | |
| **1.1** | **College Council Engagement**  Ensuring a high level of engagement of all Council members in the life of the College, including:   * monitoring and reporting minimum attendance expectations at College events * activities beyond Council meetings for greater Council understanding of issues * enhanced visibility within the College. | * 1. **Recommendation accepted and being implemented.**   1.1.1 Key dates sent to Council members to ensure availability for various events and functions at the College outside Council meetings. New initiatives and functions provides opportunity for Council members to meet and interact with students and enhance visibility.   * + 1. Invitations sent and Council members representing at Formal Dinners and Alumni Networking Drinks |
| **1.2** | **CEO and Senior Leadership Team**  Designate most senior delegate of the College Council as CEO rather than Warden, and her staff as Senior Leadership Team to increase the level of respect for their roles in College life. | **Recommendation accepted and implemented**  1.2 Consideration by Council to amend the title of the most senior designate of the College as CEO and Warden rather than Warden.  1.2.1 The Senior Leadership Team, comprising the Warden, Vice Warden and Business Manager, meets weekly and is responsible for setting the tone of the College, implementing decisions, managing the business, and overseeing members of their teams. |
| **1.3** | **Residential Advisers**  Revisit the employee-status of this body of students and alternative ways to engage them as senior role models and leaders within the College, with a view to reducing the risks to them and enhancing the way in which they can serve as a strong conduit between the student body and the College. | **1.3 Recommendation accepted and actioned.**  1.3.1 The College sought advice in the drafting of a new agreement to engage RAs as volunteers and as senior role models and leaders within the College with appropriate support and supervision to enable them to serve as a strong conduit between the student body and the College. |

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| NUMBER | RECOMMENDATION | ACTION |
| **1.4** | **Student Club Executive**  Investigate and champion to voting stakeholders constitutional change to allow for appointment of the Student Club President and a senior RA (subject to Recommendation 3) to the College Council to broaden the student appreciation of the cultural and safety issues managed by the College and to ensure that student voices are informing same. Pending constitutional change, invite the Student Club President and a senior RA to attend as observers at the regular meetings of Council, subject to managing matters of confidentiality and conflict of interest in the normal course. | * + 1. The College has already adopted measures to build greater trust between staff and students through increased consultation on a broad range of areas.     2. The Warden meets weekly with the Student Club President and a meeting with the Vice Warden and key senior student leaders occurs on a weekly basis to ensure that communication channels are open, transparent and honest.     3. The Warden will increase the number of consultation meetings with the Student Club Executive to ensure a greater understanding and appreciation of the cultural and safety issues affecting the College that require a collaborative and collective approach from staff and students.     4. The Senior Residential Advisors, the Residential Advisors and residential staff meet weekly to discuss student safety and pastoral support matters.     5. Warden and Vice Warden to attend Executive Meetings once per semester to discuss issues of mutual concern |
| 1. **College values** | | |
| **2.1** | **College values**  Review and re-set the College Values with wide consultation from students and providing clearer behavioural statements to support each one, clarifying the type of behaviour that is agreed between staff and students to be consistent with each Value. | **Actioned**   * 1. The College Council has set a Strategic Planning Day in March to engage in a review of the College Values which will include input from students. |

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| **2.2** | **Cultural improvement**  Encourage and support student-led continuous cultural improvement through enhancing the existing program of College-led and student-led activities with regular debates/discussions for the students to tackle and resolve the ethical dilemmas presented by conflicting Values. | **2.2 Recommendation Accepted and is being implemented**  2.2.1 Extensive discussions during student leadership training (including L-Week and P- Week training) about events and aspects of College culture will be strengthened to ensure continual improvement of College culture. This includes, for example, providing the Student Club Executive with deidentified feedback on the previous year’s events, and specific discussions around ensuring all events are genuinely inclusive, including for students who are underage and who are non-drinkers.  2.2.2 O-Week feedback, returner surveys and exit interviews formally collect information about College culture to help to identify any issues concerning students. Other periodic surveys and a Round Table will be introduced to help further tackle and resolve ethical dilemmas.  2.2.3 This is an iterative process, which will remain ongoing with each Executive and RA group |
| **2.3** | **Diversity-based Inclusion**  Drive student-led culture of inclusion based on increased diversity, through student-agreed changes to enrolment processes that encourage and welcome a more demographically and cognitively diverse College population, setting modest annual targets over the coming three years to ensure improvements in inclusion correspond with improvements in diversity. | **2.3 Recommendation accepted and is being implemented**  2.3.1 For student leadership positions that do not require election, (i.e. SRAs, RAs, GEDIs, IO), the College will collaborate with the Student Club Executive to consider selection criteria that emphasise commitment to and respect for diversity, inclusiveness and safety.  2.3.2 Face-to-face training and student training programs and discussions (including O-Week, L- and P-Week programs) will continue to include information about cultural matters relevant to international and Aboriginal and Torres Strait Islander students. Programs will include a mixture of expert and student-led presentations. This is an iterative process that will continue based on consultation with the student body.  2.3.3 Appoint RAs from diverse backgrounds and cultures, where possible. |

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| NUMBER | RECOMMENDATION | ACTION |
| **2.3** | **Diversity-based Inclusion (continued)**  Drive student-led culture of inclusion based on increased diversity, through student-agreed changes to enrolment processes that encourage and welcome a more demographically and cognitively diverse College population, setting modest annual targets over the coming three years to ensure improvements in inclusion correspond with improvements in diversity. | 2.3.4 Continue to provide statistics to the Council on the College population and set targets over the coming three years to ensure improvements in inclusion correspond with improvements in diversity.  2.3.5 Consider how to increase diversity in the student population, including by:   * + increasing the number of scholarships for students from socially disadvantaged backgrounds;   + altering the selection criteria to give greater weight to applications from students who have attended state schools, students from rural or regional areas and/or socially disadvantaged circumstances, encouraging applications from a broader range of backgrounds and schools (this has been implemented); and   + providing unconscious bias education to those on selection panel.   2.3.6 A review of student origins and feeder skills will be undertaken in detail to enable a focus on priority areas of recruitment. The new Student Engagement and Recruitment Process introduced mid-2022 has included efforts to recruit students from more diverse socio-economic backgrounds, state high schools, Indigenous students, and international students.  2.3.7 During 2022, new student-initiated activities that celebrate the diversity of our community and create a more welcoming and inclusive environment for our current students were introduced and will be strengthened going forward. These activities are to be promoted through our social media channels to send a clear message to our broader community and prospective students about our values as a community. In 2023, these include IDAHOBIT Day and Safe and Sexy Week. |

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| NUMBER | RECOMMENDATION | ACTION |
| 1. **Traditions, practices and behaviours** | | |
| **3.1** | **Actively apply ‘Retain, Rework or Remove’ policy to John’s traditions**  Engage in a College-wide discussion between the Senior Leadership Team, Student Club Executive and RAs, and then with the student body as a whole (as part of College-wide discussions around culture and values as per Recommendation 6 and safety and wellbeing as per Recommendations 9 and 10), particularly about the findings of, and College responses to, this Chapter 5 around:   * the role and place of hierarchy in the College (paragraph 5.5); * the rationale for ‘gendered’ events in a co-educational college (paragraph 5.6); and * practices that have changed considerably over time and/or having disrespectful or other harmful or negative impacts on a small minority of students (paragraph 5.7). | **3.1 Recommendation accepted and is being implemented**  3.1.1 Candidates seeking nomination for leadership roles will have demonstrated a commitment to, and championing a culture of, safety, respect and inclusion.  3.1.2 Student leadership positions that do not require election (for example, O-Week convenors) should adopt selection criteria that emphasise the candidate’s commitment to and respect for diversity, inclusiveness, and safety.  3.1.3 We will introduce an additional pre-application student leadership training requirement for students considering applying for appointed leadership roles with students considering nominating for elected roles strongly encouraged to participate. This program to be one full day with an emphasis on values-based leadership and ethical bystander behaviour.  3.1.4 The work already undertaken by the Student Club Executive and the broader student leadership group including the RAs will continue collaboratively with staff to address practices that have changed over time, ‘gossip’, and the role and place of hierarchy in the College.  3.1.5 The Student Club Executive has worked to address negative aspects of student culture and will breakdown unnecessary gendered events  3.1.6 Student leaders on the Executive and RA team are working with Leading Teams to strengthen and enhance their capabilities and to strengthen the inroads into the recommendations of the Cultural report. |

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| NUMBER | RECOMMENDATION | ACTION |
| 1. **Safety and wellbeing** | | |
| **4.1** | **Safety culture**  Foster a greater safety culture, deeper engagement by the students in the impact of their own behaviours on the safety and wellbeing of themselves and others, including through greater respect for College property. | * 1. **Recommendation accepted and is being implemented.**   4.1.1 We continue to work collaboratively with the Student Club Executive regarding a zero-tolerance approach for alcohol-related behaviour that causes disturbance, damage or harm to any student or property.  4.1.2 The College will continue to use the approval of all events listed in the calendar of events following discussion with the Vice Warden and other relevant staff, and students agree on the elements of each activity. Risk mitigation strategies are in place, including an event request procedure and policies which are reviewed annually.   * + 1. As part of the event planning process, student leaders are required to identify the purpose of any event they run, and to demonstrate that this aligns with the College’s values and is consistent with a culture of safety, genuine inclusion, and respect for all. This topic is covered extensively in leadership training and reinforced in the event review process.     2. All College events provide and promote quality non-alcoholic options (e.g. soft drinks, kombucha, water). The Buttery Bar now includes non-alcoholic options.     3. Student leaders are required to focus events on elements other than alcohol, and this must be demonstrated in the event approval process.     4. Alcohol harm minimisation continues to be an important component of both student leadership training and general student training. |

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| **4.2** | **End ‘roaching’**  Roaching was one of the practices that attracted the highest level of strongly negative commentary from a minority of students who are made to feel anxious and/or otherwise unsafe with this practice. Perhaps the easiest way to end the practice is with the support of the Student Club Executive to ensure that all students are permitted to close and lock the door to their room without fear of reprisal. | **4.2 Recommendation accepted and is being actioned.**  4.2.1 Both the student club executive and staff have agreed that the practice of ‘roaching’, as it is known, by *trashing* another students’ room is ended.  4.2.2 It is agreed that a student’s room is their own private space and that they are permitted to close and lock their doors without any fear of reprisal. Student leaders report that there is a more nuanced view on the ‘open door’ policy, with study and personal space as a priority. |
| **4.3** | **Risk appetite and framework**  The College Council to ensure that all physical and other safety and wellbeing risks raised are properly addressed in the existing College risk appetite and associated framework. Following this step, engage in discussion about the agreed risk appetite with the ‘owners’ (Anglican Diocese of Brisbane) and property owners (UQ) given the intersection with their areas of responsibility. | **4.3 Recommendation accepted and** **is being implemented.**  4.3.1 We have prepared a risk framework for approval by Council. In addition, the Risk Management Plan has been updated as of February 2023, and includes the risk identification and reporting process.  4.3.2 A detailed risk assessment will be provided to Council in November 2023.  4.3.3 We will engage in further discussion with the Diocese and UQ in the third quarter of 2023. |

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| **4.4** | **Resident graduate tutors**  Invest in increased number of resident graduate tutors living on campus to provide greater support for improvements in safety culture and risk management, in place of placing this responsibility on Residential Advisers. | **4.4 Recommendation accepted and is being implemented.**  4.4.1 The College now has four full-time paid staff living on site in addition to a Night Duty Manager for after-hours duty, which complements the Duty Tutor roster of an evening. There is a Night Manager on duty 7 nights per week. This will be re-evaluated in Q4 2023  4.4.2 Further consideration will be given to the benefit of resident graduate tutors or other residents in the College through 2023. |
| **4.5** | **Existing support services**  Enhance student understanding of access to existing College and UQ support services in relation to reporting and dealing with experiences of sexual harassment, sexual assault or other risks to safety and wellbeing. | **4.5 Recommendation accepted and has been actioned.**  4.5.1 The College will continue to review its Sexual Misconduct Policy on an annual basis and ensure that students are educated in the application of the Policy, including how it interfaces with the Addressing Concerns and Complaints Policy.  4.5.2 During L-Week, P-Week and O-Week, all students will continue to be provided with a comprehensive education program on respectful relations which included consent, ethical bystander, sex positivity and recognising and responding to disclosures of sexual assault, access to UQ and other support services. An ongoing task will be using regular gap analysis of training and feedback from students to identify any areas of improvement.  4.5.3 The College has implemented an anonymous reporting portal for students <https://mysafereport.au/stjohns-uq>.  4.5.4 A poster displaying where to access help in College is displayed throughout the College. |

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|  |  | 4.5.5 First Responder training by an expert in trauma-informed approaches will be expanded not just for RAs and Student Club Executive, but for the broader O-Week Committee. The purpose of the training is to ensure they have the skills to respond sensitively, and in a trauma-informed manner, to a report of sexual assault, sexual harassment or disclosure of other events which breach the Code of Conduct. |
| **4.6** | **Enhanced support services**  Consider employment of qualified psychologist/s within the College to provide qualified support for serious cases of risks to student (or staff) safety and wellbeing. | **4.6 Recommendation accepted and has been actioned.**  4.6.1  4.6.2  4.6.3 A Dean of Student Wellbeing has been appointed and will begin 11 September. She has a background in psychology and support services. Referral to external psychologists will pertain where necessary. |
| **4.7** | **Risk oversight of bar**  Ensure that annual compliance program for the College includes conduct of a formal annual audit of the operation of the bar against licensing and statutory obligations and the risk management framework of the College. | **4.7 Recommendation accepted, actioned, and being implemented.**  4.7.1 An independent audit of the bar was conducted in October 2022 and report received January 2023.  4.7.2 The Senior Leadership Team and Student Club continue to address the recommendations through a documented Action Plan through to the Council’s Finance and Risk Committee twice yearly.  4.7.3 The College’s Alcohol Policy will be reviewed internally on an annual basis.  4.7.4 We will continue to adopt a harm minimisation approach to the consumption of alcohol and our evidence-based alcohol and other drug education during L-Week and P-Week for student leaders and O-Week for new students.  4.7.5 From 2024, we will offer refresher training to all second and third-year students. |