

**SEC17D021**

**Title:** *Update From Changing The Culture Implementation Group*  
**Author:** Dr Jon Sharp – Director of Student Services  
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**Issue**

An update on progress of the Changing the Culture Implementation Group

**Recommendation**

Recipients are invited to consider the progress made to date against the UUK Taskforce Recommendations

**Resource Implications**

A number of the initiatives and actions detailed have resource implications, any resourcing needs are discussed in relation to the specific area of activity through the appropriate committee or group.

**Risk Implications**

The consequence of not implementing the recommendations of the UUK Taskforce would be significant both in terms of the potential impact on students who experienced the types of negative behaviour that the Taskforce was intended to combat and in terms of the University's ability to appropriately exercise its duty of care to students. The risk of not delivering against the Taskforce recommendations is regarded as Low in all aspects.

**Equality and Diversity**

Issues of Equality and Diversity are carefully considered in relation to how they might impact on all proposed policy, process and initiatives arising from the work of the Group. The nature of the issues being addressed is such that there are significant Equality and Diversity concerns running across all of the groups work. The University's Head of Equality and Diversity is a member of the Implementation Group and provides advice on these issues.

**Timing of decisions**

Input from Committee members at the October meeting will inform our planning and further work over the course of the year.

**Background**

The work of the Changing the Culture Implementation Group is progressing well. One key aim of the Group, addressing Recommendations 1 and 2 from the UUK Report, is to raise awareness of the related issues both within the University and externally: the pavement graffiti exercise in September certainly achieved a high degree of discussion and debate as intended. In terms of external awareness, we are building relationships with a number of external stakeholders from public sector agencies to commercial organisations within the local night-time economy. In addition, the University

has been able to position itself as an early beacon of good practice and has presented to other HEIs and stakeholders on our approach to implementation.

In order to ensure that our implementation plans covered each of the fourteen recommendations Sub-Groups identified key actions that would enable us to deliver against the UUK Task Force recommendations. This stage of the work has now completed and consequently we are moving on from the more discursive Sub-Groups to a Task and Finish approach, which will ensure there is a tight focus on specific deliverables.

The updated Activity Tracker is provided below, the key areas of activity under the Changing the Culture umbrella have also been included within the Student Services 2017-18 Plan of Work. It is important to note that while the HEFCE funded Catalyst Project, which is supporting certain strands of the Changing the Culture work will end in Spring 2018, the work around Changing the Culture is likely to be a project that continues for a number of years. The initial implementation of each of the recommendations from the UUK Report is likely by the end of the 2017-18 academic year. However, that process creates the structural framework within which a genuine change in cultural norms can be achieved; that longer-term cultural change will inevitably be a gradual process and will require continuing input and support from the University. This is indicated in the broad Mission Statement and Objectives agreed by the group and set out below:

# A CHANGING CULTURE

## MISSION STATEMENT

We are a community committed to creating and nurturing an inclusive, supportive and safe environment for all.

## STRANDS OF STRATEGY

### Values

- We believe diversity should be valued and celebrated
- We believe harassment, abuse and assault is never OK
- We believe in working as partners
- We believe everyone is capable of creating change
- We believe this applies to all UEA spaces, online and off campus
- We believe we can do more

### Objectives

- To enable frank, open and honest discussion
- Providing clear signposting, training and support for all
- Creating a clear, robust system for disclosure, centralised reporting and seeking support
- Building relationships on trust and respect
- To foster a culture where there is zero tolerance for sexual harassment, violence or hate crimes against anyone
- We are committed to taking every disclosure seriously
- Establish and follow fair and transparent processes
- To reflect and review, to promote positive change

## Changing The Culture Activity Tracker

Activity	Reference	Lead	Comments as at 31/3/17	Status	Completion date if applicable
A Working Group will be established and will be tasked with ensuring that the University strengthens existing policy and procedures along with introducing new initiatives to ensure that the issue is given the priority it deserves. Resource allocation will be considered on submission of appropriate costed plans indicating how said investment will strengthen our ability to combat harassment and hate crime.	1	JS	Working group has been established, terms of reference agreed and initial actions undertaken along with a clear commitment to effective implementation of the recommendations	Completed	01/02/2017
The Working Group shall contain significant student representation and the Student Support Service will continue to maintain and develop its excellent working relationship with the Student Union with regard to the issue of harassment and hate crime	5	SU	Student representation has been agreed and is in place. Students and staff are equal partners in the work of the Implementation Group	Completed	01/02/2017
The Working Group will develop a set of clear and robust processes that will enable the University to respond effectively to such incidents. The procedural guidance provided in Chapter 5 of <i>Changing the Culture</i> will provide a starting point for the Working Group and as a template for incidents other than sexual violence.	2	CTC Group	Following the national workshop on developing a response to sexual violence the Group also needs to develop an overarching strategy within which processes would be situated	Ongoing	Strategy to be developed by end July 2017 with processes to be finalised by December 2017
The University has been awarded £35k from the HEFCE Catalyst fund to support our 'Student Community Safeguarding Partnership' project. This is a matched funding bid so a total of £70k awarded	8, 13 &14	Project manager	The funding will support the appointment of a project manager and administrator who, working with the CTC Group, will establish a number of initiatives, some of which may require further investment of resource, to ensure that our zero-tolerance approach is fully understood by the University community and our partners in the City, and is implemented across the whole of the University campus and beyond.	Ongoing	project completes in May 2018
The Working Group will report on progress to each meeting of the Student Experience Committee and will provide an annual report to University Council. Reports to SEC will include details of any bids for resourcing, the success criteria associated with the allocated resource and suitably anonymised reporting on any relevant incidents.	3	JS	First update will go to May SEC	Ongoing	N/A
The University's non-academic disciplinary procedures will be reviewed as part of our rolling process of policy review, specific attention will be paid to the inclusion of appropriate amendments to reflect the recommendations of <i>Changing the Culture</i> and the advice in the Pinsent Mason's Guidance for HEIs	7	JS	This review will be carried out in consultation with the Working Group and the revised regulations and processes that are subsequently submitted for approval will incorporate clear statements about our expectations of student behaviour, the sanctions that will flow from any breach of those requirements and our commitment to challenging harassment and hate crime.	Ongoing	31/07/2017
We are currently trialling the <i>Consent Matters</i> training provided by Epigeum ready for its use with all new starters	9	CTC Group	Lead members to be identified to work with staff and students to ensure effective roll out of Consent Matters.	Ongoing	roll out to take place in September 2017

### Changing The Culture Activity Tracker

The Working Group will carry out an annual impact assessment the outcome of which shall be included in its annual report to University Council	4	JS	Group to determine which data should inform impact assessment	to discuss at next meeting	31/01/2018
Development of a Bystander Initiative	6	TBA	This is a concrete piece of work that will need specific ownership	to discuss at next	TBA
We are in the process of entering into a consortium training model with Epigeum, focused around combatting sexual violence against women.	9 & 10	CTC Group	SU and UEA have been involved in providing feedback to Epigeum. The next draft of the training will be reviewed by the Group	Ongoing	Training package should be developed by the end of 2017
A central system for reporting including anonymised reporting options to be established	11	CTC Group	This will need systems as well as policy input and requires initial discussion by the group with a subgroup then established to implement	to discuss at next meeting	central reporting system to be in place by October 2017
Identify training needs and appropriate training resources	12	CTC Group	This work has begun, but requires a systematic review of all staff types and a matrix of training to be developed by a sub-group for approval by CTC Group	to discuss at next meeting	training needs to be identified by October 2017

## Changing The Culture Activity Tracker

Recommendation		Our broad commitments under each recommendation
	Senior Leadership	
1	The Taskforce recommends that all university leaders should afford tackling violence against women, harassment and hate crime priority status and dedicate appropriate resources to tackling it.	A Working Group will be established and will be tasked with ensuring that the University strengthens existing policy and procedures along with introducing new initiatives to ensure that the issue is given the priority it deserves. Resource allocation will be considered on submission of appropriate costed plans indicating how said investment will strengthen our ability to combat harassment and hate crime.
<b>Institution-wide Approach</b>		
2	Take an institution-wide approach to tackling violence against women, harassment and hate crime. (One way of adopting this institution-wide approach to responding to incidents of sexual violence is to use the points set out in chapter 5 of this report as a guide).	The Working Group will develop a set of clear and robust processes that will enable the University to respond effectively to such incidents.
3	Provide their governing bodies with regular progress reports summarising what progress has been made towards adopting a cross-institution approach. This should include reporting on the resource made available and used to support an effective cross-institution approach, including any recommendations for additional resource.	The Working Group will report on progress to each meeting of the Student Experience Committee and will provide an annual report to University Council.  Reports to SEC will include details of any bids for resourcing, the success criteria associated with the allocated resource and suitably anonymised reporting on any relevant incidents.
4	Carry out a regular impact assessment of their approach.	The Working Group will carry out an annual impact assessment the outcome of which shall be included in its annual report to University Council
5	Involve their students' union in developing, maintaining and reviewing all elements of a cross-institution response.	The Working Group shall contain significant student representation and the Student Support Service will continue to maintain and develop its excellent working relationship with the Student Union with regard to the issue of harassment and hate crime
<b>Prevention</b>		
6	Adopt an evidence-based bystander intervention programme	The Student Support Service and the Student Union are already working together on this issue and will be introducing a Bystander Initiative under the auspices of the Taskforce Implementation Working Group
7	Ensure that partnership agreements between the student and the university highlight up-front the behaviours that are expected from all students as part of the university community, set out disciplinary sanctions and state the university's commitment to ensuring the safety and wellbeing of students.	The University's non-academic disciplinary procedures were due to be reviewed as part of our rolling process of policy review. The review of non-academic discipline will be carried out in consultation with the Working Group and the revised regulations and processes that are subsequently submitted for approval will incorporate clear statements about our expectations of student behaviour, the sanctions that will flow from any breach of those requirements and our commitment to challenging harassment and hate crime.
8	Embed a zero-tolerance approach across all institutional activities including outreach activities with schools and further education colleges, engagement with local bars and nightclubs, student inductions (including international student inductions), and student information	The Working Group will establish a number of initiatives, some of which may require further investment of resource, to ensure that our zero-tolerance approach is fully understood by the University community, implemented across the whole of the University campus and is capable of being effectively delivered and promoted.
9	Take meaningful steps to embed into their human resources processes (such as contracts, training, inductions) measures to ensure staff understand the importance of fostering a zero-tolerance culture and are empowered to take responsibility for this.	Student Services and the Student Union are working together and with external providers to ensure that appropriate training and awareness is embedded across the University community.  We are currently trialling the <i>Consent Matters</i> training provided by Epigeum and are in the process of entering into a consortium training model focused around combatting sexual violence against women.
<b>Response</b>		
10	Develop a clear, accessible and representative disclosure response for incidents of sexual violence and rape, working with relevant external agencies where appropriate.	The Working Group will review our existing disclosure arrangements and develop these in the context of best practice exemplars from within the sector and with advice from external bodies as appropriate.
11	Take reasonable and practicable steps to implement a centralised reporting system.	The implementation of a centralised reporting system that has provision for anonymity and is configured so as to support timely responses and actions by the University will be a key priority for the early work of the implementation group.
12	Conduct a thorough assessment of which staff members need to be trained and what training needs to be provided. A clear, multi-tiered training strategy covering different types of incident can then be developed.	As noted at recommendation 8 & 9 above, this is an area in which work has already begun.  The delivery of appropriate training by staff type and function will be a key element of embedding our zero tolerance approach.
13	Build and maintain partnerships with local specialist services to ensure consistent referral pathways for students.	Both the University and the Student Union have strong established links with appropriate specialist services. We will ensure that these links are maintained, developed and appropriately recorded to ensure that referrals can happen effectively and swiftly when needed.
14	Establish and maintain strong links with the local police and NHS in order to develop and maintain a strategic partnership to prevent and respond to violence against women, harassment and hate crime affecting students.	Both the University and the Student Union have strong established links. As indicated in the proposed membership of the Working Group (see below) and the plan to establish a community liaison group, a close working relationship with public sector partners such as the police and NHS services are essential elements of our response to the taskforce recommendations.

## Changing The Culture Activity Tracker

No.	Activity	Reference	Lead	Comments as at 09/11/17	Status	Completion date if applicable
1	A Working Group will be established and will be tasked with ensuring that the University strengthens existing policy and procedures along with introducing new initiatives to ensure that the issue is given the priority it deserves. Resource allocation will be considered on submission of appropriate costed plans indicating how said investment will strengthen our ability to combat harassment and hate crime.	1	JS	Working group has been established, terms of reference agreed and initial actions undertaken along with a clear commitment to effective implementation of the recommendations	Completed	01/02/2017
2	The Working Group shall contain significant student representation and the Student Support Service will continue to maintain and develop its excellent working relationship with the Student Union with regard to the issue of harassment and hate crime	5	SU	Student representation has been agreed and is in place. Students and staff are equal partners in the work of the Implementation Group	Completed	01/02/2017
3	The Working Group will develop a set of clear and robust processes that will enable the University to respond effectively to such incidents. The procedural guidance provided in Chapter 5 of <i>Changing the Culture</i> will provide a starting point for the Working Group and as a template for incidents other than sexual violence.	2,7,10	CTC Group	The process work is being undertaken in conjunction with the review of disciplinary procedures The Group approved a Mission Statement, Values and Strategy at its October meeting	Ongoing	Strategy to be developed in 2017 with processes to be finalised by Easter 2018
4	The University has been awarded £35k from the HEFCE Catalyst fund to support our 'Student Community Safeguarding Partnership' project. This is a matched funding bid so a total of £70k awarded	8, 13 & 14	Project manager	The project has identified 4 actions in line with the project brief: Training for night-time economy partners; SU Club and Societies reps; Assistant Wardens; and staff acting as first responders to disclosure	Ongoing	project completes in May 2018
5	The Working Group will report on progress to each meeting of the Student Experience Committee and will provide an annual report to University Council. Reports to SEC and EDC will include details of any bids for resourcing, the success criteria associated with the allocated resource and suitably anonymised reporting on any relevant incidents.	3	JS	Regular updates have been provided to SEC and a report to Council will be provided in 2018	Ongoing	N/A
6	The University's non-academic disciplinary procedures will be reviewed as part of our rolling process of policy review, specific attention will be paid to the inclusion of appropriate amendments to reflect the recommendations of <i>Changing the Culture</i> and the advice in the Pinsent Mason's Guidance for HEIs	7	JS	This review will be carried out in consultation with the Working Group and the revised regulations and processes that are subsequently submitted for approval will incorporate clear statements about our expectations of student behaviour, the sanctions that will flow from any breach of those requirements and our commitment to challenging harassment and hate crime. As at 01/08/17 a more detailed University review of discipline has been initiated and final Regs will incorporate CtC relevant amendments	Ongoing	May 2018
7	We are currently trialling the <i>Consent Matters</i> training provided by Epigeum ready for its use with all new starters	9	CTC Group	Lead members to be identified to work with staff and students to ensure effective roll out of Consent Matters.	Completed	roll out to take place in summer/enrolment period 2017
8	The Working Group will carry out an annual impact assessment the outcome of which shall be included in its annual report to University Council	4	JS	Group to determine which data should inform impact assessment	to discuss at November meeting	January 18
9	Development of a Bystander Initiative	6	JS/ IE	UWE Bystander Project agreed as a template. We will adopt a 3 tiered approach: awareness raising for the whole community; 3 hour training session for volunteers and a full training (8 sessions) package for 'Dignity Champions' drawn from across the University community. Investment will be needed for time and materials and a project plan established	Ongoing	February 18
10	We are in the process of entering into a consortium training model with Epigeum, focused around combatting sexual violence against women.	9 & 10	CTC Group	SU and UEA have been involved in providing feedback to Epigeum. The next draft of the training will be reviewed by the Group	Completed	Sep-17
11	A central system for reporting including anonymised reporting options to be established	11	CTC Group	This work will require a two stage approach: An interim reporting form has been designed and is being tested for use by December. Separately we are looking at specific packages (eg Callisto) that will provide additional functions beyond simple report recording	Ongoing	interim in place by December 2017. Full system in place by June 2018
12	Identify training needs and appropriate training resources	12	CTC Group	Training has been developed in three key areas: Consent/ Sexual Violence/ Domestic Violence. Training is being developed in relation to the Bystander role	Ongoing	Consent/ Sexual Violence/ Domestic Violence training is underway. Bystander training to be developed as per item 9
13	Roll out of Consent Matters	2,5,9	JA	The training has been made available, but discussion is needed around take-up and whether to make the course mandatory	ongoing	Mar-18
14	Roll out of 'Responding to First Disclosures of Sexual Violence'	2, 10,12	JA	The training has been made available, but further planning needed to ensure key staff take up the training	ongoing	Mar 18
15	Review of Policies relating to Sexual Harrassment/ Assault	2,8,11	JS/IE/DT	Relevant policies are being redrafted and will be considered by the Group before consideration by LTC and Senate	ongoing	June 18
16	Engage in promotion and awareness raising on campus	1,2,5	AS/IE	The Pavement Graffiti was the first step in an ongoing comms campaign which will develop as work progresses with messages to include reference to how we are changing the culture.	ongoing	N/A
17	Branding of Changing the Culture	1,5,8	CTC Group	The already recognised 'Never OK' branding has been adopted and all new students provided with a branded plasticised card carrying key emergency contact numbers	Completed	September 17
18	Develop Partnership Working for shared initiatives with Police/ Council/ other PSB	13,14	JA	We will be using our existing membership of the Community Safety Partnership Group to share our practice and develop joint initiatives with third parties	ongoing	N/A
19	Never Ok Launch event	1,5,8,13,14	AS/IE/JS	A well publicised event in February will bring together all external partners with UEA and SU to provide more information about both the campaign and services that are available to those affected.	ongoing	February 18
20	Leeway Partnership	5,10,13,14	JL/IE/Leeway	Delivery of training to targetted staff groups and provision of drop-in service on campus	Ongoing	review July 18
21	Critical Arc	6,8,13	JS/LC	Explore the possible application of this package to support student safety both on and off campus	ongoing	Visit to a site where this is 'live' by January 2018
19	Never Ok Launch event	1,5,8,13,14	AS/IE/JS	A well publicised event in February will bring together all external partners with UEA and SU to provide more information about both the campaign and services that are available to those affected.	ongoing	February 18
17	Branding of Changing the Culture	1,5,8	CTC Group	The already recognised 'Never OK' branding has been adopted and all new students provided with a branded plasticised card carrying key emergency contact numbers	Completed	September 17