

**COU17D040**

**Title:** *Changing the Culture – update on the progress of the Working Group*  
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**Issue**

A report from the Head of Life & Learning and Director of Student Services, providing an update on the work of the Changing the Culture Implementation Working Group.

**Recommendation**

Recipients are invited to consider the report and endorse the continuing work of the Changing the Culture Implementation Group and associated activities in order to implement the Taskforce recommendations and embed a culture of positive change.

**Resource Implications**

(i) At the meeting of University Council in November 2016, it was agreed that resource implications that would be tied to specific projects necessary to meet the requirements of the UUK report would be considered by the University on receipt of funding requests submitted by the Director of Student Services. To date funding has been provided for bespoke online packages, training for students and staff, and to support publicity campaigns. It is likely that additional funding requests will arise to enable the embedding of our work, specifically around the need to support students making disclosures and subsequent investigations.

(ii) Student Services will continue supporting costs associated with the implementation of the recommendations where they relate to the utilisation of existing staff resource or minor operational expenditure.

**Risk Implications**

Approval of the above proposals will significantly mitigate the risk of the University failing to properly exercise its duty of care and/or safeguarding responsibilities with respect to the matters addressed by the UUK Taskforce recommendations.

**Equality and Diversity**

The recommendations of the Taskforce apply equally to all members of the University community irrespective of their status with regard to protected characteristics. However, the recommendations are particularly beneficial to those groups who have been historically more likely to be subject to the type of behaviour that the recommendations are intended to challenge and curtail.

**Timing of decisions**

Approval of the proposals by Council will enable the excellent work of the Changing the Culture Implementation Group to continue to ensure that the University is at the forefront in tackling

harassment and hate crime. Regular reports on progress by the Working Group will continue to be submitted to Student Experience Committee.

**Further Information:** Contact Jane Amos, Head of Life and Learning: [j.amos@uea.ac.uk](mailto:j.amos@uea.ac.uk) 01603 593701

## Background

Members of Council will be aware of the Vice Chancellor, Professor David Richardson's membership of the UUK Taskforce on *violence against Women, harassment and hate crime* and of the work this group has undertaken since its inception. The Taskforce formally reported on 21 October 2016 and the report ***Changing the Culture***, contained a number of recommendations for Universities to consider and implement.

The Director of Student Services, Dr Jon Sharp, in his report to Council in November 2016, recommended that a Working Group be set-up, in partnership with the Union of UEA Students, to implement fully the recommendations of the Taskforce. The Working Group would regularly report on their progress to Student Experience Committee. Council fully endorsed the proposal that the University commit to full implementation of the *Changing the Culture* recommendations.

## Discussion

### The Changing the Culture Implementation Working Group

The Working Group was established in February 2017 with a clear commitment to effectively implementing all of the recommendations outlined in the UUK Changing the Culture Taskforce Report examining violence against women, harassment and hate crime affecting University students. The membership of the group was drawn from UEA and UUEAS staff as well as representation from Norfolk Police, the Harbour Centre and Leeway, Domestic Violence and Abuse Service.

The Working Group meets monthly and it has a whole-University focus to implementing a zero-tolerance approach to sexual harassment, violence and hate crime. A significant amount of work has taken place since the inception of the Group which has built on existing work as well as introducing new initiatives. To date the work includes:

- agreed Terms of Reference for the Group
- a Mission Statement with values and objectives
- a centralised reporting system, including anonymised reporting options for students and staff
- further development of a Bystander initiative
- a consortium training model, with Epigeum, for students and staff, focused around combatting sexual violence and harassment and responding to disclosures
- an analysis of training needs and the development of face-to-face training programmes for students and staff
- web guidance and on-line resources to support victims of sexual harassment and/or violence
- weekly confidential drop-ins, on campus, for students and staff, facilitated by Leeway Domestic Violence and Abuse Service
- a Never OK graffiti campaign
- a joint UEA/UUEAS, all year-round, communications plan to raise awareness of the Never OK campaign and to set out very clear expectations from leaders across the University of a zero tolerance approach to sexual harassment, violence and hate crime and to build visible advocacy among student and staff role models for a culture of mutual respect for all
- the introduction of an annual awareness raising day for the Never OK campaign and the work of the Changing the Culture Implementation Group. The first of these events took place in February 2018 and included a lunchtime panel debate, chaired by Maggie Wheeler, Chair of the Board of Trustees at the Garage; an information fair; student led activities and staff and students were invited to sign a Pledge Wall and take part in the filming of a Respect Pledge Video.
- A review of the non-academic disciplinary procedures and the Harassment Policy
- The introduction of a Safeguarding Policy

The work of the Group has been carefully structured so as to ensure that each activity is directly tied to one or more of the UUK Taskforce recommendations. The full details of the work of the Group to date is provided in the attached tables - Appendix One and Appendix Two.

### Institutional Reputation

In November 2016, Jon Sharp, Director of Student Services and Jo Swo, Welfare, Community and Diversity Officer (UUEAS), were invited to speak at a Westminster Briefing about UEA/UEASU's work regarding tackling sexual harassment and violence affecting University students and the following year, Jon was approached, by Inside Government, to present on the same issues.

Earlier this year the Vice-Chancellor delivered a case-study and lessons learned session for Universities Australia on working with students as partners and highlighted the example of UEA's work on sexual harassment and violence with UEA's Student Union, to great acclaim. He has now been invited back as a keynote speaker at Deakin University, Australia: "Your recent trip to Australia and your presence at the Higher Education Conference where you spoke about your institution's work on responding to sexual harassment and assault was inspiring. We have much to learn from your work as part of Universities UK's Taskforce examining violence against women, harassment and hate crime affecting university students." A copy of the letter from Deakin is appended to the VC Report (Item A1).

In April 2018, Jane Amos, Head of Life and Learning, was invited to the Epigeum, Oxford University Press annual conference as a guest speaker and both Jon and Jane have been asked to attend similar events in future months. The view across the sector that we are trail blazers seems to suggest that our approach is working well.

### Media Interest

Recently, there has been a wave of media interest, regarding the subject of sexual harassment and violence affecting University students and UEA has received FOI requests regarding a spike in reports involving improper sexual conduct. It is generally recognised that when organisations take steps to raise awareness of improper sexual conduct and encourage individuals to make reports that this leads to a significant spike in the number of complaints. For example, as reported in The Guardian (5/02/18) the University of Cambridge received 173 complaints in nine months following the introduction of its 'Breaking the Silence' campaign.

UEA's experience is best understood through this lens: in the 3 years prior to the introduction of our Never OK campaign we received 38 complaints and since the inception of our campaign we have received 97 complaints. It is therefore possible to see a direct connection between the complaint volume and the impact of our activities around Changing the Culture. The term 'sexual violence' is extremely broad and covers a range of behaviour from inappropriate comments, to unwanted touching, to serious sexual assault. It is important to note that a number of complaints that the University receives, particularly those reported to staff in Student Services, relate to historic incidents.

For reasons of confidentiality and the protection of individuals, we do not formally record whether a complaint is historic or relates to an incident that has occurred during an individual's time at University. However, anecdotally, potentially as many as a third of the complaints received in Student Services relate to incidents that occurred prior to the individual becoming a student. This very often relates to incidents of sexual misconduct experienced as a child that the individual chooses to report in order that they can work with staff within Student Services (primarily our Counselling Team) so as to work through their experiences in a supportive environment.

### **Attachments**

**Appendix A – Table of progress**

**Appendix B – Changing the Culture Tracker**



## Appendix A

No	Recommendation	UEA Comment / Action
	<b>Senior Leadership</b>	
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.	<p><b>Reported – November 2016</b> 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.</p> <p><b>Updated - April 2018</b> <b>The Working Group was established in February 2017 and membership was drawn from UEA/UEAS staff alongside representatives from Norfolk Police, Harbour Centre and Leeway. The Group meet monthly and progress is reported regularly to Student Experience Committee</b></p>
	<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).	<p><b>Reported – November 2016</b> 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.</p> <p><b>Updated – April 2018</b> <b>A whole-University approach was taken when developing the training packages and the overarching year-round awareness raising communications plan. Key staff and students have been identified to become Never OK champions/trainers in 2018/19. Work is on-going.</b></p>
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.	<p><b>Reported – November 2016</b> 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.</p> <p><b>Updated - April 2018</b> <b>On-going</b></p>
4	Carry out a regular impact assessment of their approach.	<p><b>Reported – November 2016</b> The Working Group will carry out an annual impact assessment the outcome of which shall be included in its annual report to University Council</p> <p><b>Updated – April 2018</b> <b>Further development of an evaluation process and on-going work to determine which data should inform impact assessment</b></p>
5	Involve their students' union in developing, maintaining and reviewing all elements of a cross-institution response.	<p><b>Reported – November 2016</b> The Working Group shall contain significant student representation and the Student Support Service will continue to maintain and develop its excellent working</p>

		relationship with the Student Union with regard to the issue of harassment and hate crime <b><u>Updated – April 2018</u></b> <b>On-going</b>
	<b>Prevention</b>	
6	Adopt an evidence-based bystander intervention programme	<b><u>Reported – November 2016</u></b> 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 <b><u>Updated – April 2018</u></b> <b>Further development of the Bystander Initiative has taken place and a UEA/UUEAS co-delivered one-hour training programme has been created with an aim to initially deliver this to Student Club Committee Members, Student Ambassadors, Student Wardens and Student Reps during August/September 2018.</b>
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.	<b><u>Reported – November 2016</u></b> 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. <b><u>Updated – April 2018</u></b> <b>The review process is currently taking place and a draft of the updated Harassment Policy was reviewed by Student Experience Committee in April 2018. Further work to be undertaken.</b>
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.	<b><u>Reported – November 2016</u></b> 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. <b><u>Updated – April 2018</u></b> <b>On-going</b>
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.	<b><u>Reported – November 2016</u></b> 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><u>Updated – April 2018</u></b> <b>The Consent Matters module is now available on Blackboard. All members of the Working Group and current staff in Student Services have taken the module and all new Student Services staff,</b>

		<p><b>Student Wardens and Student Reps are now required to take the module as part of their induction. UUEAS has a similar induction requirement for staff. All new students are encouraged to take the module, each year, alongside Senior Academic Advisers. A programme of 3-hour and 1-hour training sessions have been developed and rolled out to key groups of staff across the University. The training programme will continue to run over the next 3 years.</b></p> <p><b>The University has a new Dignity and Respect Code of Practice</b></p>
	<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.	<p><b><u>Reported – November 2016</u></b> 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.</p> <p><b><u>Updated – April 2018</u></b> <b>On-going</b></p>
11	Take reasonable and practicable steps to implement a centralised reporting system.	<p><b><u>Reported – November 2016</u></b> 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.</p> <p><b><u>Updated – April 2018</u></b> <b>A new on-line reporting form has been developed and is now live</b></p>
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.	<p><b><u>Reported – November 2016</u></b> As noted at recommendation 8 &amp; 9 above, this is an area in which work has already begun.</p> <p>The delivery of appropriate training by staff type and function will be a key element of embedding our zero tolerance approach.</p> <p><b><u>Updated – April 2018</u></b> <b>A diverse programme of on-line and face-to-face training has been developed with an implementation plan for 2017 - 2019</b></p>
13	Build and maintain partnerships with local specialist services to ensure consistent referral pathways for students.	<p><b><u>Reported – November 2016</u></b> 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.</p> <p><b><u>Updated – April 2018</u></b> <b>On-going partnership working.</b></p>
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.	<p><b><u>Updated – April 2018</u></b> 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.</p> <p><b><u>Updated – April 2018</u></b></p>

		<b>On-going partnership working ensuring that representation from partners is included in relevant meetings and group membership</b>
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## Appendix B

No.	Activity	Reference	Lead	Comments as at 26/04/18	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	CTC Group	Overarching strategy has been agreed. Ongoing work to further develop robust processes, working closely with HR department.	Ongoing	To be finalised in August 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	Appointed a Project Officer, in August 2017, who has worked with the CTC Group to establish a number of initiatives, some of which will 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. The Project Officer post holder left the University in March 2018.	Completed	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	First update to Student Experience Committee in August 2017 – content with work Latest update to Student Experience Committee in April 2018 – content with work First report to University Council in November 2016 – content with work Latest report to University Council in May 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 is currently being carried out in consultation with the Working Group and the revised regulations and processes 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 of April 2018, a more detailed University review of discipline has been initiated and final Regulations will incorporate CtC relevant amendments. The revised regulations and policy was sent to SEC in April 2018 and further work is to be undertaken	Ongoing	To LTC in June 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. The module is now live and available to students and staff. All Working Group members and current staff in Student Support Services have taken the module and all new staff in Student Services, alongside Assistant Wardens and Student Support Reps will be required to take the module as part of their induction. All new	Ongoing	Further roll out to staff and student in August/September 2018

				students, each year, will be encourages to take the course along with Senior Academic Advisers.		
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	On-going work to determine which data should inform impact assessment	to discuss at next meeting	May 2018
9	Development of a Bystander Initiative	6	CTC Group	Further development of the Bystanders Initiative has taken place. Co-delivery of training will commence in August 2018	Ongoing	August 2018
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 on the Consent Matters module and the Responding to Disclosures training	Completed	Training packages have been developed. March 2018
11	A central system for reporting including anonymised reporting options to be established	11	CTC Group	The reporting form has been created and is now live. Further development is needed to improve the form and reporting routes	to discuss at next meeting	Central reporting system in place. Further development to take place in August 2018
12	Identify training needs and appropriate training resources	12	CTC Group	A programme of on-line and face-to-face training has been developed with a delivery plan and timetable for 2017-2019	Completed	March 2018
13	Establish Subgroups	All	CTC Group	One sub-group to be created to focus on delivering the plan of work for 2018/19	Ongoing	September 2018 (commence)