Action Plan to Tackle Sexual Violence and Harassment – University College Cork

Relevant Consent Framework Outcome	Action No.	Action	Progress to Date/ Milestones achieved	Person Responsible	Timeframe (start/end)	Success Indicator
1. Institutional Culture						
A member of HEI senior management team will have responsibility for the implementation of the Framework.	001	Appoint University Management Team (UMT) member to sponsor project and lead project steering group.	The Interim Registrar has been appointed to this role.	Project Lead / Interim Registrar	01/12/2020 The Project implementation plan is under development and timelines will be updated as the plan rolls out.	Appointment and acceptance of responsibility for the implementation of the Framework as UMT project sponsor. Provide UMT members with regular updates at least twice a year.

Action Plan to Tackle Sexual Violence and Harassment – University College Cork

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HEIs will establish an Institutional Working Group to coordinate Framework implementation. This will be comprised of key stakeholders including academics, support services, administration, and student's unions, and will ensure due regard to balanced representation, in particular representation of groups at particular risk of experiencing sexual violence and harassment; women, those with disabilities, ethnic minorities and LGBT+.	002	Establish best-practice project governance model, including representation from key stakeholder groups, with project and change management support.	Project governance model has been approved by the project Steering Group.

Approved Steering Group and proposed University Taskforce membership are inclusive of key groups (internal and external to UCC) as required by this objective, with approved terms of reference to allow for continual review and update of membership as the implementation progresses.

The UCC 2022 Strategic plan expressly references the institution's commitment to the National Framework implementation as a key priority for the university. | Registrar | 1/12/2020 | 1. Governance model documented and signed off by members of steering group.
2. Roles and responsibilities of Steering Group and University taskforce agreed by members.
3. Attendance and involvement of group members at meetings.
4. Balanced and appropriate representation is achieved at all levels of governance. |

Action Plan to Tackle Sexual Violence and Harassment – University College Cork

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Liaison and partnership with external specialist agencies to ensure effective engagement with external structures.	003	Include representation from external agencies throughout the development and implementation of the process to ensure that deliverables meet the requirements of staff and students, considering all aspects of their interaction and engagement as staff and students of the University.	Engagement with local and national advocacy, trauma and support groups including SATU, DRCC, Sexual Violence Centre Cork, An Garda Síochana, Crisis Line.	Project Lead	1/12/2020	1. Inclusion of external representative groups on University Taskforce where appropriate. 2. Input of represented groups reflected in project deliverables. 3. Developed pathways of support through existing services for both reporting and reported parties.
2. Institutional Processes: Recording						
HEIs will create an accessible system for students and staff to disclose and report incidents, which would be reflected in a high level of awareness and understanding among both students and staff.	004	UCC will engage with the national initiative being led by the Minister, for cross sector implementation of a report and support system, ensuring local considerations are taken into consideration.	Tracking progress at a national, cross-sectoral level, engaging with colleagues in Irish HEIs; reviewing requirements for the system. Establishing and documenting current support systems already in place within UCC.	Project Lead / Registrar / Director of Human Resources		1. HEIs nationally will have to agree an approach to report and support this system. 2. The support and implementation of the system within the processes and policies of UCC. 3. Communicate and disseminate widely the support and reporting mechanisms in UCC and nationally.

Action Plan to Tackle Sexual Violence and Harassment – University College Cork

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The reporting system is compatible with reporting party/survivor rights, cognisant of the needs of vulnerable groups, and has the confidence of the higher education community.	005	Work with University and strategic external partners to ensure the reporting system(s) roll-out is accessible, transparent and inclusive. Provide appropriate education, communications around reporting options for reporting parties/survivors to suit individual needs.	Engagement with the Office of Corporate and Legal Affairs is underway to explore the introduction of a report and support mechanism to UCC.	Project Lead		1. Engagement with reporting system by university community. 2. The reporting system is accessible, transparent and inclusive of the needs of vulnerable groups. 3. Dissemination and communication of the reporting systems and obligations of staff and students within the system 4. University functional units' commitment to supporting roll-out and maintenance.

Action Plan to Tackle Sexual Violence and Harassment – University College Cork

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Institutions shall record statistics on harassment, assault, and rape and report them in the context of their strategic dialogue with the HEA.	006	Define the national requirements of reporting as prescribed by the HEA. Regularly, collect and collate a record of formal reports of sexual harassment and violence. Use national reporting system to collate information pertaining to all reports i.e. informal and formal reports.	Requirement for reporting of statistics has been communicated to the UMT by the project sponsor. The importance of local context in our reporting to the HEA has been noted and as such, UCC data and analysis will reference relevant local context and background.	Director of Human Resources, Registrar, and advice where appropriate from the Corporate Secretary.		1. Report in line with the HEA requirements. 2. Analysis of collated information to improve policy and process.
3. Institutional Processes: Policy						

Dedicated policies of breadth and depth consistent with the Framework aims referencing IUA/THEA guidelines and policies where appropriate.	007	A Policy Development Working Group will be established with responsibility for developing dedicated policies and will be tasked with the following: - Establishing status and adequacy of existing policies. - Assessing the need to create dedicated policies and processes that complement existing processes, with reference to IUA and Framework guidelines. - Consulting with the University Sexual Violence Framework Task Force, staff and student representatives to inform policy development. - Consult with the wider University	Engagement with the Office of Corporate and Legal Affairs to identify existing institutional policy development framework from which to model the creation and roll-out of new dedicated policies. Engagement with peer institutions and HEA to identify best practice in formulating dedicated policies in this context.	Corporate Secretary, Director of Human Resources and Project Lead.		1. Dedicated policies created with input from all relevant parties. 2. Dissemination and education of all relevant parties (staff and students) with regards to the policies. 3. Policy implementation, roll out and implementation across campus. 4. Review and update of policy included in protocol.

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		community to increase engagement and consultation.				
Policies are explicitly linked to clear lines of responsibility, active responses, institutional reporting, and regular review.	008	Understand existing channels of engagement with policies that deal with harassment in other scenarios. Identify the units and/or roles within the University that will have responsibility for actions within the policies. Work with those functions to ensure clear delineation of responsibilities.	Engagement has commenced with the Office of the Registrar and the Office of Corporate and Legal Affairs to identify the offices and roles that will participate in the process of ensuring that the outcomes of the Framework are met.	Registrar, Director of Human Resources and Project Lead.		1. Documented lines of responsibility incorporated within the relevant policies. 2. Policy review approach defined and adopted by UMT. 3. Documentation of owners for each activity within the process.

Action Plan to Tackle Sexual Violence and Harassment – University College Cork

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Policies include guidelines for addressing student complaints, including transparency for all involved.	009	Assess the adequacy of existing policies in both content and format, in light of the requirements of the Framework. Develop guidelines to support the implementation of the relevant policies. Publish the supporting guidelines, making them widely available for staff and students.	Confirmed with the Office of Corporate and Legal Affairs that the University Duty of Respect and Right to Dignity policy includes provisions outlining procedures in place to respond to reports of sexual harassment and/or violence where appropriate.	Project Lead and Director of Human Resources, Corporate Secretary.		1. The dedicated policies created are accessible, transparent and inclusive for all parties involved. 2. Dissemination and communication of the policy content is clear and easily understood by staff and students.

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Policy implementation is supported by compiling relevant information, leadership of high level HEI officer, and through the appropriate structures, an annual report on institutional initiatives and data to the Governing Authority.	010	Create overarching change management plan to encourage and support cultural and behavioural change throughout the University, with targeted mechanisms for engaging and communicating with stakeholder groups. Monitor and collate details of Framework implementation. Report on progress and impact in line with reporting requirements.	Appointment of the Interim Registrar as chair of the University Steering Group, ensuring buy-in and high-level representation. Appointment of Sexual Violence Framework Project Manager. Ongoing engagement with the HEA and National Advisory Committee. Project Lead is member of the HEA Advisory Group on Gender-Based Violence and Harassment Action Plan developed and submitted to the HEA. Framework implementation underway.	Project Lead and Registrar.		1. Submission of annual report to UCC Management Team 2. Submission of Annual Report to UCC Governing Body. 3. Active and visible support of University Management Team.
4. Targeted Initiatives						

Action Plan to Tackle Sexual Violence and Harassment – University College Cork

HEIs will provide direct student-facing activities including workshop/classes that promote an understanding of consent; student understanding and skills for speaking up and calling out unacceptable behaviour.	011	Ongoing review and updating of existing initiatives, informed by the staff and student experience. Enhanced targeted promotion of the Bystander Intervention Programme to both staff and students. Development of a student-led and student-focused podcast underpinned by bystander intervention theory, which aims to challenge unacceptable social norms, increase understanding of consent and promote positive sexual behaviour.	The Bystander Intervention Programme and Active* Consent are established initiatives within the University that are available to all UCC students and staff. Bystander Intervention overview and training is delivered to all first year UCC students as part of university Orientation (in person and/or online). There exists a cohort of students and staff members who are passionate and vocal about the benefit of existing initiatives, driving further engagement with support from key University stakeholders. Rollout of Bystander Intervention programme, available to all HEIs in Ireland (13 institutions currently engaged).	Project Lead		1. Review of existing educational materials, with ongoing enhancement of the training provided. 2. Active response to evolving staff and student educational needs with appropriate initiatives. 3. High level of student and staff engagement with activities and increased training completion rates.

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			Developed and distributed dedicated online Bystander Intervention training for first year Orientation across all Irish HEIs.			

| | 012 | Using best practice change management methodologies, ensure that staff and students are communicated with in a way that is reflective of their optimum style.

Continue to build a coalition of supportive and engaged groups within the University to be champions of Framework implementation and targeted initiatives developed as part of Framework response.

Develop and implement a social media strategy to enhance staff and student awareness and engagement.

Develop and lead a national consent campaign that is trauma-informed, survivor-centred and collaborative with student/staff across multiple institutions. | Working with communications specialist to establish appropriate methods and channels for communication with our target audiences.

Use of innovative, accessible and targeted multimedia approach to disseminate messages and encourage sign up for initiatives.

Increased Bystander Intervention sign up by 1400% during Bystander Intervention Week, where targeted communications were planned.

Ongoing social media campaigns to raise awareness and encourage staff and student engagement.

Staff and students from UCC have been working with colleagues and students from IADT and NUIG to develop a series of | Project Lead. | | 1. Documented increase in numbers of sign up and completions of targeted initiatives.

2. Documented identified and utilised methods for communication that respond to optimum style per stakeholder group.

3. Increased staff and student awareness and buy-in. |
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| *Ongoing messaging to disseminate information consistent with the Framework aims for cultural change and awareness.* | | | | | | |

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			short animations on the topic of consent, which will be disseminated locally and nationally in 2021.			

HEIs will create and implement an education plan to ensure all staff and relevant students have at least a minimal agreed understanding and capacity to support students; create and implement a training plan for staff and students who contribute to initiatives and services.	013	Capitalising on the progress made from implementing targeted initiatives, UCC will work to embed a base-level of learning within curricula and staff training across the University. Run a curriculum-embedded learning pilot in two Schools. Using networks established throughout the project, ongoing training requirements will be identified and developed in consultation with key stakeholders. Work with the Student Experience Office and other relevant stakeholders to develop a specific training plan for Clubs and Societies Executives, that is in keeping with Framework objectives. Development of a two-tier disclosures training plan: 1) Online Programme for all staff members and key	Engagement with key stakeholder groups within the University to highlight the aims and objectives of the National Framework implementation project. Bystander Intervention training is available on an ongoing basis for all staff and student leaders. Bystander Intervention training provided for all UCC Students' Union officers both Clubs and Societies Executives during Bystander Intervention Week 2021. Dedicated online 30-minute training developed in conjunction with UCC Student Counselling for staff to support staff capacity to respond to students in distress. UCC is exploring the available resources for the provision of online training to support those Responding to Disclosures	Project Lead, Director of Human Resources and Director of Student Experience.		Roll-out of staff training that provides education and upskilling for all staff to recognise students in distress and equip them to respond and provide support as appropriate. Track the uptake of these training programmes and assess impact on participants' capacity to respond.

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		student groups in leadership roles. 2) Additional face-to-face scenario-based training by Cork Sexual Assault Treatment Unit to complement online training.	of Sexual Violence. Discussions are progressing and UCC is leading ongoing engagement with HEIs with a view to developing a national consortium. Collaborations with the Cork Sexual Assault Treatment Unit to support the future customisation of a training programme to suit the Irish context.			

HEIs will create and implement a system for measuring effectiveness of initiatives.	014	Conduct baseline survey of existing levels of understanding and knowledge. Conduct baseline survey to establish prevalence and related information. Develop tools to assess the impact of the Framework initiatives to assess the details and impact of: - Levels of reporting - Training provided and up take of training initiatives - Quantify Institutional complaints - Measure awareness amongst staff and students via surveys - Cultural changes across the university; Using best practice research methods, encompassing trauma-informed language and methodology to create reports that measure the	To date we have tracked attendance numbers at Bystander Intervention training, gathered feedback on experience and education as part of the training assessment, helping to inform the broader Framework initiatives. Similar data tracking is also in place for Active* Consent training.	Project Lead.		1. Defined metrics for success will be documented and agreed by UMT and HEA. 2. Metrics will include qualitative and quantitative measures. 3. Baseline reports will be created to ensure we are measuring impact against current environment.

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		impact of implemented initiatives.				
HEIs will provide accessible, trauma-informed services; for supporting student disclosure, reporting and complaints, and for counselling and advocacy.	015	Work with UCC Student Counselling and Student Health to understand existing services and any constraints. Continue to work with external specialist agencies including SATU, the Gardaí and the Sexual Violence Centre to ensure that a wrap-around model of care is implemented across all levels of the reporting process.	Engagement with service provider and Cork SATU regarding the implementation and tailoring of trauma-informed disclosure training for UCC staff and key student groups. Engagement with University Student Health and Student Counselling stakeholders to share vision and mission of Framework and to foster working relationship. Developing and promoting staff training resources.	Project Lead and Director of Student Experience.		1. Appropriate training and education programme rolled out to key stakeholders as identified through the reporting process. 2. Review the provision of counselling services and benchmark with Nationally. Review and streamline counselling services in light of the pandemic e.g. online etc. 3. Enhanced relationships and clear pathways to availability of external supports.