

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

Relevant Consent Framework Outcome	Action No.	Action	Progress to Date/ Milestones achieved	Person Responsible	Timeframe (start/end)	Success Indicator
1. Institutional Culture						
<i>A member of HEI senior management team will have responsibility for the implementation of the Framework.</i>	1.1	A member of the UCD UMT must take responsibility for the implementation of the Framework.	The University EDI Group, chaired by the Vice-President for EDI who is a member of the University Management Team, now has overall responsibility for the implementation of the Framework. Agreed by the UMT EDI Group	VP for EDI	Complete	UMT member identified and appointed with responsibility for the Framework
<i>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</i>	1.2	1.2.1 UCD ESHTe Group to be in place: Ending Sexual Violence & Harassment in Third Level Education Working Group with a Student focus at outset.	Established in 2017 through Collaboration between UCD and UCD SU and has achieved the following: <ul style="list-style-type: none"> - Consent workshops - UCD aspect of It Stops Now NWCI Campaign - Bystander Education piloted and rolled out - Anonymous Reporting Tool Developed and Rolled out in collaboration with UCD EDI It now reports into both UMT Student Experience Group and UMT EDI group. The group will become part of a larger group following completion of the Dignity & Respect review (Action 1.3) and policy; this will allow a focus that is broader than the UCD Student Community.	Dean of Students	2017-Ongoing	ESHTe Group Established UMT endorsement in place <i>Other success indicators listed in association with specific initiatives below</i>

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<p><i>risk of experiencing sexual violence and harassment; women, those with disabilities, ethnic minorities and LGBT+.</i></p>		<p>1.2.2 EDI Dignity and Respect Oversight Group will be established with a UCD community wide remit: The establishment of an EDI Dignity and Respect Oversight group will be one of those recommendations made up of key stakeholders. It is proposed that the group will be made up of internal stakeholders and external experts and this group will have responsibility for oversight of the consent framework implementation, taking in the previously described UCD ESHTe group.</p>	<p>A review of the UCD Dignity and Respect policy is almost complete which includes a set of recommendations around an implementation framework.</p> <p>The Oversight Group is included in a set of recommendations to be submitted to UMT for approval.</p>	<p>VP for EDI</p>	<p>From May 2021</p>	<p>Dignity and Respect Oversight group in place</p>
<p><i>Liaison and partnership with external specialist agencies to ensure effective engagement with external structures.</i></p>	<p>1.3</p>	<p>Establish and/or maintain liaison and partnership with the DRCC, NWCI and other specialists: As part of its Dignity and Respect review, UCD has consulted with external experts such as the DRCC, Mens Aid, NWC and legal experts. membership on the HEA VP for EDI group. Many of these relationships already existed and are being enhanced through the review and related activities.</p>	<p>Members of the University Community with a role in D&R report or support are trained through liaison with the DRCC.</p> <p>The CEO of the DRCC is a member of the UCD Governing Authority.</p> <p>UCD also has strong links with the HEA Centre for EDI through membership on the National VPs for EDI group.</p> <p>UCD has both staff and student representatives on the National Advisory Committee and subcommittees.</p> <p>Consultation and dialogue with external bodies ongoing in association with the Oversight Group</p>	<p>Chair /Co-Chair of D&R Oversight Group</p>	<p>2017 - Ongoing</p>	<p>External Involvement in UCD: D&R Screening Panel D&R Oversight Group Investigations Governing Authority Training & awareness Raising / events.</p> <p>UCD involvement in external groups and committees.</p>

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2. Institutional Processes: Recording						
<p><i>HEIs will create an easy to use 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.</i></p>	<p>2.1</p>	<p>2.1.1 Establish Anonymous Reporting Tool: Establish an accessible anonymous reporting system to enable the reporting of incidents anonymously. Key features of the tool:</p> <ul style="list-style-type: none"> • access to information about UCD and external support services. • enables bystander reporting. • provides clear information about options for resolution and access to the formal complaint process. <p>Update the tool following the completion of the Dignity and Respect review to reflect new Sexual Misconduct Policy and relaunch the tool as part of promotional campaign to increase awareness of the tool and its purpose and embed into other communication channels on an ongoing basis including the campaign that will occur following the completion of the Dignity and Respect review.</p>	<ul style="list-style-type: none"> • Web based reporting system <i>UCD Report and Support</i> launched • Q1 report published. • College dashboards developed. • Year 1 data disseminated to College EDI Cttees/Units • Year 1 report to be published March 2021. 	<p>Student Engagement Manager/ EDI Manager.</p>	<p>Tool established & complete</p> <p>Tool update planned for May – Sept 2021 / Tool relaunch Sept 2021</p>	<ul style="list-style-type: none"> • Increase in number of reports. • Establish levels of engagement with the tool (Analytics on tool and related webpages) and track number of reports that lead to formal complaints. • Monitor and report on actions taken locally and include in the next annual report.

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		<p>2.1.2 Establish Disclosures Guidance / process:</p> <p>Include specific guidance on making disclosures in the revised Dignity and Respect policies. The guidelines will be promoted proactively by the University and appropriate training to be delivered.</p>	<p>Draft revised Dignity and Respect policies and procedures complete and awaiting approval. <i>For information on actions relating to disclosures training see section 4.</i></p>	<p>D&R Oversight Group</p>	<p>May 2020 - Sept 2021</p>	<p>Guidance on disclosures published and promoted throughout the University Community. Awareness will be tracked through surveys of students and staff.</p>
		<p>2.1.3 Review and enhance the formal complaints process: Enhance formal complaint process through review of the Dignity and Respect Policy and Procedure including the alignment of procedures to IUA guidelines.</p>	<p>Draft revised Dignity and Respect policies and procedures complete and awaiting approval.</p>	<p>D&R Oversight Group</p>	<p>May 2020 - Sept 2021</p>	<ul style="list-style-type: none"> • Increased formal complaints • EDI Survey
<p><i>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.</i></p>	<p>2.2</p>	<p>2.2.1 Ensure anonymous reporting system and development of questions and responses are guided by expertise of experienced service provider and members of University Community.</p>	<p>6 month review enabled further refinement/enhancement of questions and responses using inputs from consultation with UCD ESHT/College Principals/VPs EDI.</p>	<p>Student Engagement Manager/EDI Manager</p>	<p>Complete, Sept 2020, tool enhancement ongoing</p>	<p>Survey staff and students on awareness and impacts of the tool.</p>
		<p>2.2.2 Build trust and transparency in the reporting process through the publication of data relating to the number and nature of the reports (anonymous and disclosures) and complaints received.</p>	<ul style="list-style-type: none"> • Publication of Q 1 report • Publication of Year 1 Anonymous Reporting data. • First annual report September 2021 	<p>Student Engagement Manager/EDI Manager</p>	<ul style="list-style-type: none"> • Q1 report Aug 2020 • Year 1 report Mar 2021 	<p>Survey staff and students on awareness and impacts of the tool.</p>

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		2.2.3 Demonstrate actions taken by University / Colleges in response to the data.	Early actions at a University level have been promoted but further actions and further demonstration is required.	Student Engagement Manager/EDI Manager	Annual report Sept 2021	Inclusion of actions taken in first annual report through the aggregation of local and University-wide actions.
<i>Institutions shall record statistics on harassment, assault, and rape and report them in the context of their strategic dialogue with the HEA.</i>	2.3	2.3.1 Establish a centralised database of formal student and employee complaints to be maintained by EDI, SECCA and Employee Relations.	Database created.	EDI Manager Student / Student Engagement Manager and Employee Relations	Complete 2019	Presence of a database
		2.3.2 Publish data relating to anonymous reporting and formal complaints of sexual harassment, bullying and harassment.	Q 1 report 2020 included number of reports of sexual harassment. Report also includes number of formal complaints of sexual harassment from 2017 – 2020. Data from Year 1 to be published March 2021.	Student Engagement Manager/ EDI Manager	Complete, published Aug 2020 March 2021	Awareness will be tracked through targeted surveys of students and staff. Increased satisfaction levels in relation to transparency demonstrated through EDI survey.
3. Institutional Processes: Policy						
<i>Dedicated policies of breadth and depth consistent with the Framework aims referencing IUA/THEA guidelines and policies where appropriate.</i>	3.1	3.1.1: Establish a Unified Staff and Student Dignity and Respect Policy.	A Dignity and Respect policy and procedures for employees and students underwent a major review in 2017. This policy and procedures covers issues of bullying, harassment and sexual harassment. It provides information on the range of supports available for students and employees experiencing these types of issues, clearly outlines the informal and	VP EDI	Complete 2017	Policy in place

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		<p>3.1.2. Create new policy(s) aligned to the Consent Framework and the IUA Guidelines:</p>	<p>formal options available for resolution and provides a streamlined process for formal investigations.</p> <p>The policy provides for mediation which is provided by an external provider and a panel of trained Dignity and Respect Contact Persons to provide support.</p> <p>The documentation is also supported with videos and flow charts to explain the process further.</p> <p>As part of the current Dignity and Respect review, a draft Sexual Misconduct policy and Bullying and Harassment policy, formal procedures and supporting documentation have been developed which incorporates all the key elements of the IUA guidelines. This policy is currently going through the normal approval channels.</p> <p>The D&R Review will also be recommending that the implementation and embedding of the revised policies, procedures and supports will be underpinned by training and proactive communications along with a range of other key recommendations as part of a supporting framework.</p>	<p>Chairperson of D&R Review Group</p>	<p>Nov 2019 - May 2021</p>	<p>New Sexual Misconduct policy and Bullying and Harassment policy, formal procedure and supporting documentation published.</p> <p>Awareness of the policies etc. will be measured through staff and student surveys.</p>
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<p><i>Policies are explicitly linked to clear lines of responsibility, active responses, institutional reporting, and regular review.</i></p>	<p>3.2</p>	<p>3.2.1. Outline more clearly roles and responsibilities in the new policies including those of the University Management Team and Governing Authority.</p> <p>3.2.2. Create a clear reporting structure to UMT and the GA through the new proposed Dignity and Respect Oversight Group via the UMT EDI Group.</p> <p>3.2.3 A specific and comprehensive Dignity and Respect annual report will be prepared each year and submitted to UMT and the GA.</p>	<p>As per the policy review.</p> <p>An EDI Report is published annually which contains details relating to Dignity and Respect formal complaints and anonymous reporting and an update on dignity and respect related initiatives.</p> <p>A quarterly report of anonymous data is made available to each College and Vice-President area so that proactive actions can be taken based on the themes arising from the data.</p>	<p>Chair/Co-Chair Dignity and Respect Oversight group</p> <p>EDI Manager Student Engagement Manager</p>	<p>May 2021</p> <p>April - Sept 2021 and annually</p> <p>Q1 Report Aug 2020</p>	<p>Increased satisfaction around transparency and accountability measured through the EDI survey.</p> <p>New policies will be reviewed in line with UCD policy management framework</p>

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<p><i>Policies include guidelines for addressing student complaints, including transparency for all involved.</i></p>		<p>3.2.4. The process and supports will be clarified further and enhanced as part of the review and will be supported by training and awareness raising.</p>	<p>A Dignity and Respect formal procedures document is in place for students and employees which provides guidance on the informal and formal options available for resolution, the supports available, and the formal complaints process. Flow charts and videos explaining the process were also developed.</p>	<p>Chair/Co-Chair D&R Oversight Group Strategic EDI Manager Student Engagement Manager</p>	<p>New policy publication May 2021</p>	<p>Increase in satisfaction with how reports and complaints are addressed.</p> <p>Increase in number of students and employees reporting and making formal complaints</p>
<p><i>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.</i></p>	<p>3.3</p>	<p>Compile relevant information to be monitored, reviewed and published as indicated in Actions 2.3.2 and 2.5 above.</p> <p>Establish an EDI Dignity and Respect Oversight Group led by a senior member of UCD reporting to the EDI Group and UMT/GA as indicated in Action 1.2.2 above.</p> <p>Submit a comprehensive Dignity and Respect annual report on initiatives and data to the EDI Group, UMT and GA as indicated in Action 3.2.3.</p>	<p>Data is captured on formal dignity and respect complaints and anonymous reports through the Report and Support tool.</p> <p>EDI Annual Report containing data and an update on dignity and respect related initiatives published each year.</p> <p>In relation to anonymous reports, a Q 1 report 2020 included number of reports of sexual harassment. Report also includes number of formal complaints of sexual harassment from 2017 – 2020.</p> <p>Data from Year 1 to be published March 2021.</p>	<p>VP for EDI</p>	<p>Annual</p> <p>May 2021 and ongoing</p> <p>Annual from 2021</p>	<p>Publication of D&R Annual Report containing data on anonymous data, disclosures and formal complaints. Oversight Group established.</p> <p>Development of comprehensive D&R Annual Report</p>

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4. Targeted Initiatives						
<p><i>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.</i></p>	4.1	<p>4.1.1 Create Bystander Programme Programme: develop, pilot, evaluate and mainstream a university-wide awareness and intervention programme aimed at combating sexual bullying, harassment, assault and violence within our campus community.</p>	<ul style="list-style-type: none"> • Developed and piloted the UCD Active Bystander(<i>UCD Says No to Sexual Misconduct</i>) education programme across 2 programmes: Veterinary & Social Sciences. • Programme content, teaching and materials developed. • cross university presentations to key stakeholders. 	Bystander Academic Lead	Complete 2019	Evaluation data: qualitative and quantitative
		<p>4.1.2 In light of the global pandemic, develop a fully online version of the Active Bystander Programme to be included in the orientation programme of all incoming students 2020-21.</p>	<p>Programme developed Jan 2020-Aug delivered Sept – Dec 2020</p>	Bystander Team; Educational Technologist; Project Manager	Complete	<p>Number of students completing programme.</p> <ul style="list-style-type: none"> • Over 4,000 students completed the full online programme • 92% would recommend it to a friend.
		<p>4.1.3 Further disseminate the message ‘UCD says No to Sexual Violence’:</p> <ul style="list-style-type: none"> • extend access to students and staff in leadership roles, such as Residential Assistants and Peer Mentors. 	<ul style="list-style-type: none"> • 70 Residential Assistants; 30 Peer Mentor Leaders have completed the programme. • Programme to be offered to additional cohorts students and staff in leadership roles: <ul style="list-style-type: none"> - Student Ambassadors - SU and College Officers - Student Club / Society Auditors - Directors School & College Offices - Extended Leadership Group 	Chair UCD ESHTe/ SU Education Officer	Jan- Aug 2020-21	Participant feedback and programme evaluation.

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		<ul style="list-style-type: none"> • identify appropriate mechanism(s) for ensuring that all students receive education on consent / bystander 	<ul style="list-style-type: none"> • Agreement to make the online programme available to Governing Authority. • SU Council motion supporting mandatory roll out of the Bystander Programme. • UCD ESHTe to consider options and make recommendations to UCD UMT (Student Experience Group) 			
		<p>4.1.4 Review and enhancement of the Active Bystander programme:</p> <ul style="list-style-type: none"> • comprehensive university-wide evaluation of the programme. The evaluation to include consideration of both the online and face-to-face versions of the programme. • Explore the role of UCD Active Bystander in deepening awareness of issues relating to sexual assault, harassment and violence and bullying. • Develop additional online materials to enhance the programme through EDI specific scenario. 	Funding for the evaluation agreed.	Bystander Academic Lead	March-July 2021	Outputs of the evaluation of the programme.
		<p>4.1.5 Consent Workshops 2021 Provide further offerings of consent activities to compliment and amplify the Bystander message in 2021.</p>	Agreed that NUIG Active Consent workshops will be offered to students; an <i>Active Consent Module</i> will be made available following the workshop. The virtual sessions and the online module will be adapted to reflect the supports available internally in UCD and nationally in 2021.	UCD ESHTe, Consent Sub-Group / D&R Oversight Group Chair	March – May 2021	Increased student participation in consent activities. (2019/20 150 students attended consent drama performance / 55 students attended consent workshops)

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<p><i>Ongoing messaging to disseminate information consistent with the Framework aims for cultural change and awareness.</i></p>	<p>4.2</p>	<p>4.2.1 Reinforce ‘UCD says No to Sexual Violence’ messaging to students through appropriate regulatory and policy instrument such as codes of conduct and charters.</p> <p>4.2.2 Share data relating to anonymous reporting with colleges and Units to enable local action and interventions.</p> <p>4.2.3 Promote staff and student participation in an extensive review of the Dignity and Respect Policy and Process, including the development of separate Sexual Harassment and Sexual Misconduct Policy.</p>	<p>Revised Student Code of Conduct to place greater emphasis on Dignity and Respect and includes examples of types of behaviour that are not tolerated. Appropriate updates to the Student Charter to be agreed.</p> <p>Year 1 anonymous reporting data disseminated to VP EDI in each College and Unit Head to support local actions and interventions.</p> <p>Comprehensive university-wide consultation on review of the UCD Dignity and respect Policy and procedures.</p>	<p>Academic Council Committee on Student Conduct and Capacity</p> <p>Student Engagement Manager/EDI Manger</p> <p>Chair/Co-Chair D&R Oversight Group</p>	<p>Complete: Student Code updated Sept 2020</p> <p>Complete: Jan 2021</p> <p>Complete</p>	
<p><i>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</i></p>	<p>4.3</p>	<p>Assessment of training needs as part of the implementation activities of revised Dignity and Respect Policy, particular focus on those with defined roles and responsibilities within the revised policy and procedure.</p>	<p>Requirement for training plan included in a set of recommendations to be submitted to UMT for approval.</p>	<p>Dignity & Respect Oversight Group</p>	<p>Training plan May - Sept 2021</p>	<ul style="list-style-type: none"> • Completion of training offerings by key groups and outputs of • Training evaluations.

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<i>who contribute to initiatives and services.</i>						
<i>HEIs will create and implement a system for measuring effectiveness of initiatives.</i>	4.4	Develop an Evaluation Framework for key initiatives: Bystander Programme, consent activities, reporting system as well as other training events delivered as part of the implementation plan of the revised Dignity and Respect Policies.	<ul style="list-style-type: none"> Participant feedback on Active Bystander Programme collated. Full evaluation of Bystander Programme Identify and implement evaluation mechanisms for 2021 consent activities and anonymous reporting tool 	Bystander Academic Lead UCD ESHTe Sub-group/Student Engagement Manager and EDI Manager.	March-Sept 2021 March-May 2021	Participation levels and participant feedback
<i>HEIs will provide accessible, trauma-informed services; for supporting student disclosure, reporting and complaints, and for counselling and advocacy.</i>	4.5	4.5.1 Dignity and Respect Policy and related processes revised to enhance accessibility and provide clear links to trauma-informed support services.	Revised draft policy includes information about making disclosures. Draft policy consultation with Dublin Rape Crisis Center, National Women’s Council National Advisory Committee and Mens Aid	Chair/Co-Chair D&R Oversight Group	Consultation complete /Policy implementation activities May-Sept 2021	
		4.5.2 Support service teams to assess training needs to ensure that all relevant roles receive appropriate training on handling disclosures and child protection.	<p>Rape Crisis Centre provides disclosure of sexual assault training annually / ongoing basis to various student support service teams and other relevant roles:</p> <ul style="list-style-type: none"> - Student Counselling Service - Student Adviser Team - Dignity & Respect Contact Persons - Student Centre Managers <p>Barnardos delivered Child Protection to Student Adviser Team. Refresher course delivered in February 2021</p>	Head of Student Adviser Service/ Clinical Lead, Student Counselling Service / EDI Manager	Complete Complete	<ul style="list-style-type: none"> Team of support staff that are skilled in handling disclosures and supporting students and employees. Training evaluation

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		<p>4.5.3 Identify any additional cohorts of employees or students requiring training on disclosures.</p>	<p>Additional training delivered:</p> <ul style="list-style-type: none"> • SU Sabbatical Officers Team • Student Club and Society Auditors 	<p>UCD SU Education Officer</p>	<p>SU Training: July 2020</p> <p>Club & Society training Feb - Mar 2021</p>	
		<p>4.5.4 Ensure staff providing support receive appropriate professional support and supervision</p>	<p>Staff of the Counselling Service and the Student Adviser Service are supported by in-house and /or external supervision.</p>	<p>Head of Student Adviser Service/ Clinical Lead, Student Counselling</p>	<p>Complete</p>	
		<p>4.5.5 UCD Counselling to quality assure its service, applying the 5 principles of trauma informed care as audit standards within the Counselling Centre. A two year CPD programme will focus on trauma, adversity and therapeutic approaches that are evidenced based and add to our skills and competencies in this area</p>		<p>Clinical lead, The Student Counselling Service</p>	<p>June – Sept 2021</p>	<ul style="list-style-type: none"> • Training evaluation