



Flinders University

Whole-of-Organisation Gender-based Violence Prevention and Response Plan and Outcomes Framework

Provider name:

Flinders University

Higher Education Principal Executive
Officer name and position:

Professor Colin Stirling President and Vice-Chancellor

Plan period:

1 January 2026 to 31 December 2030

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1. Statement of commitment

Flinders University is committed to providing a learning and work environment free from all forms of Gender-based Violence (GBV), while embedding gender equality across programs, systems, and processes. This includes proactive and responsive measures to prevent and address sexual harassment, harassment on the grounds of sex, hostile environments based on gender or sex, sexual assault, and victimisation.

This Whole-of-Organisation GBV Prevention and Response Plan builds on the work Flinders University has already undertaken and aligns with national best practice frameworks, including Respect.Now.Always, Athena SWAN, and Workplace Gender Equality Agency compliance. Flinders is committed to embedding prevention and response into every facet of university life, including governance, teaching, research, and campus culture which is supported by measurable outcomes and transparent reporting.

Our commitment is underpinned by national frameworks and legislative obligations, including:

- National Higher Education Code to Prevent and Respond to Gender-Based Violence (2025)
- Positive Duty under the Sex Discrimination Act 1984 (Cth)
- Equal Opportunity and Anti-Discrimination legislation

This Plan prioritises prevention, early intervention, and trauma-informed support, embedding programs across the organisation and delivering them through both existing and new systems and processes.

2. Provider overview

Established in 1966, Flinders University is a comprehensive, research-intensive institution committed to transforming lives and communities through innovative education, world-class research, and exceptional student experience. Our mission - to change lives and change the world - is reflected in strong research performance, including a 95% growth in research income over the last five-years, and major infrastructure investments such as the new City Campus, the Health and Medical Research Building, and the planned Flinders Village development.

Flinders is one of two public universities in South Australia, with our main campus based on Karna Country at Bedford Park. Our footprint spans metropolitan Adelaide, regional and remote South Australia, the Northern Territory, Victoria, and international locations across the Asia-Pacific.

Flinders has a diverse student cohort which includes women, First Nations people, culturally and linguistically diverse communities, people with disability and people of diverse sexual orientation and gender identity. In addition, our cohort consists of mature learners, regional students and those from socio-economically disadvantaged backgrounds. As of March 2025:

- 25,475 students were enrolled, including 19,342 domestic and 5,310 international students.
- Women represented approximately 64% of the student population, though gender representation varies across disciplines, particularly in STEM and health.

Flinders offers flexible study modes, including online, hybrid, and regional locations to ensure accessibility for students with varied needs and circumstances.

The University employs 2,701 continuing and fixed-term staff, with 66% identifying as women. Academic staff account for 45% of the fixed-term and continuing workforce (by headcount), and professional staff 55%. Gender equity remains a strategic priority, supported by Athena SWAN Bronze accreditation and five Cygnet Awards, which guide sustained action to improve equity in leadership, career progression, and workplace practices.

Flinders University own Flinders Living, which provides student accommodation for 500 plus students, based at our Bedford Park campus.

Leadership and Achievements

Flinders University's commitment to safety, respect, and gender equity is embedded in our founding legislation, the Flinders University Act 1966 (SA), which enshrines principles of equal opportunity, access and social justice. These principles have shaped our policies and culture for nearly six decades and continue to guide our work today.

In line with sector-wide reforms, Flinders adopted the Universities Australia (UA) Respect.Now.Always (RNA) framework in 2016 and has since implemented successive Safety and Respect Action Plans informed by national surveys, sector guidelines, and lived-experience feedback. These plans have delivered:

- Governance reforms through the creation of RNA Advisory Group
- Specific Sexual Assault and Sexual Harassment Preventions and Response Policy and accompanying procedure
- Mandatory Consent and Respectful Behaviours training for students
- Mandatory Responding to Disclosures of Sexual Assault and Sexual Harassment Training for staff
- A Safety and Respect at Flinders reporting portal which allows for reports to be made anonymously and by third parties

Our dedication to creating a safe, respectful environments has driven sector-leading initiatives and global recognition for excellence in equity and cultural change, including:

- Be a Better Human (BABH) Campaign – A nationally recognised student-led cultural change initiative adopted by more than 10 universities across Australia
- Athena SWAN Bronze Accreditation and Five Cygnet Awards – Demonstrating sustained progress in advancing gender equity across leadership, policy, and culture
- Menopause-friendly Accreditation – First Australian university to achieve this recognition, reflecting our commitment to gender equity and wellbeing
- Best Practice Breastfeeding Friendly Workplace Accreditation – Recognising parental support programs and facilities, including dedicated breastfeeding spaces and family-friendly policies
- Global Leadership in Gender Equality – Ranked #1 in Australia and #5 globally for SDG 5: Gender Equality, and #1 in Australia and #2 globally for SDG 10: Reduced Inequalities in the Times Higher Education Impact Rankings (2025)
- UA Primary Prevention of Sexual Harm in the University Sector – Good Practice Guide - Flinders was a member of the UA Working Group tasked to develop this evidence-based best practice guide to address the drivers of sexual harm and promote respectful relationships
- Consent and Respectful Relationships module - a course developed in collaboration with the University of Adelaide, University of South Australia and Victoria University, for all South Australian university students
- Our Watch Educating for Equality training pilot - Flinders University was one of two Australian universities, invited to participate in the pilot of the Education for Equality's Implementation Teams Training - part of Our Watch's programs to build the capability of and support universities to implement the Educating for Equality whole of university approach to the prevention of gender-based violence (GBV)
- The Director of Student Life is an Executive member of ANZSSA, the peak professional organisation for tertiary education leaders and practitioners responsible for student engagement, participation, wellbeing, and success

In 2021, Universities Australia commissioned the National Student Safety Survey (NSSS). Following the release of results in 2022, Flinders developed the 2023 - 2026 RNA Safety and Respect at Flinders Action Plan, informed by:

- NSSS results and accompanying reports
- Student and stakeholder feedback on key programs (e.g., BABH)
- Reviews by the RNA Advisory Group and Sexual Violence Project Officer (SVPO)
- UA's Primary Prevention of Sexual Harm in the University Sector – Good Practice Guide (2023)
- UA's Sexual Harm Response Guidelines (2023)
- Our Watch Educating for Equality resources

- UA's Charter on Sexual Harm (2023)
- Action Plan Addressing Gender-Based Violence in Higher Education (2024)
- Issues paper for the National Higher Education Code to Prevent and Respond to Gender-Based Violence
- Changes to the Sex Discrimination Act 1984 – Positive Duty (2022)

Key focus areas for 2023–2026

Reporting and Support

- Increasing awareness of Flinders' support and reporting channels

Inclusiveness

- Addressing sexual assault and harassment among gender-diverse students and other vulnerable groups

Monitoring and Evaluation

- Improving data collection, reporting, and evaluation to ensure targeted, effective actions to prevent sexual harm and enhance community safety

3. Planning, engagement and evidence

Preventing and responding to GBV at Flinders is central to the wellbeing, safety, and success of our community. Our approach is guided by national frameworks and legislative requirements, including:

- National Higher Education Code to Prevent and Respond to Gender-Based Violence (2025)
- Positive Duty under the Sex Discrimination Act 1984 (Cth)
- Equal Opportunity and Anti-Discrimination legislation

It is informed by victim-survivor advocacy, best-practice evidence, and a strong commitment to intersectional equity and equality.

Our work is reinforced by compliance with Workplace Gender Equality Agency (WGEA) reporting requirements and aligns with University-wide frameworks, including the Athena SWAN Bronze Action Plan, Flinders 2025 Agenda, Codes of Conduct, Indigenous Workforce Strategy, and Reconciliation and Disability Action Plans, forming a unified strategy to advance equity, diversity, and inclusion and eliminate GBV.

Engagement and Consultation (Standard 1.4i)

Development of these frameworks has been shaped by extensive engagement across the University and with external stakeholders:

- Students and staff: Forums, surveys (Your Voice), Flinders University Student Association, and targeted working groups
- Equity groups: Aboriginal and Torres Strait Islander staff and students, staff with disability, and gender-diverse cohorts
- External partners: Yarrow Place (sexual assault service), SAPOL, Menopause Friendly Australia, Australian Breastfeeding Association, SAGE, and sector networks
- Governance bodies: RNA Advisory Group, College-based Equity, Diversity and Inclusion Committees, Central Diversity and Inclusion Committee, and stakeholder reference groups

Evidence Base and Data Analysis (Standard 1.4 h–l)

Our approach draws on national data, institutional surveys, legislative reform, and lived-experience insights to strengthen governance, policy, and culture and identify systemic drivers of GBV:

- National Student Safety Survey (NSSS) 2021: Highlighted prevalence of sexual harassment and assault and gaps in awareness of reporting pathways
- Your Voice staff surveys (2020–2024): Identified disparities in perceptions of safety and trust in reporting processes
- Internal SASH reporting data: Analysed trends in disclosures and response times
- Consultations: Students, staff, equity groups, and external partners

Internal Audit (EY 2023–2024)

Flinders engaged Ernst & Young (EY) to conduct a comprehensive internal audit of SASH frameworks, governance, reporting mechanisms, and practices to manage student safety risks. As a result, Flinders has developed a Sexual Assault and Sexual Harassment Training Strategy and Implementation Plan, a Safer Communities Model for case management and escalation and implemented an enhanced governance reporting schedule.

GBV Action Plan Working Group

The SASH Action Plan Working Group was established in 2024, and renamed to GBV Action Plan Working Group in 2025 to align with National Code language. Responsibilities include implementing audit recommendations and ensuring alignment with the National Code. Actions identified through gap analysis have been embedded into the GBV Action Plan.

Gap Analysis Against National Code

A comprehensive review assessed alignment with the National Code:

- 19 sub-standards fully met
- 177 sub-standards partially met
- 73 sub-standards not yet met

Priority improvements:

- Implementation of a case management and reporting solution (as relates to standards 1, 3, 4 and 6)
- Development of dedicated Whole of Organisation GBV Communications and Engagement Plan (as relates to standard 3, 4, 5 and 6)
- Update to the existing training plan (as relates to standard 3, 5 and 6)
- Review of existing policies and procedures to ensure alignment with the Code (as relates to standards 2, 4, 5 and 6)
- Development of this document, including the outcomes framework (as relates to standard 1)

4. Approach

Whole-of-Organisation Approach: Phased Implementation

Flinders University adopts a whole-of-organisation, trauma-informed, and intersectional approach to preventing and responding to sexual assault, sexual harassment, and GBV. This strategy is grounded in national frameworks, legislative obligations, and best-practice guidance, including:

- National Higher Education Code to Prevent and Respond to Gender-Based Violence (National Code)
- Positive Duty under the Sex Discrimination Act 1984 (Cth)
- Universities Australia Charter on Sexual Harm

Our approach ensures prevention and response measures are embedded across governance, policy, training, and culture, including student accommodation.

Policy Framework and Governance

- All University policies undergo review every three years with explicit consideration of equity, diversity, and inclusion (EDI)
- Comprehensive safety and respect policies and procedures underpin our governance model (see Appendix A)

- GBV prevention is integrated into student accommodation protocols, rural and remote campus procedures, and staff misconduct frameworks

Responding to GBV Wherever It Occurs

Safety and Respect at Flinders framework provides:

- Dedicated webpage with internal and external resources
- Centralised online reporting portal (anonymous, direct, or third-party)
- Safer Communities Model for case management and escalation
- Specialist roles: Sexual Violence Project Officer and Counsellor, Gender based Violence

Addressing Systemic Drivers

- Governance and policy reform:
 - Updated Sexual Harassment and Sexual Assault Prevention & Response Policy (2020, 2025) to embed victim-led, trauma-informed principles
- Training and capability development:
 - Whole-of-University GBV Training Strategy defines mandatory and voluntary training for staff and students
 - Modules include Consent and Respectful Relationships, Responding to Disclosures, and Active Bystander Training, tracked via Learning Management System (LMS) with biannual reporting
- Cultural change initiatives:
 - Award-winning Be a Better Human (BABH) campaign embedded in orientation and refreshed regularly
 - Awareness programs aligned with Educating for Equality (EFE) framework

Lessons Learned and Continuous Improvement

- Insights from Athena SWAN Bronze Action Plan, NSSS data, and EY Internal Audit (2023–2024) shaped our approach:
 - Implemented new LMS (1,100% increase in staff training uptake in 2025)
 - Committed to a new case management system for GBV incidents by 2026
 - Formalised survivor feedback mechanisms (Survivor Survey launching Q4 2025)
- Gap analysis against the National Code informs alignment with priorities
- Biannual reporting to Audit and Risk Committee and University Council and public release of de-identified data enhance transparency

Student Accommodation

- Flinders Living protocols aligned with University-wide SASH policies
- Mandatory consent training and prohibition of hazing ensure safe and inclusive residential environments

Strategic Alignment

- Athena SWAN: Bronze accreditation achieved; five Cygnets awarded; Silver application underway for 2026
- WGEA: Workplace Gender Equality targets to reduce pay gaps and improve representation in senior roles embedded in Gender Equality Action Plan

Monitoring and Evaluation

- Continuous improvement cycle through biannual governance reporting, survivor feedback, and policy reviews
- Data collection and analysis - including demographic data - inform systemic responses and contribute to the national evidence base

Phased Approach

Phase 1: Foundational (2026)

Update systems and processes to:

- Assess systemic risks, enablers, and barriers
- Report findings and implement actions
- Review governance, prevention, response, and support services
- Ensure alignment with the National Code
- Analyse data for continuous improvement and national contribution

Phase 2: Implementation (2027–2029)

Roll out Educating for Equality (EFE) model across five domains:

- Student Life (2027)
- Workplace (2027)
- Teaching and Learning (2028–2029)

- Research (2028–2029)
- Business and Operations (2029)

Phase 3: Evaluation (2030)

- Review outcomes and effectiveness of actions
- Use findings to inform the 2031–2035 Whole-of-Organisation Prevention and Response Plan

5. Flinders Whole-of-Organisation Gender-based Violence Prevention and Response Plan - 2026 – 2029

Outcome 1 - Effective governance and a whole-of-organisation approach, prioritising safety and support, in the prevention of and response to gender-based violence

Action	Responsible	Timeline	Resources
<p>The Higher Education Principal Executive Officer (HEPEO) and governing body will lead the implementation of our Whole of Organisation approach to preventing and responding to Gender Based Violence (GBV).</p> <p>Membership of the Governing Body will include expertise in Student and Staff safety and wellbeing.</p>	<p>Higher Education Principal Executive Officer (HEPEO)</p> <p>University Council (Governing body)</p> <p>Senior Executive Team</p> <p>Director Student Life</p> <p>Director People and Culture</p>	<p>From 1 January 2026 and ongoing</p>	<p>RNA Advisory Group</p> <p>GBV Action Plan Working Group</p>
<p>Engage with all members of the University community in the development, evaluation, review and updates to this plan, the Gender Equality Action Plan (GEAP), relevant Policies and Procedures, education and training programs, along with our prevention and response to GBV.</p> <p>This engagement will focus on the needs, experience and agency of all members of the University community. Particularly those members who are disproportionately affected by GBV.</p>	<p>Director Student Life</p> <p>Director People and Culture</p>	<p>Ongoing as part of the 6-monthly reporting cycle</p>	<p>RNA Advisory Group</p> <p>GBV Action Plan Working Group</p> <p>Sexual Violence Project Officer (SVPO)</p> <p>Associate Director, Organisational Development and Diversity (OD&D)</p> <p>Senior Diversity & Inclusion Consultant OD&D</p> <p>Students</p>

Action	Responsible	Timeline	Resources
<p>(Referred to in this plan as our key internal stakeholder groups) ¹</p> <p>Use internal and external expertise to implement this outcome and to align with the relevant standards in the National Code.</p> <p>(Referred to in the plan as key external stakeholder groups) ².</p> <p>Use our Whole of Organisation Engagement and Communications Plan as the framework for this engagement</p>			

¹ Key internal stakeholders are inclusive of staff and student representatives from across the whole of the organisation. These stakeholders include but are not limited to representatives who have lived experience of GBV, women, First Nations people, culturally and linguistically diverse communities, people with disability and people of diverse sexual orientation and gender identity.

² Key external stakeholders include but are not limited to individuals or representatives from organisations who have lived experience of and expertise in prevention and responses to Gender-based Violence.

Outcome 2: Environments are safe, and systems continuously improve to prevent and respond to gender-based violence

Action	Responsible	Timeline	Resources
Review and update the Sexual Harassment and Sexual Assault Prevention & Response Policy and accompanying Response Procedures to align with the requirements of Standard 2 in the National Code and in addition, review at least every 3 years.	Director Student Life Director People and Culture General Counsel and University Secretary	30 June 2026	Governance, Legal & Risk Specialist GBV staff Relevant internal expertise as required. External expertise in GBV as required
Where they are not specifically referenced in this plan, develop a plan (utilising our Policy Framework) to identify, review and update relevant policies and procedures to align with the requirements in the relevant standards in the National Code.	Director Student Life Director People and Culture General Counsel and University Secretary	31 December 2026	RNA Advisory Group Governance, Legal & Risk Specialist GBV staff ³ People & Culture Relevant internal expertise as required
Review and update (where required) any relevant Policies, Procedures and Guidelines (utilising our Policy Framework) that govern the use of our online environments to ensure they are safe and respectful environments to access and use for all members of our University Community.	Associate Director, IDS Infrastructure and Portfolios Engagement & Success	31 December 2026	RNA Advisory Group IDS Delivery Capability & Support Relevant internal expertise as required.

Action	Responsible	Timeline	Resources
<p>Continue to conduct Risk Assessments of all Flinders Campuses, accommodation providers and university owned and operated facilities; to ensure:</p> <ul style="list-style-type: none"> they are safe and respectful spaces to access and use for all members of our University Community, and consideration is given to the unique environments, cultural safety, and complexities of providing safe and respectful spaces for all work and study related activities at rural and remote campuses. report on the outcome of the audits, including any remedial actions taken to address identified risks, and follow up evaluations of the effectiveness of any remedial actions. 	Director, Property, Facilities and Development	Annual – report to RNA Advisory Group – include in the relevant 6 monthly reporting cycle.	<p>RNA Advisory Group</p> <p>Campus Safety and Security Services</p> <p>Properties Facilities and Development</p> <p>Staff and Student representatives – from the campuses and facilities being audited.</p>
<p>Implement a process for requesting prospective employees and members of University Council to declare whether they have been investigated for an allegation of Gender based Violence or determined to have engaged in conduct that constitutes Gender based Violence during the course of their previous employment, or otherwise in a legal process.</p> <p>This process should also include steps that align with all the relevant requirements in Standard 2.1.</p> <p>Update recruitment policies and procedures to embed this requirement. Develop guidelines for handling external GBV investigation information.</p>	<p>Director People & Culture</p> <p>General Counsel and University Secretary</p> <p>Principal Flinders Living</p>	Guidelines and Policy updates 30 June 2026	<p>People and Culture Services Team</p> <p>Governance Legal and Risk</p>
<p>Implement a process for employees to declare any existing or previous intimate personal relationships they have with an employee, where one employee has, or is likely to have any supervisory, oversight or decision-making responsibilities in relation to the other employee or a relationship they have with a student where the employee has or is likely to have any academic or other decision-making responsibilities in relation to the student.</p>	<p>Director People & Culture</p> <p>General Counsel and University Secretary</p> <p>Principal Flinders Living</p>	Guidelines and Policy updates 30 June 2026	<p>People and Culture Services Team</p> <p>Governance Legal and Risk</p>

Action	Responsible	Timeline	Resources
This process should also include steps that align with all the relevant requirements in Standard 2.2.			

Outcome 3 - Build knowledge and capability to safely and effectively prevent and respond to gender-based violence

Action	Responsible	Timeline	Resources
<p>Develop and implement a Whole of Organisation GBV Communications and Engagement Plan to engage with all members of our University community to build their knowledge of and promote their participation in the:</p> <ul style="list-style-type: none"> Development, implementation, and evaluation of: <ul style="list-style-type: none"> this plan, our GBV prevention and response programs and initiatives our training and education programs, and to inform our future Whole of Organisation actions to prevent and respond to SASH & GBV. 	<p>Director Student Life</p> <p>Director People and Culture</p> <p>Director Media and Communications</p>	<p>Developed by 30 March 2026</p> <p>Implement actions in the plan April 2026 and ongoing</p> <p>Report on implementation as part of the 6 monthly reporting cycle</p>	<p>RNA Advisory Group</p> <p>Student Engagement and Success</p> <p>SVPO</p> <p>Media and Communications</p> <p>OD&D</p>
<p>Collaborate with other universities across the UA network to share resources and draw on best practice programs and initiatives.</p> <p>Through participation in Communities of Practice, Conferences, joint working groups and other forums.</p>	<p>Director Student Life</p> <p>Director People and Culture</p>	<p>Ongoing</p> <p>Report as part of the 6 monthly reporting cycle</p>	<p>RNA Advisory Group</p> <p>SVPO</p> <p>Counsellor GBV</p> <p>OD&D</p>
<p>Partner with Flinders researchers to utilise research, knowledge, and expertise to ensure that the actions in this plan effectively address the social constructs of GBV and their relationship to preventing and responding effectively to GBV at Flinders.</p>	<p>Director Student Life</p> <p>Director People and Culture</p> <p>DVC(Research)</p>	<p>Ongoing</p> <p>Report as part of the 6 monthly reporting cycle</p>	<p>RNA Advisory Group</p>

Action	Responsible	Timeline	Resources
<p>Review and update (as required), our Flinders University Whole of University Training Strategy and Implementation Plan to align with the requirements in Standard 3 of the National Code.</p> <p>Including, but not limited to the following actions listed in the rows below.</p> <p>4</p>	<p>Director Student Life</p> <p>Director People and Culture</p> <p>Principal Flinders Living</p>	<p>Review and update plan by 30 March 2026</p> <p>Report on implementation of Strategy as part of the 6 monthly reporting cycle 30 April 2026</p>	<p>SVPO</p> <p>OD&D</p> <p>Flinders Living</p> <p>Relevant internal expertise as required.</p> <p>Relevant external expertise as required.</p>
<p>Review of our existing Learning Management System and evaluation tools to ensure they align with the data collection and reporting requirements in Standard 3</p>	<p>Director People and Culture</p>	<p>30 June 2026</p>	<p>Associate Director OD&D</p>
<p>Provide responding to disclosures training to staff who support disclosers of GBV, that aligns with the requirements in Standard 3 of the National Code.</p> <p>Ensure refresher training is provided every 3 years.</p>	<p>Director People & Culture</p>	<p>30 December 2026</p> <p>Ongoing every 3 years</p>	<p>External Training Providers</p> <p>Flinders University Whole of University Sexual Assault and Sexual Harassment Training Strategy and Implementation Plan</p>
<p>Provide training to staff responsible for investigating complaints and making disciplinary decisions about respondents to disclosures of GBV, that aligns with the requirements in Standard 3 of the National Code.</p> <p>Ensure refresher training is provided every 3 years.</p>	<p>Director People and Culture</p>	<p>30 December 2026</p> <p>Ongoing every 3 years</p>	<p>External Training Providers</p> <p>Flinders University Whole of University Sexual Assault and Sexual Harassment Training Strategy and Implementation Plan</p>

Action	Responsible	Timeline	Resources
<p>Review and update existing digital and physical assets for our GBV prevention and response, training, awareness and education programs, to ensure the information included in these assets:</p> <ul style="list-style-type: none"> reflect the actions in this plan supports Flinders' ongoing commitment to GBV Prevention and Response. align with the requirements in the relevant Standards of the National Code. 	<p>Director Student Life</p> <p>Director People and Culture</p> <p>Director Media and Communications</p>	<p>Initial asset review by 31 January 2026</p> <p>Ongoing every 3 years</p>	<p>Whole of Organisation Communications and Engagement Plan.</p> <p>Suite of Assets e.g., GE, GBV, Wellbeing, Equity Diversity and Inclusion strategies, programs and webpages etc.</p> <p>Student Engagement and Success</p> <p>SVPO</p> <p>Media and Communications</p> <p>Senior D&I Consultant OD&D</p>
<p>Identify appropriate staff to conduct risk assessments that are considered expert and experienced to align with the requirements of Standard 3 of the National Code.</p>	<p>Director People & Culture</p> <p>Director Student Life</p>	<p>December 2026</p>	<p>Safer Communities Model Guidelines</p>
<p>Investigate the development of a staff-focused awareness campaign, similar to the student-led <i>Be a Better Human</i> initiative, to promote respectful workplace behaviors.</p>	<p>Director People & Culture</p>	<p>31 December 2026</p>	<p>Associate Director OD&D</p> <p>Flinders University Student Association</p>

Outcome 4: Responses and support services are safe and person-centred

Action	Responsible	Timeline	Resources
Review and update our current response and support services to ensure they are, timely, safe and person-centred for disclosers of GBV and the respondent to the disclosure and align with the requirements in Standard 4 in the National Code. ⁵	Director Student Life Director People and Culture	30 June 2026	RNA Advisory Group SVPO OD&D & Workforce Relations and Advisory
Update our current response and support services to include the development of tailored support plans for respondent to disclosures and align with the requirements in Standard 4 in the National Code. ⁶	Director Student Life Director People and Culture	30 June 2026	RNA Advisory Group SVPO GBV Counsellor Workforce Relations and Advisory
Review and update our Student Quality Assurance Framework to enable it to: <ul style="list-style-type: none"> monitor, evaluate and report on the effectiveness of our student response and support services , inform our future response and support services to students, and align with the requirements in Standard 4 of the National Code.⁷ 	Director Student Life	31 December 26	Student Engagement and Success SVPO
Develop a risk assessment process for all disclosures of GBV ⁸ (including all disclosures of sexual assault and sexual	Director Student Life	30 June 2026	SVPO

⁵ Includes standards 4.5 & 4.6 of the code.

⁶ Includes standards 4.7 & 4.8 of the code.

⁷ Includes standards 4.9 to 4.11 in the Code.

⁸ The National Higher Education Code to Prevent and Respond to Gender-based Violence requires that the Provider take actions that are proportionate and safe when Gender-based Violence is experienced or engaged in by the Students or Staff of a Provider, regardless of where, or the context in which, the Gender-based Violence occurs. This includes but is not limited to “work- and study-related activities - these are any activities that relate to a person’s employment/work commitment, involvement with or status as a student, or other connection with the University. This includes activities that take place away from university sites, such as field trips, conferences, Work-Integrated Learning placements, work experience placements, work- and study-related social events and online activities including email, online

Action	Responsible	Timeline	Resources
<p>harassment) to ensure our response processes are safe and timely and align with Standards 4 and 5 of the National Code.</p> <p>Embed the risk assessment process into the workflow of our Case Management system.</p>	<p>Director People and Culture</p> <p>Principal Flinders Living</p> <p>General Council and University Secretary</p> <p>PVC (AQE)</p> <p>Director IDS</p>		<p>Policy and Integrity</p> <p>P&C Business partners</p> <p>Workplace Relations and Advisory</p> <p>IDS</p> <p>Internal expertise as required.</p>
<p>Ensure Employee Assistance Program (EAP) includes counsellors trained in trauma-informed and culturally appropriate support for staff affected by GBV. Provide EAP providers with an infographic outlining internal supports and reporting processes.</p> <p>Ensure EAP is evaluated and monitored every 3 years.</p>	Director People & Culture	March 2026 – March 2029	Associate Director WHS

Outcome 5: Gender-based violence responses are safe and timely

Action	Responsible	Timeline	Resources
Review and update our reporting processes (where required) to align with Standards 4 and 5 of the National Code. Embed the findings from the review of our reporting processes into the workflow of our Case Management system to ensure they align with the relevant standards in the National Code.	Director Student Life Director People and Culture PVC(AQE)	31 December 2026	SVPO SPIS P&C Business partners Workplace Relations and Advisory Internal expertise as required.
Review and update the Student Complaints and Student Misconduct policies and procedures, including Statute 6.4 to align with the relevant requirements in Standards 3, 4 & 5 in the National Code.	Pro-Vice Chancellor (Academic Quality and Enhancement)	31 December 2026	Student Policy and Integrity Services (SPIS) Governance, Legal & Risk RNA Advisory Group
Review and update our Safer Communities Management Model Guideline ⁹ to ensure the model aligns with the requirements of Standards 4 and 5 of the National Code. Embed the relevant requirements from the review of the Guideline into the workflow of our Case Management system to ensure they align with the relevant standards in the National Code.	Director Student Life Director People and Culture PVC(AQE)	30 April 2026	SVPO OD&D SPIS Internal expertise as required.
Review existing staff grievance and investigation procedures for alignment with the National Code. Where gaps exist in the current Enterprise Agreement, incorporate required changes into the next round of EA negotiations	Director People and Culture	Initial review by December 2026; incorporate changes in	Workplace Relations and Advisory team

⁹ The Safer Communities Management Model Guideline is used to manage formal complaints of GBV (including formal complaints Sexual Harassment and Sexual Assaults)

Action	Responsible	Timeline	Resources
		next EA negotiation cycle.	

Outcome 6: Use evidence to approach, measure change and contribute to the national evidence-base

Action	Responsible	Timeline	Resources
<p>Conduct regular risk assessments of the systemic barriers and cultural factors that contribute to experiences of GBV at Flinders.</p> <p>The findings from these risk assessments are used to inform our actions to remove these systemic barriers and cultural factors.</p>	<p>Director Student Life</p> <p>Director People and Culture</p>	<p>Commence 30 June 26 and yearly from then on</p>	<p>RNA Advisory Group</p>
<p>Develop and implement a Reporting Framework, that enables Flinders to report on:</p> <ul style="list-style-type: none"> on the effectiveness of our Whole Of Organisation approach to GBV, including the changes that have resulted from our approach, contribute to the national evidence base, and align with the relevant Standards in the National Code. 	<p>Director Student Life</p> <p>Director People and Culture</p> <p>PVC (AQE)</p>	<p>30 June 2026</p>	<p>RNA Advisory Group</p> <p>SPIS</p> <p>P&C</p>
<p>Embed data capture (qualitative and quantitative) framework into SAGE Athena Swan Silver Action Plan for reporting and impact reflection against identified GBV actions.</p>	<p>Director People and Culture</p>	<p>30 September 2026</p>	<p>Athena Swan Silver Accreditation Action Plan</p> <p>Organisational Development and Diversity team</p>
<p>Develop additional question(s) to include in bi-annual staff survey (Your Voice Survey) to establish baseline and track staff awareness and impact</p>	<p>Director People and Culture</p>	<p>1 May 2026</p>	<p>Your Voice Survey, External Provider</p> <p>Organisational Development and Diversity team</p>
<p>Review Academic Status Holder engagement communication to ensure relevant GBV related information is provided at appointment</p>	<p>Director People and Culture</p>	<p>30 June 2026</p>	<p>Deans People and Resources</p> <p>College Operations Teams</p> <p>Academic Status templates</p>

Outcome 7: Student accommodation is safe for all students and staff

Action	Responsible	Timeline	Resources
Student leaders will be screened for prior allegations and findings of GBV. ¹⁰	Deputy Principal, Flinders Living	From 1 January 2026	FL- screening process
Student leaders will be required to declare existing or previous personal intimate relationships with current residents.	Deputy Principal, Flinders Living	From 1 January 2026	FL- screening process
The Deputy Principal is the subject matter expert on preventing and responding to GBV, coordinating training, risk management, trauma-informed person-centred approach and support at to disclosers.	Deputy Principal, Flinders Living	Ongoing	
Review the 'Protocols for Responding to Disclosures of Sexual Assault' to ensure consistency with University-wide policies and procedures, the National Code and best practice in GBV prevention, response and support.	Principal, Flinders Living	30 January 2026 Ongoing	Protocols for Responding to Disclosures of Sexual Assault (FL-REF-048).
Approval from the Principal, FL (or delegate) must be provided for all FL events and activities (wherever they are held).	Principal, Flinders Living	30 January 2026 Ongoing	Request for Organised Activity (FL-FRM-001).
Training will be provided in event safety and management, responsible service of alcohol, and EO, to all Residential Tutors, Coordinators, Flinders University Hall Residents Club House Committee members to ensure that all FL events are safe and free from GBV.	Principal, Flinders Living	30 January 2026 Ongoing	
Student leaders will accompany FL residents to FL events (held in the Community), to ensure the safety of the residents.	Principal, Flinders Living	30 January 2026	Responsibilities of Activity Coordinators & Off-Campus Duty Tutors/Coordinators (FL-REF-049).

FL staff will attend high-risk events on-campus to ensure the safety of residents.	Principal, Flinders Living	Ongoing 30 January 2026 Ongoing	
Review our policies and procedures that regulate the safe conduct of FL events and activities.	Principal, Flinders Living	30 January 2026 Ongoing	
Review residents' feedback from the "Residential Student Experience" survey against the two core pillars "Protecting Me" and "Personal Safety" and use this feedback to implement actions to improve safety, and to inform future GBV prevention, response and support services.	Principal, Flinders Living	30 January 2026 Ongoing	Residential Experience Standard APSSA
Establish a resident reference group with diverse representation, who will be engaged in the continuous improvement of our safety; GBV prevention, response, support and education programs, along with relevant policy and procedures.	Deputy Principal, Flinders Living	From 1 January 2026	
Review our 'Statement on Hazing' and implement any changes from the review to ensure it is consistent with best practice in the University sector	Principal, Flinders Living	30 June 2026 Ongoing	Statement on Hazing (FL-REF-042)
FL will ensure that alternative accommodation options are available on campus at all times for residents affected by GBV ¹¹ .	Manager, Residential Services	From 1 January 2026	
Residents will be provided with a safe and confidential process for requesting a change of room if they feel unsafe.	Manager, Residential Services/Deputy Principal, Flinders Living	From 1 January 2026	

¹¹ FL will retain a minimum of 2 vacant rooms on campus for this purpose.

Room allocations will respond to residents requests for single -gender accommodation.	Manager, Residential Services/Deputy Principal, Flinders Living	From 1 January 2026	
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Gender Equality Initiatives- Students and Community

Flinders University is committed to supporting students and our university community through both broad and targeted gender equality (GE) initiatives. These initiatives ensure GE is embedded in both the student experience and the broader university community.

Broad GE initiatives:

- Delivery by the Flinders University Student Association (FUSA) of student-led GE forums and campaigns,
- Delivery by Colleges and Student Life of Safety and Respect at Flinders student engagement activities and training programs,
- Promotion at Student University events of Safety and Respect at Flinders student engagement activities and training programs.
- Collaboration between Student Life and Organisational Development and Diversity to provide accessible student-facing resources through the [Safety and Respect at Flinders](#) and the [Equity Diversity and Inclusion](#) websites.
- Inclusion of student voices in Athena SWAN submissions and Gender Equality Action Plan (GEAP) reviews
- [Student Success and Support](#) - Provides equitable support services, to enable students personal and academic success.

Targeted initiatives (including but not limited to):

Initiatives	Responsible	Timeline	Resources
Expansion of the Be A Better Human campaign across all Campuses	FUSA	Ongoing	FUSA staff and Students
"Period Product" initiative, providing free access to essential period products via campus vending machines	FUSA Student Council	Ongoing	FUSA staff and Students
Gender Diversity and Vocabulary Management Project	Gender Diversity and Vocabulary Management Working Group	Ongoing	Key stakeholders from across the Flinders community
College of Science and Engineering partnership with the AINSE Wise School annual program for female undergraduate students in STEM	Professional Research and Teaching - College of Science and Engineering (CSE)	Ongoing	College of Science and Engineering staff

Initiatives	Responsible	Timeline	Resources
Elevate: Boosting women in STEM	College of Science and Engineering	Ongoing	College of Science and Engineering staff
Aurora Women in STEM Commencing Scholarship	College of Science and Engineering	Ongoing	College of Science and Engineering staff

Outcomes Framework

Outcome 1: Effective governance and a whole-of-organisation approach, prioritising safety and support, in the prevention of and response to gender-based violence

Sub-outcomes	Indicators	Measures (of impact or progress)
Flinders demonstrates accountable leadership and governance that prioritises safety and support.	Whole-of-organisation Prevention and Response Plan published and endorsed by the HEPEO and University Council.	Executive commitment to a whole of organisation approach.
	<p>Governing bodies and sub committees include GBV expertise in the prevention, response and support provide to students and staff who experience or are respondents to disclosures of the GBV.</p> <p>RNA Advisory Group includes a diverse membership from across our University Community.</p> <p>6 monthly reports to HEPEO and University Council demonstrate the effectiveness of the actions in the Whole-of-organisation Prevention and Response Plan and this Outcomes Framework.</p>	Clear governance structures and reporting processes are in place.

Sub-outcomes	Indicators	Measures (of impact or progress)
	Steps have been taken to improve or replace actions that have not been effective.	Evidence of engagement with students and staff in the development, implementation and review of our Whole of Organisation prevention and response programs.
		Annual reporting to the Department of Education (Cth) demonstrates the effectiveness of the actions in our Whole-of-organisation Prevention and Response Plan, this Outcomes Framework and our compliance with the requirements in the National Code.

Outcome 2: Environments are safe, and systems continuously improve to prevent and respond to gender-based violence

Sub-outcomes	Indicators	Measures (of impact or progress)
Flinders environments are physically, psychologically, and culturally safe for all members of our University community.	Safety and risk assessments are completed.	Annual risk assessments of the environment are conducted across our campuses, other flinders operated facilities and student accommodation.
		Remedial actions implemented and monitored for their effectiveness in addressing any risks.
	Inclusive review process has been implemented.	Policies and procedures are reviewed every three years in collaboration with students and staff and other identified members of our University.
	Engagement processes are inclusive and culturally safe	Findings from evaluations of our engagement and collaboration with members of the University community show that they are inclusive and culturally safe.
	A declaration process for screening prospective and existing employees, and members of our governing bodies, to declare whether they have been investigated for and/or determined to have engaged in conduct that constitutes GBV during	Process established and monitored for its effectiveness.

Sub-outcomes	Indicators	Measures (of impact or progress)
	the course of their previous employment, or otherwise in legal processes is implemented.	The management of declarations are embedded in our recruitment process, staff guidelines, policies and procedures.
	Reporting channels and support services are transparent and safe.	Findings from evaluations of our reporting channels and support services show they are transparent and safe.
		Improvements are made to ensure reporting channels and support services continue to be transparent and safe.

Outcome 3: Build knowledge and capability to safely and effectively prevent and respond to gender-based violence

Sub-outcomes	Indicators	Measures (of impact or progress)
<p>Flinders builds and sustains knowledge and capability to prevent and respond to gender-based violence.</p>	<p>Mandatory ongoing training is provided to our students, staff, and leadership.</p> <p>Specialist training is provided for our support and response staff and investigators.</p>	<p>Mandatory and specialist training programs for staff and students are embedded in our Flinders University Whole of University Training Strategy and Implementation Plan.</p>
	<p>Evaluations of the effectiveness of our training programs are completed.</p>	<p>Our 6 monthly reporting to the HEPEO and University Council includes evidence of collaboration with members of our University community, experts and those with lived experience of GBV, in the review and updates to our training and education programs, and the outcomes of this collaboration.</p> <p>Improvements are made to ensure the ongoing effectiveness of our training programs.</p>

Outcome 4: Responses and support services are safe and person-centred

Sub-outcomes	Indicators	Measures (of impact or progress)
<p>Our responses and support services are safe, person-centred, trauma-informed, culturally appropriate. inclusive and accessible.</p>	<p>The requirement for specialist staff to respond to and support disclosers and respondents is embedded in our GBV SASH policy, procedures and guidelines.</p>	<p>Specialised support staff provide response and support services to disclosers and respondents. Information about our response and support services are widely available and accessible to all members of our University.</p>
	<p>Specialist staff are qualified and trained to provide our response and support services to disclosers and respondents.</p>	
	<p>Academic adjustments and wellbeing supports are provided.</p>	
	<p>Effectiveness of our response and support services are evaluated every three years.</p>	
	<p>The findings from the evaluations of our response and support services inform the provision of future services.</p>	

Outcome 5: Gender-based violence responses are safe and timely

Sub-outcomes	Indicators	Measures (of impact or progress)
Reporting, investigation, and disciplinary processes are fair, timely, and trauma informed.	Procedural fairness underpins our processes.	Support persons are available for the discloser and the respondent throughout our processes.
		Feedback from disclosers and respondents shows satisfaction with procedural fairness.
		Improvements to processes are made to ensure they are fair, timely and trauma informed.
	Investigations of formal reports are finalised within 45 business days.	Timeframes are monitored and reported on for alignment with these requirements.
	Appeals are finalised within 20 business days.	Improvements to processes are made to ensure these time frames are met.
	Communication practices have been reviewed, any gaps identified are included in our reporting policies and processes	Clear communication practices are in place.
		Improvements made to ensure the ongoing effectiveness of our communication practices.

Outcome 6: Use evidence to approach, measure change and contribute to the national evidence-base

Sub-outcomes	Indicators	Measures (of impact or progress)
<p>Flinders collects, analyses, and publishes data to inform continuous improvement.</p>	<p>Data is collected, analysed and drives the continuous improvement of our existing and future Whole of Organisation GBV prevention, response and our support services.</p>	<p>Risk assessments of the systemic barriers and cultural factors that enable sexual assault, sexual harassment and GBV to occur at Flinders are completed.</p>
		<p>The findings from risk assessments are used to inform our actions to remove these systemic barriers and cultural factors.</p>
		<p>Our 6 monthly reports to HEPEO, University Council and relevant subcommittees, include data that is disaggregated by demographics and incident types, complies with the relevant requirements of the National Code, Privacy legislation, and our policies and procedures.</p>
		<p>Our Annual report published on our website and submitted to the Department of Education (Cth) is compliant with the data requirements above.</p>
		<p>Our Annual report published on our website, is compliant with the data requirements above.</p>

Outcome 7: Student accommodation is safe for all students and staff

Sub-outcomes	Indicators	Measures (of impact or progress)
Staff and student leaders promote and maintain a safe environment for all residents and staff.	All staff and student leaders are screened for GBV allegations and legal findings and declare any existing or prior intimate relationships with other residents or staff.	Where declarations have been made, reasonable and proportionate actions are taken to ensure the safety of residents and staff. Declarations and all recorded actions are stored in accordance with the Universities Privacy Policy.
	Prevention, response and support GBV protocols are safe for all students and staff.	Protocols are regularly reviewed and updated to ensure they continue to be safe, meet requirements in the National Code and ongoing best practice.
	Provide GBV prevention and response training to residents, student leaders and staff that reflect the needs of student residential settings.	Training is delivered, monitored and evaluated. Feedback is used to inform continuous improvement of future training.
	All events are approved, and staff are present at high-risk events.	Approval for all events is recorded and monitored.

Sub-outcomes	Indicators	Measures (of impact or progress)
		Staff presence at high-risk events is recorded and monitored.
		Staff and student leaders are provided with training to prevent, respond to safety risks and take appropriate action to ensure the safety of students at events.
	Continuous Improvement is maintained from students feedback.	Residents feedback from Satisfaction Surveys is analysed and changes implemented in response to this feedback.
		Resident reference group is established, and the group's feedback is embedded in the continuous improvement process.
	Provide safe accommodation options.	Protocols are in place to ensure alternative accommodation options are available.
		These protocols include a confidential process for residents who request alternative accommodation.