



# St Mark's College: ACTION PLAN FOR CULTURAL RENEWAL

## QUARTER TWO PROGRESS REPORT

**JANUARY – MARCH 2019**

TARGET AREA - EVENTS					
ACTION	RESPONSIBILITIES	TIMELINE	STATUS	COMMENTARY	ACTIONS FOR Q3 OR Q4
Ensuring greater controls in place for College events	Initially the Master, Dean, Student Leaders (incl College Club Committee, Head Residential Advisors (HRAs), RAs and A/Deans Consultation with SAPOL and LLC for larger events	Immediate	Achieved In Progress	By ensuring greater controls are in place for College events, the College has introduced a process whereby the Master signs off in approval of all activities listed in the calendar of events after the College Club Committee, Dean and Director of Learning agree on the elements of each activity. Risk mitigation strategies implemented.	<i>Ongoing for continuous improvement</i>  Full review of College (internal and external) Event request procedure and policies.
Alcohol Harm Minimisation and Responsible Service of Alcohol	Dean, Student Leaders (incl College Club Committee, Residential Advisors, HRAs, AD, Mentors, Wellbeing Committee)	Immediate	Achieved for events held In Progress	More active promotion of non-alcoholic options, working with Red Frogs, Liquor Licencing Commission at recent event. Focus of event not on alcohol but on entertainment. Ticketed events changed to ensure that the event is monitored. Food served on a continuous basis.	Ongoing  Training held in Leadership Week, RSA online training during summer break, training in Pre-Welcome Week and Welcome Week. Ongoing education campaigns.
Identification and elimination of any event that harasses or humiliates any student	Senior Staff (Master, Dean, DoL) Student Leaders (incl College Club Committee, ADs HRAs, RAs)	Immediate	Achieved and ongoing review	Action taken where any report of harassment is made. Extensive discussions during Leadership Week about events and positive and negative aspects of events and College culture. Readmission Survey and Exit Interviews, Welcome Week feedback reviewed.	Welcome Week Review Report completed. Further discussion with Committee and Student Leaders during Q3
Cultural Renewal Working Party to inform new Welcome Week	External Facilitator, Dean, DoL, Master, students	10/18	Achieved		Cultural Roundtable scheduled for 8 <sup>th</sup> August 3-5pm
Planning for Welcome Week (WW) events	Senior Staff, Student Leaders (incl College Club Committee, Residential Advisors)	12/18	Draft Achieved with stage one of	WW to emphasis quality, inclusiveness and diversity across the activities.	Risk management, documentation to be presented to the Master in Q2

			external review completed	Expected behaviours communicated to students.	Complete – full review now underway to inform Leadership Week and Welcome Week 2020.
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### TARGET AREA - TRAINING

ACTION	RESPONSIBILITIES	TIMELINE	STATUS	COMMENTARY	ACTIONS FOR Q3 OR Q4
An expanded and more extensive leadership training program will provide ongoing personal and professional development for student leaders	Dean, DoL, Master to also consult with students	Immediate and ongoing	Achieved and available <a href="#">here</a>	Undertake gap analysis of training. Seek student feedback to ensure continuous improvement.	Q3 evaluation underway Q4 evaluation
Strengthen existing training for all students on and staff on the College's Values, sexual assault and harassment, consent, bystander awareness, drug and alcohol harm minimisation, mental and sexual health by increasing its frequency throughout the year and introducing cultural sensitivity training	Dean to lead and supported by Master and DoL. Students to be involved in peer led training and communicate the importance of training to all students.	02/19	Achieved and available <a href="#">here</a>	Refer to the training schedule. Investigation into MATE training Research into cultural sensitivity training and values training	Training completed in Q2 and continued in Q4
All staff to be provided with information about support services available for staff and students.	Master and Dean	Immediately	Achieved	Information re support services is printed and accessible for student-facing staff. Handbook to be reviewed for 2020.	Complete, review for 2020.
New training programs to be reviewed and amended according to feedback from staff and students.	Dean and DoL	05/19	Ongoing	Welcome Week Review feedback to inform this response.	Underway
Development of software mobile phone application "app" to replace the student portal and to centrally contain College related information, e.g. Handbook, policies and online training modules.	Master and Dean	06/20	Commenced	Initial discussions commenced with developers.	Underway – continue development concept
Face to face training on College's Values, sexual assault and harassment, consent, bystander awareness, drug and alcohol harm minimisation, mental and sexual health and cultural sensitivity training for all staff and students.	Master and Dean	02/19	Achieved and ongoing		Review for implementation in 2020

<b>TARGET AREA – REPORT LODGMENT, RESOLUTION AND DISCIPLINE</b>					
<b>ACTION</b>	<b>RESPONSIBILITIES</b>	<b>TIMELINE</b>	<b>STATUS</b>	<b>COMMENTARY</b>	<b>ACTIONS FOR Q3 OR Q4</b>
Universities Australia Guidelines to be incorporated within the College's Sexual Assault and Sexual Harassment policies and fact sheets.	Director of Learning and Master	02/19	Completed	SASH policies reviewed and guidelines have been incorporated. Available in Handbook and website	Ensure policy and practice are aligned, ongoing review.
Seek expert advice on responding to serious allegations of misconduct	Any student facing staff who receives a disclosure	Immediate	Continuing	Consultation with external agencies on an as needs basis	
Engage an independent investigator as required	Master, Chair and Board	02/19		Identification of appropriate individual/organisation to occur in collaboration with the Board	
Encourage a culture of reporting	Master, Dean, DoL and all students in Senior Leadership Roles	Ongoing	Ongoing	Expert-led training for all Residential Advisors. Online training for all students. Proactive discussion around key issues with students. Awareness campaigns through posters placed around the College, announcements, facilitation by RAs. Use of social media as appropriate, newsletters and education of all students. Active bystander intervention expected	Training and education program implemented in 2019, feedback obtained. Ongoing training during year for all students.
Encourage ethical bystander action	All staff and all students	Immediately	Actioned and Ongoing	Education of all students ongoing MATE bystander training actioned	Refresher training in semester II
Restructure of staff and leadership roles	Senior Staff and Board	Q2	Actioned	Student leadership roles reviewed and positions filled. Dean appointed Business Manager appointment underway	

<b>TARGET AREA - BOARD</b>					
<b>ACTION</b>	<b>RESPONSIBILITIES</b>	<b>TIMELINE</b>	<b>STATUS</b>	<b>COMMENTARY</b>	<b>ACTIONS FOR Q3 OR Q4</b>
Consider further awards to students who exemplify St Mark's Values.	Master, Dean and consultation with students	10/19	Achieved	Inaugural awards presented at presented at Final Dinner 2018, positively welcomed and received by students.	Promote throughout the year to motivate students and encourage
The College's constitution and governance to be externally reviewed to ensure it reflects leading practice including providing the necessary skills, independence and different perspectives.	Chair, Board and Council	12/19	Achieved	New Constitution adopted, new Board appointment underway	Continuation of consultation process, board charter, skills matrix, constitutional amendments
A Code of Conduct for Old Collegians' Association implemented	Old Collegians Association' Committee and College	12/19		For discussion with Board and Old Collegians' Association	For discussion Q4/Q5
Proactive marketing strategy to achieve a more diverse student body	Master, Director of Marketing and Development, Dean	12/19	In progress and ongoing	Marketing calendar is established, school visits to be more extensive in regional areas. Schools ambassador program has been developed and commenced	Commenced Q3 and continuing through Q4
Incidents to be communicated to the Board as a standing agenda item.	Master	Immediately	Achieved and ongoing		

<b>TARGET AREA – MANAGEMENT'S MEASURE OF RENEWAL</b>					
<b>ACTION</b>	<b>RESPONSIBILITIES</b>	<b>TIMELINE</b>	<b>STATUS</b>	<b>COMMENTARY</b>	<b>ACTIONS FOR Q3 OR Q4</b>
Exit interviews for students who are leaving College. An option of face to face interview offered. Feedback to be incorporated for future planning.	Master, Dean	11/18 for online survey and interviews	Achieved	Online reapplication survey administered by Dean. Results report to be prepared by DoL. Face to Face exit interviews with the Master have been offered to all students with 18 students taking the offer up and further two requested by the Master.	Feedback to be incorporated for future planning. Implement again for Q4
Constructive engagement with key stakeholders to review and update the College Handbook and policies. All policies will be available on the website for information and transparency.	Master	02/19	Achieved and ongoing	Consultation with UniSA re policies and procedures. Further consultation to be undertaken with students re behaviour management. Policies are on website, student portal, in the Handbook and will be introduced separately to all new students.	Policies in separate area available on website other than via Handbook. Students asked for feedback. Review in Q4 for 2020

TARGET AREA - COMMUNICATION					
ACTION	RESPONSIBILITIES	TIMELINE	STATUS	COMMENTARY	ACTIONS FOR Q3 OR Q4
Communicate the consequence of unacceptable behaviours such as expulsions and suspensions while providing a safe and supportive environment for those who report	Senior Staff (Master, Dean)	Immediate	Achieved and ongoing	Achieved and working well. Included in student training and contract from 2019 and going forward.	Monitor progress and ensure student consultation.
St Mark's College to promote the responsible consumption and service of alcohol.	Dean, Student Leaders		Ongoing	Alcohol policy has been updated. Other ongoing initiatives include: Events that serve alcohol are wrist banded to ensure effective monitoring of alcohol consumption. All student leaders have completed RSA training Visible presence of Red Frogs at social events. Staff supervision at all events Adequate food and alternate beverages provided at all events Working with LLC on larger events No pass outs	Continue, ongoing training and student awareness.
Policies and processes available on website to ensure transparency and accessibility.	Master	Immediate	Achieved	Handbook and policies have been added to the website	
St Mark's College to develop communications and engagement plan for all students, staff, academics, old collegians and other stakeholders	Board and Master and Director of Marketing	06/19	Ongoing	Comms plan developed with assistance from external experts	Review in Q4