"AT THE END OF THE DAY, THE GOALS ARE SIMPLE: SAFETY AND SECURITY"

Jodi Rell
WHY ARE WE HERE?

Monash University is committed to the safety, security and wellbeing of all members of our community.

To strengthen our commitment, we have formed an integrated safety and security portfolio within Campus Community Division called Community Safety and Security.

Community Safety and Security unifies the University teams responsible for maintaining the physical security of our campuses, and for managing, investigating and responding to concerning, threatening and inappropriate behaviour, to form an integrated service that operates across all our Australian locations.

This new framework will deliver:
- A service delivery model that is fully coordinated, holistic and collaborative.
- A synchronised approach to behavioural risk management.
- A singular safety and security contact and reporting point across the University.
- A foundation for proactive and reactive initiatives across all aspects of safety and security at Monash.

The positioning of Community Safety and Security within Campus Community Division reflects that our students and staff are at the core of our integrated service.

The months ahead will be a journey of discovery, growth, innovation and refinement. All our staff will have a crucial role to play in helping to build our organisational approach and culture, in contributing to our strategic priorities, and in setting our values, goals and measures of success.

Simon Kupec
Director, Community Safety and Security
In CCD, our vision is to create a vibrant, inclusive, caring and safe campus experience for students and staff through the provision of programs and services which strengthen community and foster wellbeing and performance.

The emphasis of security in a modern university environment has shifted from a focus on securing the campus buildings and assets to the personal safety of students and staff. Close alignment with the many and varied student support services areas within CCD is critical in managing many of the complex issues and incidents that occur on and off campus. Bringing together all the relevant areas into one division creates a more cohesive structure, ensuring our ability to respond to security issues, modern threats and incidents is effective.

Vladimir Prpich
Executive Director, Campus Community Division

About Community Safety and Security

CSS comprises three main workgroups. Together, these teams deliver services and programs across Monash University’s Australian campuses and teaching locations:

- **Security Services** provides a physical security, surveillance, escort and crime prevention service.
- **Safer Community Unit (SCU)** is a central point of inquiry, advice, investigation, risk assessment, and management in relation to concerning or threatening behaviours and incidents (including sexual offences, sexual harassment, stalking, family and interpersonal violence, threats, hazing and mental health-related behaviours) impacting the Monash community.
- **Student ‘CARE’ (Coordination, Assessment, Referral, Education) Service** is a case management service available to identified Monash students, and assesses, refers and provides guidance and support to students whose needs require an ongoing, coordinated and comprehensive approach.

The work of these teams is conceptually and operationally interwoven, and often overlaps in practice. It is essential that the operational activities, services and programs CSS is responsible for are delivered in an integrated and coordinated manner, including in promoting them to the Monash community.

More information about these workgroups appears on pages 19-28.
WHAT GUIDES US?

OUR VISION
Our vision is a safe University community.

OUR MISSION
To provide for the safety, security and wellbeing of our community by:
▶ upholding the physical security and safety of our campuses and precincts; and
▶ reducing the incidence of concerning and inappropriate behaviour through effective prevention, investigation and risk management strategies.

In accomplishing our mission, and in working towards our vision, we recognise that our success ultimately depends upon the strength of the partnership we build with our community.

OUR GOALS

1. Community confidence in CSS through strong relationships that engage everyone in our mission.
2. Providing a timely and effective response to concerning and inappropriate behaviour that minimises its impact on individuals and the community.
3. Effective integration and coordination in service delivery and operational activities across the CSS portfolio.
OUR VALUES

People
We value, respect and collaborate with each other and with our stakeholders.

Community
We cultivate strong partnerships with, and act in the best interests of, our University community.

Excellence
We deliver exceptional service and consistent high-level performance, and create value for the University.

Integrity
We are impartial, responsible, transparent and accountable.
The pillars of our integrated service are summarised in the following chart.

**OUR AREAS OF FOCUS**

The Management Committee has a strategic focus and will provide a forum to:

- present key information from CCD and the University for use in decision-making and planning
- ensure coordination and alignment in active or emerging operational activities
- facilitate general discussion and consultation
- assist with strategic planning and the development of strategic initiatives

Management Committee membership:

- Director, Community Safety and Security
- Group Manager, Security
- Operations Manager, Security
- Manager, Investigations and Risk Assessment, Safer Community Unit
- Senior Coordinator, Student ‘CARE’ Service

**OUR GOVERNANCE**

Additionally, the Director, Global Security and Crisis Recovery will attend CSS Management Committee meetings to discuss strategic and operational matters relevant to our off-shore locations.
Our programs and services align closely - and sometimes overlap - with those of other internal stakeholders. Support and cooperation from these stakeholders is essential to our success.

Likewise, CSS programs and services are important in enabling our stakeholders to deliver on their objectives.

Our key internal partnerships include the following business units.

**Global Security and Crisis Recovery**
(within Campus Community Division)

Global Security and Crisis Recovery is responsible for managing security, and related safety and risk management, at all Monash University overseas locations. The unit is responsible for security at our overseas campuses, off-shore incident response, and is the first point of contact for international emergencies.

The unit is also responsible for delivering an integrated approach to the University’s Crisis Management and Recovery Program, including coordinating, standardising and implementing the University’s crisis management preparedness and response efforts, both nationally and internationally.

Principal manager:
▶ Russell Gammie - Director, Global Security and Crisis Recovery

**Monash Residential Services**
(within Campus Community Division)

MRS is the sole provider of on-campus accommodation, and is responsible for accommodating over 3000 residents across 14 sites at both Clayton (Residential Village and Urban Community) and Peninsula campuses.

Security Services provides physical security to all MRS sites. Dedicated security support staff are also provided on site each night at Clayton and Peninsula to assist residents and to ensure safety and security.

CSS business units also have an important role to play in the context of critical incidents that occur in MRS facilities – whether providing an immediate response (Security), or investigation and risk management for serious incidents of interpersonal behaviour such as sexual assault (SCU).

Principal manager:
▶ Trisha Prpich - Director, Monash Residential Services

**Respectful Communities**
(within Campus Community Division)

Respectful Communities seeks to prevent gender-based violence in our community, including relationship and family violence. Respectful Communities offers a range of workshops and training to students and staff (including the ‘Respect at Monash’ and ‘Supporting Survivors of Sexual Assault’ online modules). The team also delivers a range of educational resources, campaigns and other events, including as part of the Respect. Now. Always. campaign.

The prevention of sexual assault and harassment complements SCU’s role in responding to reports or disclosures of sexual misconduct.

Principal manager:
▶ Fiona Marshall - Manager, Respectful Communities

www.monash.edu/accommodation

www.monash.edu/respectful-communities
Student Conduct and Special Circumstances
(within Student Education and Business Services)

Student Conduct and Special Circumstances (SCSC) is responsible for the overall management of allegations of student ‘general misconduct’ (which means any conduct by a current Monash student, occurring either on-campus or at an off-campus Monash activity, that is contrary to accepted standards of behaviour). The Responsible Officer for General Misconduct (ROGM) is a member of staff in SCSC and is the decision-maker for all reports of general misconduct.

The ROGM may refer reports to other decision-makers, including referring serious or complex matters to a general misconduct panel.

SCSC works closely with Security Services, SCU and Student ‘CARE’ Service.

All complaints and reports of concerning or problem behaviour (e.g., threats, sexual assault, physical assault, harassment, bullying, stalking) are received by SCU in the first instance. After undertaking risk management and conducting investigations, SCU refers reports to SCSC for assessment.

Security Services may refer matters that fall outside the SCU remit (e.g., property damage or theft) directly to SCSC.

Additionally, Security Services may provide a physical security presence at Student General Misconduct Panel proceedings on request.

The Student ‘CARE’ Service supports the work of SCSC by assisting affected students to navigate formal disciplinary processes.

Principal manager:
▶ Jonathon Rhall - Senior Manager, Student Conduct and Special Circumstances and Responsible Officer for General Misconduct

www.monash.edu/students/general-misconduct
ADMINISTRATION

The CCD Administration Manager provides a range of complex coordination and program management services to all business units within CCD, and in support of the Executive Director, CCD. The Administration Manager is a critical liaison point between the Division, University and internal and external client groups, and works closely with internal and external senior contacts on a wide range of complex issues.

The CCD Administration Manager manages a range of high-level services and provides executive-level support to committees and working groups. The position also provides specialist advice to each of the individual portfolio Directors/Managers in CCD.

Key Staff:
▶ Campus Community Division Administration Manager

Within the CSS portfolio, the Administration and Assessment Coordinator provides a range of administrative services to support the effective operation of CSS, with a principal focus on SCU.

The Administration and Assessment Coordinator is a key contact point for CSS. The position undertakes critical support functions that include: managing and screening SCU’s multiple contact points (including telephone calls, emails and online reporting), the assessment, triaging and referral of reports, and a range of other coordination and liaison services.

Key Staff:
▶ Administration and Assessment Coordinator

PROJECT TEAM

The Project Team is comprised of casual staff. It assists with delivering identified strategic initiatives across CSS, including:
▶ Development and maintenance of the ‘Monash bSafe’ support, information and reporting mobile phone app.
▶ Digital and print collateral (brochures and other material designed for the Monash community, annual reports, graphic design, and a range of other material).
▶ Web collateral, including website content and development.
▶ Marketing and communication initiatives.
Security Services provides a 24-hour physical security service across Monash University’s four Australian campuses, as well as Monash College campuses.

The 24/7 Security Control Room (SCR) also manages the security systems which protect and monitor all campuses, buildings and facilities, both domestically in city and rural locations, as well as overseas.

The SCR is also the point of contact for after-hours crisis management for students and staff, including those who are overseas for study or work.

The service covers all aspects of physical security including:

▶ security patrols
▶ CCTV patrols
▶ incident management and response
▶ building concierges
▶ 24-hour assistance line
▶ CCTV surveillance
▶ emergency response
▶ first aid response
▶ security escorts
▶ management of major events
▶ security investigations
▶ crime prevention initiatives
▶ emergency services liaison
▶ campus access control
▶ shuttle buses

Senior management

The Group Manager, Security is responsible for all matters relating to physical security, security systems, incident and event management. They lead and/or monitor security investigations, and direct and manage the University’s operational security service resources. The Group Manager, Security is supported by the Operations Manager, Security.

Key Staff:

▶ Group Manager, Security
▶ Operations Manager, Security

Security systems

The Manager and Senior Adviser are responsible for all aspects of security systems management. This includes the extensive CCTV system comprising of almost 4000 cameras, campus access control of almost 5000 doors, licence plate recognition cameras, SCR operations, and monitoring the fire system. The team are also responsible for risk assessing and evaluating new buildings and spaces during the design phase with a view to scoping up and designing appropriate security installations.

Key Staff:

▶ Manager, Security Systems
▶ Senior Adviser, Security Systems
Investigations
The Security Investigations unit is responsible for the investigation of incidents that relate to physical security and/or reputational risks. This includes property damage, theft, fraud, misuse of access credentials, and other incidents and issues which impact upon the immediate safety of the broader campus environment, students and staff.

Key Staff:
▶ Manager, Security Investigations

Campus Security
Security operations are managed by a designated coordinator for each campus. The coordinators are responsible for the day-to-day operations at each campus, including major events and VIP visits at each location.

Key Staff:
▶ Security Coordinator (Clayton)
▶ Security Coordinator (Caulfield and Parkville)
▶ Security Coordinator (Peninsula and General)

Security staff
Physical security services are provided by approximately 150 security staff under a contractual arrangement with MSS Security. Security staff are issued with a Monash and role-specific induction prior to commencement, and wear the University’s security staff uniform.

The core security staff work full-time at Monash University. Each site has a Site Supervisor, who manages the Senior Guards and Guards at that location. Similarly, the Security Control Room Supervisor manages the Control Room Operators.

The services provided by security staff are essential to maintaining the safety and security of our campuses. We accordingly regard our security staff as an integral part of the CSS team, and they are considered as Monash staff by senior management.

Key Staff:
▶ Site Supervisor (Clayton)
▶ Site Supervisor (Caulfield/Parkville)
▶ Site Supervisor (Peninsula)
▶ Control Room Supervisor
SAFER COMMUNITY UNIT

SCU is Monash University’s central point of contact for students, staff and other community members who are seeking information, advice, support referrals or a response to ‘problem behaviour’, whether on-campus or off-campus.

‘Problem behaviour’ is an umbrella term for a range of concerning, and inappropriate behaviour, including:

▶ threatening behaviours
▶ violence (including assault and family violence)
▶ sexual assault and sexual harassment
▶ harassment and bullying
▶ stalking and unwelcome contact
▶ issues related to mental health (such as suicidality and self-injury)
▶ missing persons, or concerns for someone’s wellbeing
▶ unreasonable conduct by complainants

To minimise the risks arising from problem behaviour, SCU focuses on matters of highest threat to the Monash community. SCU’s operations are focused on two core functions:

▶ Risk assessment, management and support referrals
▶ Investigations

Key Staff:

▶ Manager, Investigations and Risk Assessment
▶ Investigations and Risk Assessment Specialist
▶ Investigations and Risk Assessment Specialist

What SCU does:

▶ Provides all affected persons (complainants, witnesses and alleged perpetrators) with information about formal reporting options and pathways, practical and procedural advice and referrals to counselling and other support services.
▶ Coordinates a range of safety measures and strategies for the intervention and/or management of behavioural risks.
▶ Engages in the ongoing monitoring of risks to the Monash community.

What SCU doesn’t do:

▶ They don’t provide a direct support service - they refer all those who need help to appropriate internal or external services.
▶ They don’t provide a crisis management or ‘first responder’ service.

Risk assessment, management & support

Investigations

What SCU does:

▶ Investigate matters that are serious or pose a high risk to the safety of the Monash community.
▶ Conduct investigations to ensure safety or for a specific disciplinary purpose, including under a standing delegation for Student General Misconduct.
▶ Provide an investigation report with findings of fact and evidence relied upon to the appropriate decision-maker for their consideration.

What SCU doesn’t do:

▶ They don’t investigate if there is a risk of prejudicing a police investigation.
▶ They don’t make decisions about action to be taken following an investigation.
STUDENT ‘CARE’ SERVICE
The Student ‘CARE’ (Coordination, Assessment, Referral, Evaluation) Service identifies, assesses, refers and provides guidance and support to students whose identified needs require an ongoing, coordinated and comprehensive approach. In particular, this includes:
▶ Students who have been survivors/complainants of disclosed or reported sexual assaults, sexual harassment, stalking, family violence or other forms of interpersonal behaviour; and
▶ Students who are the subject of behavioural concerns, or other behavioural indicators, that may be indicative of mental health or other complex issues that may benefit from a holistic supportive approach.

The key purpose of the Student ‘CARE’ Service is to support students in a trauma-informed and person-centred way that:
▶ minimises the potential impacts of formal disciplinary processes
▶ helps them to understand the information, advice and options provided to them
▶ holistically engages them with other support services offered by Monash University and external agencies and services
▶ helps them to navigate and make informed decisions about their options for advice and support

The service is delivered by the Senior Coordinator and works closely with SCU, as well as Student Conduct and Special Circumstances.

Key Staff:
▶ Senior Coordinator, Student ‘CARE’ Service
We are committed to making CSS – our programs, our services and our people – the best they can be.

As we develop our integrated and coordinated service, and as we plan and implement our strategies, we are dedicated to continuous improvement, new ideas, and innovation.

All our staff will have a crucial role to play in helping to build our organisational approach and culture, in contributing to our strategic priorities, and in setting our values, goals and measures of success.

The following pathway sets out our road ahead – our phases and focal points – for the short term:

| 1 August 2020 | CSS commences. |
| Q3 (Aug-Sep) 2020 | We will focus on integration and transition into CSS and CCD. |
| | We will continue to have a strong operational focus on response (and recovery) in relation to COVID-19. |
| Q4 (Oct-Dec) 2020 | We will focus on strengthening our team and developing our organisational values, goals and strategic priorities. |
| | We will seek all-staff input into our organisational goals, values, strategic priorities and measures of success. |
| | We will work towards unifying staff and achieving cohesion across CSS business units. |
| Q1 (Jan-Mar) 2021 | We will focus on identifying opportunities for improved operational coordination and service delivery. |
| | The CSS Management Committee will commence. |
| Q2-Q3 (Apr-Sep) 2021 | We will focus on delivering our strategic priorities, including implementing the procedural and other improvements we have identified through our earlier phases. |
| | A summit will be held for senior staff to brainstorm and further develop our innovations and activities. |
| Q4 (Oct) and beyond | At just over 12 months on, we will focus on reviewing the work we’ve done so far and identifying: |
| | our successes and areas for improvement |
| | further opportunities for growth and refinement |
| | staff priorities – including particularly our approach to personal and professional development. |
| | The cycle of learning, continuous improvement and growth will then continue. |
Monash University proudly acknowledges that its Australian campuses stand on the traditional lands of the people of the Kulin nations.