

# **The John Flynn College**

## Whole-of-Organisation Assessment

*National Higher Education Code to Prevent and Respond to Gender-Based Violence*



THE JOHN  
FLYNN  
COLLEGE

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The John Flynn College provides a safe, purposefully designed living and learning environment that serves as a genuine home away from home for up to 251 students studying at James Cook University. Guided by the values of care, respect, responsibility, inclusion and service, the College actively encourages students to contribute positively to College life, the University and the wider community. Residents are supported to develop leadership capabilities, build meaningful and respectful relationships, and engage in mentoring, service and community initiatives that reflect a strong commitment to giving back and supporting regional Australia. In partnership with James Cook University, the College meets all legal, regulatory and duty-of-care obligations applicable to university residential setting. This includes its responsibilities to safeguard the safety and wellbeing of children and young people under the age of 18, and to maintain a culture that prioritises respect, dignity, inclusion and student welfare at all times.

The College's vision is to be a world-class university residential community. Its mission is to provide a safe, caring, vibrant and learning-focused environment where all its residents are supported to grow holistically, academically, socially, personally and ethically.

Founded in 1968 under Letters Patent, The John Flynn College as an independent residential college providing full board, academic support and pastoral care for up to 251 students studying at James Cook University (JCU). The College is a registered charity with the Australian Charities and Not-for-profits Commission (ACNC) and operates within a robust governance and accountability framework.

Affiliated with the Uniting Church of Australia (UCA), the College is grounded in Christian values while welcoming students of all faiths, cultures and backgrounds. The John Flynn College is committed to fostering a vibrant, inclusive and respectful community where every student feels safe, supported and a genuine sense of belonging, and where diversity is recognised as a strength that enriches College life.

### **College Council**

- The College is governed by a College Council, which consists of representatives appointed by the Uniting Church of Australia, the James Cook University Council and 2 student members (over the age of 18).
- The Chair, Deputy Chair, Secretary, and Treasurer work as an executive council committee with the Principal to support more closely the operations of the college.

### **Catering & Hospitality**

- Executive Chef – Leads the kitchen, plans menus, ensures food quality, safety and dietary needs, and manages catering staff.
- Sous Chef – Supports the Executive Chef, supervises meal preparation and kitchen operations.
- Chefs – Prepare meals, follow menu requirements, ensure quality and safety.

- Catering Assistants – Assist with food service, preparation, cleaning, and student-facing hospitality tasks.
  - Baristas – Provide café service, prepare beverages and deliver customer service during café operating hours.
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### **Facilities & Operations**

- Maintenance Staff – Maintain buildings, grounds, repairs and safety-related facilities work.
  - Housekeepers – Ensure cleanliness and hygiene in common areas, bathrooms, and accommodation spaces.
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### **Academic & Student Support**

- Tutors – Provide academic support for various disciplines, deliver tutoring sessions, and guide students' study practices.
- Residential Assistants (RAs) – Live-in student leaders who support residents, build community, respond to concerns, and uphold College values and expectations.
- Residential Support Officers (RSOs) – Provide after-hours safety oversight, manage incidents, support student welfare, and assist with emergencies.
- Student Representatives – Represent the student voice, help plan events, support communication between students and College leadership.

This Whole-of-Organisation Assessment has been prepared under Standard 7 of the National Cod

## Executive Summary

The Whole-Of-Organisation Assessment has been prepared in accordance with Standard 7 of the National Higher Education Code to Prevent and Respond to Gender-based Violence (National Code). The John Flynn College, affiliated with James Cook University, is committed to creating a safe, inclusive and respectful environment for all residents, associates, staff and visitors.

This Whole-of-Organisation assessment is framed by an understanding of the gendered drivers of violence against women as articulated in Australia's national framework to prevent violence against women, Change the Story. These gendered drivers underpin the National Plan to End Violence Against Women and Children 2022–2032, Australia's national policy framework to end gender-based violence in one generation. These gendered drivers are:

- condoning of violence against women
- rigid gender stereotypes
- men's control of decision-making and limits to women's independence in public and private life
- male peer relations that emphasise aggression and disrespect towards women.

Other forms of discrimination and inequality – such as racism, homophobia, and transphobia – intersect with gender inequality to compound people's experiences of violence.

Evidence from Change the Course (2017) and the National Student Safety Survey (2021) shows that colleges are high-risk environments for gender-based violence to occur. Evidence also indicates that the likelihood of violence increases when men, who hold discriminatory attitudes towards women and other people, misuse alcohol.

The John Flynn College is committed to reducing the prevalence of gender-based violence and providing a safe environment for our residents, staff and visitors.

This whole-of-organisation assessment provides a clear, evidence-informed overview of The John Flynn College's strengths, challenges, and areas for improvement in relation to preventing gender-based violence and supporting victim-survivors. These are presented as enablers, risks and barriers in accordance with the language used in the National Code. This assessment identifies areas of operation relevant to The John Flynn College as they may align with areas defined in the National Code.

The assessment will support The John Flynn College's strategic decision-making, guide future planning and ensure our alignment with national expectations and sector good practice.

### Area of operation: Leadership, culture and environment

At The John Flynn College, our leadership structure is built around a collaborative senior team who oversee all aspects of college life. The Principal leads the College, supported by the Dean of Students/Head of Operations, the Business Manager manages financial operations, while the Executive Chef oversees catering services, and our Maintenance and Cleaning teams ensure a safe and welcoming environment for all students.

The John Flynn College operates under a structured leadership model that ensures strong governance, operational excellence, and student wellbeing.

- **Principal** – Provides strategic leadership, vision, and overall management of the College.
- **Dean of Students** – Marketing, alumni, head of operations
- **Business Manager** – Manages financial planning, compliance, budgeting, and reporting.
- **Executive Chef** – Oversees catering, nutrition, menu planning, and dining operations.
- **Maintenance & Cleaning Teams** – Ensure the College's facilities are safe, functional, and well-maintained.

This structure allows the College to integrate governance, operations, and student support in a cohesive, student-centred way.

The John Flynn Cultural Framework:

- Appointment of key leaders to champion an inclusive, respectful, values-driven culture
- Delivery of programs and activities that reinforce community expectations and values.
- A comprehensive suite of policies, procedures and operational guidelines
- Adoption and implementation of cultural review recommendations.
- Ongoing training and education for staff and student leaders
- Comprehensive wellbeing support services available to students
- Continual Monitoring, Review, Communication and Consultation

Sources of information

- Feedback from resident surveys
- Feedback and findings from First Year Interviews
- Recommendations from student Q&A took place in December 2025
- The JCU/John Flynn College Policies and Procedures

## Leadership, culture and environment

### Enablers

- Strong relationships with residents, close monitoring of culture and ability to intervene early
- Appointment of key people to champion an inclusive, respectful values-driven culture
- Formal celebrations of International Women's Day, Harmony Day, Pride week, NAIDOC week and other key celebrations
- Connection with local Red Frogs program
- Community focused fundraising events: Oceans to Outback
- Running of Flynn Feeds, a weekly social event without the presence of alcohol
- SWOTVAC wellbeing programs
- Daily duty log submission to Principal, Dean of Students and RSO's to identify behaviour trends and movement
- Principal, Dean of Students, RSOs regularly attending mealtimes with students, sports activities, and student events.
- Systems in place: Communication channels, support networks
- Cultural Framework that outlines expectations and values
- Regular engagement with residents through surveys, interviews and informal feedback
- All students complete JCU Respect Training and Online Mandatory Training that addresses Gender based Violence
- Alcocups (Alcohol, Drug and Mental Health Education Specialists) to incorporate gender-based violence training and models into online mandatory training for all students
- Messages reinforced at orientation, formal dinners, sporting and college events on safety and respect
- All staff participate in online training with modules on gender-based violence, sexual misconduct, and ADES respectful relationships
- College value of 'inclusion'
- The John Flynn College students abide by an alcohol policy. Breaches of this policy will be dealt with in accordance with the College's disciplinary policy
- Adoption of all recommendations from the 'Cultural Renewal at the Uni of Sydney Residential Colleges' report
- Leaders use gender neutral language
- Challenge sexist jokes or stereotypes (We don't speak like that here)
- Trauma based practice
- Trained in emotional intelligence active listening

### Systemic risks

- Over-reliance on key individuals
- Turnover of student leaders; each year, a new student leadership team are employed and may present challenges in maintaining positive culture and expectations
- Policy-practice gaps, where procedures exist but are not consistently applied
- Diversity of cohort

Barriers	<ul style="list-style-type: none"> <li>• Ensure the student leadership team (Exec, RA's) continually model the values that promote a safe and respectful environment.</li> <li>• Turnover in student leadership, requiring continuous re-training and relationship building</li> <li>• Competing academic pressures impacting participation in community programs</li> <li>• Variable engagement from residents</li> </ul>
Key actions in response	<ul style="list-style-type: none"> <li>• Conduct mandatory annual training for staff, student leaders and residents on the prevention and understanding of gender-based violence and its impacts.</li> <li>• Adopt and support JCU's policies and procedures</li> <li>• Monitor residents' participation in the JCU respect and online training and evaluate annual training for its effectiveness</li> <li>• Conduct yearly cultural reviews</li> <li>• Inform residents of the support systems available and related pathways through the MySupport Poster, emails and discussions</li> </ul>

### Area of operation: Structures, norms and practices

At The John Flynn College, our structures, norms, and practices are shaped by a strong partnership with James Cook University and a shared commitment to providing a safe, respectful, and inclusive residential environment. In alignment with the National Higher Education Code to Prevent and Respond to Gender-Based Violence (effective 1 January 2026), the College adopts and implements JCU's Whole-of-Organisation approach to preventing and responding to gender-based violence.

This approach ensures The John Flynn College uses the University's prevention activities, policies, procedures, reporting pathways, and support systems, providing every student with a consistent, trauma-informed, and victim-centred response, regardless of where they live. Our community norms emphasise respectful relationships, accountability, inclusivity, and trauma-informed practice, supported by clear behaviour expectations, induction processes, education programs, and well-defined reporting pathways.

These practices are continuously informed by staff and resident feedback, findings from cultural reviews, and ongoing alignment with the JCU Respect program. Established following the comprehensive review led by former Sex Discrimination Commissioner Elizabeth Broderick in 2017, the JCU Respect program integrates services for both students and staff. This integrated model offers key benefits, including:

- a) consistent and coherent messaging from university leadership,
- b) a single, trauma-informed response pathway, and
- c) focused and coordinated resourcing for preventative education.

Collectively, these elements enable The John Flynn College to foster a residential community where students feel safe, supported, and empowered.

Sources of information

- Broderick report
- Student/staff feedback on current practices
- JCU Respect Annual report 2025 and Action Plan 2026-2030

## Structures, norms and practices

### Enablers

- Staff and student leaders being approachable, visible and responsive
- Clear expectations set through college communication around respectful behaviour and zero tolerance for harassment and bullying
- Regular check ins by RA's, clear reporting pathways
- MySupport Poster visible throughout college
- Boundaries communicated in alcohol policy, boundaries communicated and enforced early
- Room lock checks
- All hazing practices abolished for over 5 years
- Following procedures for incident, check in and after-hours support and reporting
- Ensuring students know who to go to for help
- Safety and wellbeing discussed with students Leadership week, O week, JCU respect training, RA's facilitate discussions and ensure students safe throughout the year
- Student leaders, management and College Council members uphold Code of Conduct promoting respectful behaviours in all interactions

### **Inclusive family**

- Actively welcoming new residents – RA's help settle them in, College staff sit with different students each evening
- Ensuring social events cater to all – non-drinkers. Students encouraged, not forced to attend events
- The consistent use of inclusive language
- Making sure everyone belongs (Everyone sits with everyone at Flynn)
- Leaders, management and the College Council body model respectful behaviour, treat everyone with the same level of dignity, consistency and fairness, encourage open honest communication, call out exclusion, encourage participation in events that bring diverse groups together.

### **Vibrant Life**

- College calendar of social, cultural, academic and sporting activities that encourage a balanced living
- Spaces where students can study quietly
- Ensure events are student led



## Structures, norms and practices

- Events are organised and conducted in a way that is safe, inclusive and fun

### **Ethical leadership**

- Student leaders modelling respectful behaviour
- Providing calm, trauma informed support when a resident discloses an issue or concern (student leaders receive training in Leadership week)

### **Care for Our world**

- Community volunteering
- Recycling stations

### **Lifelong Learning**

- Flynn – Peer to Peer Tutoring available
- JCU respect training
- Staff embracing feedback and continuously improving college life

### **Pastoral care**

- RA's first point of contact for students: Provide day to day support with homesickness, conflicts, basic wellbeing issues (1 RA to 11 students)
- RA's receive training in Mental Health First Aid, responding to disclosures and trauma informed practices
- Refer issues upwards if they exceed their role or training
- SRA's support and mentor the RA team
- Provide an additional level of leadership after hours
- RSO's: Two live on RSO's provide support, three on duty RSO's are rostered on Tuesday, Friday and Saturday nights
- After hours roster ensuring a member of staff always available
- Principal and Dean of Students live on site for pastoral care
- Follow up plans, ongoing support provided by Principal, Dean of Student or RSO
- College psychologist on call when required
- Safety and Wellbeing discussed in Orientation week
- Key people at college (RA's, SRA's and RSO's, Dean and Principal) reinforce throughout the year
- JCU Respect training delivered throughout year (consent, respect, bystander skills)
- International Women's Day, Harmony Day, celebrating LGBTQIA (wear it purple day)
- Values reflect a commitment to gender equality, respect and diversity and inclusion

## Structures, norms and practices

### Sense of family

- Women and LGBTIQ + residents are encouraged and supported to participate in all aspects of college life. Have been celebrated and will continue to be celebrated throughout the year
- Since the Broderick review, The John Flynn College has actively stopped hazing practices and practises that harm women and LGBTIQ + people
- There is a singular reporting pathway that allows students to make a formal report about another staff member or management
- Council members are visible throughout the year which allows familiarity with the residents

### Systemic risks

- Potential disconnects between College and University processes
- Cultural norms among new residents that may conflict with collective expectations
- Resource constraints affecting the delivery of training, education or timely responses
- Single reporting, disclosure, support, complaint pathway – some students might be reluctant to use

### Barriers

- New executive being elected each year – coming with their own ideas of social events, which could include harmful norms or activities
- The John Flynn College follows JCU's policies and procedures, commitment to using the University's prevention activities, policies, procedures, reporting pathways, and support systems, ensuring every student receives a consistent, trauma-informed, victim-centred response, regardless of where they live.

### Key actions in response

- Review policies annually
- Conduct formal review into trends of student behaviour identified from RA logs
- Maintain ongoing communication regarding pathways for support between The John Flynn College and JCU.
- Communicate college expectations, policies and procedures to ensure new residents are well informed.
- Ensure compliance with JCU's training requirements for both residents, student leaders council and staff members.
- Undertake risk assessments by suitably qualified personnel if a resident discloses allegation

### **Area of operation: Systems and infrastructure**

The John Flynn College is committed to using James Cook Universities prevention activities, policies, procedures, single reporting pathway and support systems, ensuring every student receives a consistent, trauma informed, victim centred approach. All disclosures or reports of gender-based violence, or concerns about such behaviour, must be directed to the JCU Respect Misconduct Officers, who provide a single point of contact for any person affected or any staff member supporting them.

Residents and staff may make a report via the Universities secure Gender Based Violence and Sexual Misconduct Report form (including anonymously), contact a JCU Respect Misconduct Officer directly for advice, support, referral to specialist service or guidance on JCU processes. Residents and Staff may access the Safety and Wellbeing webpages, My Safety and JCU Safe App for information, real time support and immediate guidance.

The John Flynn College enforces a social media policy and I.T policy to support safe online behaviour and protect residents' digital wellbeing.

In addition, the College maintains several internal systems and protections that strengthen safety and reporting, including:

- Secure record keeping protocols to ensure confidentiality and compliance with privacy legislation
- A structured pastoral care model (Principal, Dean of Students, RSO's, SRA, RA ensuring issues are escalated appropriately and responded to promptly
- On call after hours support through live in RSO's
- CCTV coverage and lighting to enhance the physical safety around the college grounds
- Induction and annual training programs for residents and staff on respectful behaviour and gender-based violence
- Mandatory training for all staff (including RAs, SRAs and RSOs) in trauma informed responses, disclosure handling and referral pathway
- Partnerships with JCU services, including access to the safety and wellbeing pages
- Students having access to specialist community based sexual assault and domestic and family violence services, JCU support services including counselling and wellbeing, and external agencies where required.

#### **Sources of information**

- Interviews and feedback from staff and residents regarding their experience and confidence with current systems
- Evaluation of after-hours security procedures, including critical incident escalation protocols
- University policies and procedures relating to the JCU Respect program, and JCU Safe App
- College specific policies, including the IT and Social Media Policy and operational security measures.

## Systems and infrastructure

Enablers	<ul style="list-style-type: none"><li>• Star Rez case notes</li><li>• Implementation of social media and IT policies</li><li>• Escalation flow chart</li><li>• Staff on site at all times</li><li>• CCTV</li><li>• Reporting channels</li><li>• Clear rules around confidentiality</li><li>• Staff communicate regularly</li><li>• RA/SRA's feel empowered to report early</li><li>• Leaders model transparency</li><li>• If an incident occurs, the Dean of Students, the Principal, or JCU Respect Officers will conduct the necessary follow-ups.</li><li>• Security lights upgraded in 2024</li><li>• Ensuring trees/bushes are not overgrown to allow for uninterrupted vision</li><li>• Integration with JCU systems (JCU Respect, reporting pathways, JCU Safe App), ensuring consistent and centralised management</li><li>• RA lockups</li><li>• Digital conduct policy</li><li>• Lighting around the college</li><li>• 12 students to a floor (deck) with at least one member of the student leadership team</li></ul>
Systemic risks	<ul style="list-style-type: none"><li>• Under-reporting of incidents</li><li>• Potential gaps in after-hours response</li><li>• Data security risk</li></ul>
Barriers	<ul style="list-style-type: none"><li>• Not enough CCTV, current CCTV has limited vision</li><li>• Cultural or language differences that may affect understanding or confidence in using the system</li><li>• Complexity of governance through the College Council and reporting pathways, which may be intimidating or confusing for first-time users</li></ul>

## Systems and infrastructure

### Key actions in response

- Conduct regular lighting audits and address identified deficiencies
  - Increase CCTV coverage in key locations across the college
  - Conduct regular lighting assessment
  - Reinforce awareness of reporting options and the ability to do so anonymously
  - Implement an additional training session to familiarise residents with the JCU Safe App, supports available and reporting resources
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### **Area of operation: Service delivery**

The John Flynn College provides a contemporary, safe and inclusive residential community that supports students to thrive academically, socially and personally. The College's culture is grounded in meaningful inclusion, shared responsibility and a balanced, vibrant lifestyle, fostering a strong sense of belonging, wellbeing and connection. Students are encouraged to live life to the full through study and academic excellence, sport, the arts, community service and a positive, vibrant social atmosphere, while being supported within a caring, outward-looking community.

The College accommodates up to 251 residents, who live within small, supportive communities of approximately 12 students per floor, known as decks. This intentional structure promotes connection, peer support, accountability and early identification of wellbeing needs. Each deck is supported by at least one dedicated Residential Assistant (RA), who provides frontline pastoral care, guidance and positive role modelling, and supports residents to uphold the College's values, expectations and community standards.

Residential Support Officers (RSOs) are rostered three nights per week from 7.00pm to 2.00am to enhance student safety and wellbeing. RSOs provide pastoral support, assist residents returning to the College after nights out, and respond to emerging concerns. Three RSOs reside on campus and are available to students as required.

The Principal and Dean of Students also live on site and are on call 24/7 to respond to pastoral matters, critical incidents, emergencies and issues requiring senior leadership oversight. This ensures continuity of care and timely, trauma-informed responses when needed.

To support academic success, discipline-specific academic tutors are engaged across the College, and both Residential Assistants (RAs) and Senior Residential Assistants (SRAs) provide mentoring and guidance to support students' academic progress, personal development and transition to university life. Academic results are provided by James Cook University to the Principal and Dean of Students at the conclusion of each trimester or semester, enabling the proactive monitoring of academic performance and early support where required.

In addition, Red Frogs are present each week to provide informal pastoral and spiritual support, contributing to the College's safe, respectful and inclusive culture.

Information is provided to students through the online training, JCU Respect Training and Mysupport poster. The Mysupport posters are visible on each deck and throughout the college. During leadership week and O-week students are informed of the support available to them. The RA team reinforces this support frequently throughout the year.

1. The JCU Halls of Residence and Affiliated Colleges assert and affirm their responsibility for the maintenance of residential communities of students at the University, which are free of discrimination and harassment.
2. The Colleges and Halls of Residence are bound under the JCU's Gender-based Violence and Sexual Misconduct Policy and by State and Commonwealth Law in these matters.
3. All Affiliated Colleges and Halls of Residence will ensure that instruction on the JCU's Gender-based violence and Sexual Misconduct and Student Code of Conduct Policy is made a mandatory part of Orientation Week programs for all new residents.
4. Any complaints arising from alleged acts of discrimination or harassment will be dealt with under JCU's Gender-based violence and Sexual Misconduct Policy.
5. Senior RAs of Colleges and Halls will take action to prohibit any form of institutionalised harassment of new or continuing student residents through songs, chants, "initiation" ceremonies or required uniforms or items of clothing of a degrading nature.
6. All Colleges and Halls will ensure that this code is reproduced each year in the College/Hall Resident Code of Conduct or other relevant publication and distributed to all residents before or on arrival.

#### Sources of information

- Information given to residents on pastoral care
- Feedback from students

## Service delivery

### Enablers

- Principal, Dean of Students, RSO's live on site, RA's, SRA's deliver whole of organisation messaging
- By frequently being present throughout mealtimes and engaging during this time with students, informal pastoral and wellbeing checks are conducted on a daily basis
- Safety of residents is paramount and our behavioural expectations with our residents and staff model this behaviour
- Students are each given a 'MySupport poster' which explains the support available to them. This poster is also displayed on each deck
- Student concerns are identified in the daily RA report logs and RSO reports. This allows for early intervention and monitoring of student behaviour
- Flynn is seen as a 'home away from home'
- Residents are encouraged to participate in a range of events
- From an outside perspective, we promote gender equality in our staffing by having both females and males in leadership roles
- First year interviews are conducted as a check in and an opportunity for feedback
- Staff to resident ratio is high

### Systemic risks

- Resident's behaviour not aligning with the College values or policies and procedures
- Existing policies provided limited explicit coverage of Gender-based Violence

### Barriers

- Throughout the year, it is challenging to engage students in their personal time
- Limited availability to change residents' rooms throughout the year



## Service delivery

### Key actions in response

- Formalise and communicate clear messages promoting gender equality, respect and diversity across College communications, induction materials and leadership programs
  - Deliver ongoing education for residents and staff on College and JCU policies, procedures and standards of acceptable behaviour, including consent, respectful relationships and gender-based violence, through induction, training and the JCU Respect framework
  - Establish and clearly communicate defined support pathways through College leadership structure (Resident Advisors, Senior Resident Advisors and Residential Support Officers), with clear escalation points to the Principal and Dean of Students)
  - Embed explicit gender-based violence definitions, reporting pathways and response procedures across all relevant College policies
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### Area of operation: Policies and procedures

The John Flynn College adopts the University's prevention actions, policies, procedures, reporting pathways and support systems to ensure every student receives a consistent, trauma informed, victim centred response.

In line with the National Code (Standard 2.1) and JCU policy requirements, The John Flynn College will:

- Require **all Residential Assistants, residential staff, and employees** to declare whether they have been investigated for, or found to have engaged in, conduct constituting gender-based violence in previous employment or in any legal process.
- Require staff to declare any **intimate personal relationship** with a residential student.
- Refer all declarations to the **Chief of Staff (JCU)** for risk assessment, advice on management plans, and recording in the JCU Residential College Risk Register.
- Ensure recruitment and position descriptions for RAs and staff reflect these requirements.
- Ensure all staff understand their obligation to refer matters immediately to JCU Respect Misconduct Officers.
- Ensure residential leaders and staff complete the required training delivered by JCU.
- Support communication and logistical tasks associated with prevention activities.
- Maintain records required under contracts and provide information requested by JCU for evaluation or compliance with the National Code.
- All Residential Assistants and first year students must participate in an education program on alcohol awareness and harm minimisation. Records of attendance will be kept on the College's database.
- Students are required to follow the 'Student Code of Conduct' – this policy outlines breaches of the Code of Conduct, obligations and expectations of residents, compliance, breaches, ways to report misconduct and the relevant support available
- The Alcohol policy promotes the safe responsible use of alcohol at The John Flynn College. This policy applies to all residents and visitors and prohibits intoxication, disorderly behaviour, underage drinking, drinking games and any conduct that disrupts others or breaches relevant laws and College expectations. Alcohol is only to be consumed in approved areas, within set time, set time limits, with strict limits on numbers, noise and storage. The Student Association events must follow detailed harm minimisation guidelines, including RSA supervision, food, water, boundaries and strategies to prevent intoxication, underage drinking, hazing and binge drinking. Alcohol free periods apply during O week, before and during exams. Intoxicated or disorderly persons must be reported to RA's who follow safety protocols. All residents must complete alcohol awareness education and alcohol must be served and consumed in a way that protects safety, privacy and good order of the college.
- The John Flynn College Student Code of Conduct outlines the standards of academic, personal, and professional behaviour expected of all residents across all College-related activities. Students must act with honesty, integrity, respect and fairness; uphold safety; follow College policies; use property responsibly; avoid discrimination, harassment, bullying, violence, or unlawful behaviour; and contribute to an inclusive, tolerant community. They are responsible for their own conduct, for seeking support when needed, and for complying with reasonable directions from College staff. Misconduct—including behaviour causing harm, damaging property, breaching policies, disrupting others, or bringing the College into disrepute—may result in disciplinary action, removal from campus, or police involvement. Reports of misconduct are handled by the Principal, with procedural fairness ensured, and confidentiality maintained.

James Cook university has provided policies, procedures, reporting pathways, education, training, resources and specialist staff. Policies have been adopted from the JCU Respect Whole of Organisation Action plan

## Policies and procedures

### Enablers

The John Flynn College formally adopts

- JCU Respect program and action plan
- The University's Gender-based Violence and Sexual Misconduct Policy and Procedure
- The University's single reporting, disclosure, support and complaint pathway
- The University's prevention education activities and training requirements for students and residential staff.
- Gender-based Violence policy state investigations to be carried out using a trauma informed, victim centred approach
- Clear alcohol restrictions that prevent harm, including bans on binge drinking, hazing, coercion, drinking games and unsafe equipment
- Strong harm minimisation measures for events, including RSA supervision, food, water, boundaries and emergency protocols are in place
- Student Code of Conduct requiring respectful, safe and responsible behaviour
- Disciplinary processes to address harm quickly and fairly
- Explicit prohibition of discrimination based on gender, sexuality, race, disability or culture
- Strong protections against harassment, bullying, intimidation and violence
- Privacy and confidentiality safeguards with vulnerable groups
- Equal access to college facilities
- Clear definitions of unacceptable behaviours, including harassment and discrimination
- Safe, confidential single reporting pathway
- Fair and transparent misconduct pathways
- Immediate intervention powers to stop harmful behaviour
- Pre-cautionary measures in place to protect the discloser
- Established pathway for support

### Systemic risks

- All policies address gender inequality and other forms of inequality, address gender-based violence as a human rights violation/safety issue, and addresses individual misconduct and precautionary measures around protecting the victim survivor

## Policies and procedures

### Barriers

- Policies-Practice Gap: not applied consistently by staff
- Consistent updating of policies by JCU
- Possibility of lack of understanding by some staff and residents
- Turnover of staff and residents
- Cultural Resistance or Entrenched Norms

### Key actions in response

- Align The John Flynn College's policies and procedures with James Cook Universities frameworks, including JCU Respect, consent and gender-based violence policies
- Publish all relevant College policies, procedures and reporting pathways on the student portal to ensure accessibility and transparency
- Provide ongoing education to staff and residents on College policies, consent, gender-based violence, acceptable behaviour and reporting obligations, including mandatory participation in JCU Respect training
- Reduce barriers to reporting by promoting open, clear and trauma informed communication pathways
- Establish and clearly communicate support and escalation pathways through College's leadership structure including RA's, SRA's, RSO's and escalation to the Principal and Dean of Students
- Require all Residential Assistants, residential staff, and **employees** to declare whether they have been investigated for, or found to have engaged in, conduct constituting gender-based violence in previous employment or in any legal process.

### **Area of operation: Management and governance**

The John Flynn College operates as an affiliated residential college of James Cook University (JCU). The College is governed by a Council who have the final responsibility for the successful operations of The John Flynn College. In general, it is responsible for and has the authority to determine all matters relating to the policies, practices, management and operations of the College. It is required to do all things that may be necessary to be done in order to carry out the objectives of the College. In carrying out its governance role, the main task of the Council is to drive the performance of the College. The Council must also ensure that the College complies with all its contractual, statutory and any other legal obligations, including the requirements of any regulatory body.

The Council is charged with overseeing, reviewing and ensuring the reliability and effectiveness of the College's compliance systems. As such, compliance is a quality control system that is part of a proactive risk management strategy. To carry out its compliance function, the Council commits to the following:

- The Executive Committee is responsible for overseeing the College's compliance systems and reporting to the Council on those systems.
- A Code of Conduct for the College ensures the highest of ethical standards and business behaviours are maintained.
- The Executive Committee is to ensure that systems, processes and procedures are adopted to ensure full compliance with all relevant laws and regulations.

The Council complies with its reporting requirements under the Australian Charities and Not-for-Profits Commission Act 2012 and relevant Australian Taxation Law.

Day to Day operations is managed by the Principal and CEO, supported by a small management team. Together, this management team provides strategic leadership and ensures the smooth, safe and values driven operation of the College. They oversee student wellbeing, staff coordination, finance, facilities and risk management, while upholding the College's values and regulatory obligations. Management supports the student community and ensures compliance with policies and the National Code and leads continuous improvement across all areas of the College's operations.

## Management and governance

### Enablers

- Members of management and Council committees understand gender-based violence
- Diversity in management and Council body members
- How the college's strategic documents reflect a commitment to gender equality, respect, diversity and inclusion
- Any regular environmental audits undertaken by management/council body
- Strategic plan reflects and embeds The John Flynn college's safe cultural framework
- Management and Council participate in online training on gender-based violence
- Commitment to James Cook University's Gender based violence and Sexual Misconduct Policy and Procedure.
- Clear governance structure with strong accountability from a formally constituted College council with defined authority, responsibilities and power.
- Strong ethical and behaviour standards across staff and residents

### Systemic risks

- The Council bodies and management recognise and treat gender-based violence seriously
- The John Flynn College follows JCU's policies, procedures and single reporting pathway
- Vulnerabilities during leadership transitions: through changes in the Council, Management staff or Leadership teams may result in momentarily loss of continuity

### Barriers

- The College Principal is appointment by the Council, all other management is appointed by the Principal.
- No measurement of management/council body's performance on leading gender equality initiatives
- The College Council are appointed by the Uniting Church and JCU
- Limited resources (personal) to continually monitor and immediately adapt to changes within the National Code

## Management and governance

### Key actions in response

- Embed gender-based violence (GBV) prevention, reporting trends and early intervention monitoring as a standing agenda item at council meetings, including tracking response time from concern raised to action taken, response to concern and appropriateness of support provided
- Produce and table annual GBV prevention and response reports and from analysis of data, recommendations for continuous improvement against prior key actions
- Deliver targeted governance training on gender equality and gender-based violence to all Council members
- Maintain close relationships with JCU and UCA to ensure timely adaptation to changes and monitoring of the National Code

**Area of operation: Community engagement**

There is currently no formal arrangement with feeder schools. Our Alumni Engagement is in its embryo phase and therefore poses minimal risk. The regional location of The John Flynn College in addition to the course offerings at James Cook University are a direct reflection of the communities and students indicated as prospective residents.

## Community engagement

### Enablers

- The little alumni engagement we do have is mostly from recent graduates of The John Flynn College, therefore, a clear understanding of the alumni's knowledge base and commitment to promoting gender equality, respect, diversity and inclusion is known.
- As our alumni engagement grows, we have a strong level of foundation of knowledge from the National Code to use as a guide

### Systemic risks

- The Alumni engagement at this point in time is in its early stages
- We are a feeder into a regional university, and we only have a small catchment our College is attractive to therefore resulting in little to no risk at this point in time

### Barriers

- With no direct feeder schools, the college doesn't directly have a base line knowledge of what residents may have of clear commitment to promoting gender equality, respect, diversity and inclusion.

### Key actions in response

- Ensure promotional and marketing materials reflect a consistent message around the safeguards at The John Flynn College and promote gender equality.