



Gender-Based Violence Whole of Organisation Assessment

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1. The Whole of College Assessment

Standard 7.2 of the National Code requires student accommodation providers that are controlled by or affiliated with a higher education provider to publish a Whole-of-Organisation Prevention and Response Plan (Plan) that, among other requirements:

- 7.2(d) includes a Whole-of-Organisation assessment that identifies systemic risks, enablers and barriers to preventing Gender-based Violence.
- 7.2(e) includes actions that will be taken in response to findings of the assessment’.

‘Whole-of-Organisation’ is defined in the National Code as:

‘...an approach applied across all areas of a Provider’s operations, including any Student Accommodation which it directly owns, operates and/or manages, or the operations of a Student Accommodation Provider or Affiliated Student Accommodation Provider as the context requires it, and at all levels that is evidence-informed, uses multiple strategies and is subject to ongoing monitoring and evaluation, including:



- a) *leadership, culture and environment.*
- b) *structures, norms and practices.*
- c) *systems and infrastructure.*
- d) *service delivery, such as curriculum, teaching and learning.*
- e) *Policies and Procedures.*
- f) *management and governance.*
- g) *community engagement.'*

2. Executive Summary

The College has completed a whole-of-organisation assessment against the National Code to Prevent and Respond to Gender-Based Violence (2025) to identify key enablers, systemic risks and barriers, and to define priority actions to strengthen compliance and best practice.

The assessment indicates that the College has positive enablers in place and a strong commitment to student safety and wellbeing. Also identified are those systemic risks and barriers that require coordinated action to ensure responses are consistent, survivor-centred, trauma-informed and aligned with the Code's expectations and requirements.

Key Enabling Environment

- A clear institutional commitment to preventing and responding to GBV, supported by leadership and governance engagement.
- Strong pastoral care and residential engagement model enabling early identification of concerns and informal support.
- Established links with university services and external specialist providers to support referral and escalation.
- Willingness among staff and student leaders to engage in training and cultural change initiatives.

Systemic Risk

- Governance and accountability gaps, including limited formal oversight, escalation thresholds and routine reporting to the Board.



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- Inconsistent staff and student leader capability, particularly in trauma-informed response, confidentiality, and reporting obligations.
- Variable response practices, creating risk of inconsistent outcomes for those who disclose GBV.

Barriers

- Lack of consistency in reporting pathways for students, particularly after hours.
- Cultural and social barriers within a residential setting, including fear of repercussions, peer dynamics and concerns about confidentiality.
- Limited resourcing and reliance on key individuals, creating sustainability and continuity risks.
- Absence of structured feedback and continuous improvement mechanisms informed by data and lived experience.

Priority Actions

The Whole of Organisation Plan will outline Trinity Residential College's approach in response to this assessment plan.

Conclusion

The assessment confirms that while the College has a strong values-based foundation, systematisation, consistency and capability uplift are required to fully meet the National Code's expectations. Implementation of the priority actions will reduce risk, improve survivor safety and confidence, and ensure a compliant, transparent and sustainable GBV prevention and response framework.

3. Introduction

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



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- 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, 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 shows that the likelihood of violence increases when men that hold discriminatory attitudes towards women and other people misuse alcohol.

Trinity Residential 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 and evidence-informed overview of Trinity Residential 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 college as they may align with areas defined in the National Code.

This assessment was completed by the Deputy Head of College responsible for student wellbeing and support and informed by the following sources of information:

- Biannual resident survey data.
- Consultation with and feedback from residents and staff.
- Board meeting Minutes.
- Governance documents including Strategic Plan, compliance register and risk register.
- Data regarding disclosure incidents over the past four years.
- Staff and student cultural audit and observations.
- Analysis of policies, procedures and codes for alignment with legislative and best practice compliance.
- Feedback from Resident Advisors and International Students.



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- UCA and APSAA guidance, webinars, and professional development opportunities.
- UWA Safer Communities Framework and UCA Safer College Communities Framework.

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

4. Area of Operation: Leadership, culture and environment

Introduction

Trinity Residential College is committed to fostering a physically and mentally safe, respectful and inclusive residential community in which gender-based violence is not tolerated. Clear expectations for behaviour, accountability and care are relayed at key times, and actively promotes a culture of respect, consent and shared responsibility.

Through visible leadership commitment, and strong pastoral engagement, the College seeks to create an environment where concerns can be raised safely. Disclosures are responded to in a trauma-informed manner and continuous improvement is embedded across the College.

Leadership Structure and Pastoral Support

Trinity Residential College is led by the Head of College and CEO. An additional three members of staff comprise the College Leadership Team, who oversee various areas of college operations.

The College Counsellor provides confidential support and coordinates wellbeing programs; the Academic Programs Advisor provides academic support and programs to enhance academic success, as well as pastoral care leader.

The Resident Advisor team comprise 23 leaders appointed by the Head of College and CEO/Deputy Head and they are led by two Senior Resident Advisors. This team provide pastoral support, organise social events, perform out of hours duties and manage a portfolio in an area of interest.

The Board

The College Board governs the College and appoints the Head of College and CEO. The Board approves the Strategic Plan and annual budget as well as oversee risk, compliance and organisation performance.



Leadership, culture and environment

Enablers

- Highly engaged and capable staff who show care for each other and the students. Our measured culture is very close to the 'ideal'.
- Multi-lingual staff present greater opportunity for communication to be accurately shared between staff and students and reassure international students they are understood in their first language.
- The Board members possess skills and experience across a matrix of areas to provide guidance and assess risk. There is a proactive appetite to risk mitigation rather than a reactive approach.
- Strong relationships with residents; close monitoring of staff and student culture; three staff residing on campus which allows the ability to respond and intervene early; in very close proximity to our affiliated university.
- 6.2 acres with much green space; Dining Hall accessible all day; indoor Gym and recreation centre, Study Centre and Social common areas, Zen Den for quiet reflection.
- 24-hour CCTV and good lighting after hours.
- Designated Counsellor employed three days per week. Qualified to teach Mental Health First Aid which is offered to all residents. Designated part-time Academic Support Coordinator.
- There is diversity amongst the staff and student population in gender, age, ethnicity, sexuality and race. The Head of College is a gay male with a partner and two young children.
- Collaborative working relationship with UWA Security, UWA Safer Communities team to deliver education and training to our Staff and residents and consultation and support from the UniAccess team.
- Diversity, Equity and Inclusion policy recently created. Framework to be mapped in 2026 with a student committee.
- Compulsory onboarding modules for all new students including Meet the Staff, Code of Conduct, Alcohol and Drugs, Wellbeing, Respectful Relationships, as well as required attendance at a peer-



	<p>led Bystander workshop. Inaugural peer led ‘Celebrating Diversity and Inclusion’ workshop in 2025.</p> <ul style="list-style-type: none"> • Poster on every resident door with important contact information for any emergency, as well as a flow chart on the disclosure process. During Orientation, all residents are informed about consent, the law, disclosure, and support.
<p>Systemic risks</p>	<ul style="list-style-type: none"> • Most staff and residents have some knowledge of gender-based violence but there are gaps in understanding how this manifests and its effects. • Some limitations exist as to how Staff and Student exit surveys are being used to inform best practice • Service of alcohol at some events and approval of residents to bring their own drinks to some events. • Approval for residents to drink in their own room and one common area in the evenings for two hours. • Mixed gender wings. • Only 3 staff reside on campus, and they have to cover for each other’s absences. Preventative visibility and presence after hours is limited.
<p>Barriers</p>	<ul style="list-style-type: none"> • Semesterly turnover of residents may present challenges in maintaining positive culture. • When large numbers of students live in a community together, there is some limitation to complete mitigation reduction. • Limited visibility of staff in promoting safe and respectful environments.
<p>Key actions in response</p>	<ul style="list-style-type: none"> • Introduce mandatory annual GBV, consent, and trauma-informed practice training for all staff and residents, with refreshers each year for returning residents and staff, and regular ‘top up’ education for Resident Advisors. • Procedures for incident reporting and updated GBV policy and related policies to be updated and published.



	<ul style="list-style-type: none">• Develop and publish a Leadership Behaviour Charter that sets clear expectations about modelling respect, addressing sexism, and challenging stereotypes.• Establish a visible leadership presence: regular walkthroughs during and after hours, attendance at student events, proactive engagement during mealtimes.• Implement a Gender Equality Action Plan that includes targets for representation among student leaders and staff.• Include in the biannual new student transition survey questions on respect, equity and inclusivity.• Formalise a communication strategy where the Head/Deputy Head reiterate key messages on respect, inclusion, alcohol safety, and reporting options throughout the year.• Create a Leadership & Culture Working Group including residents, RAS and Staff representatives.
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5. Area of Operation: Structures, norms and practices

Introduction

Resident Services is led by Deputy Head of College (Female) and predominantly female staff. Consideration is always given to achieving equal gender balance in the Resident Advisor team. In 2026, this is slightly in favour of females.

Finance and Administration led by Director of Finance and Administration (Male). All others female. Community Relations, Marketing and Admissions led by Director of Marketing and Community Relations (Female) and 2-1 ratio female to male.

Property, Maintenance, Cleaning led by Property and Maintenance manager (Male). Property and Maintenance all males. Cleaners predominantly female. Catering led by Catering Manager (Male) Equal distribution male – female.

The Senior Leadership Team comprises equal male and female numbers. The Board is gender-diverse and led by a female.



Structures, norms and practices	
Enablers	<ul style="list-style-type: none">• The values and expectations of the College are introduced to every new student during orientation (Welcome Week program) every semester.• Breaches of the Code of Conduct are managed promptly by staff and reinforcement of expectations addressed via our communication channels. The values of the college reflect a commitment to gender equality, respect, diversity and inclusion.• Safety and Wellbeing is discussed with residents during orientation every semester and residents are required to complete a compulsory module online when they join the College.• Resident Advisors follow a rigorous training schedule at the start of the year, covering all aspects of the role with a dedicated Aboriginal and Torres Strait Islander RA and International Engagement RAs.• Discussion of pastoral care and operational practices are fortnightly between senior pastoral staff and informally amongst all relevant staff daily.• On every wing noticeboard is reinforcement on Expectations, Rules, Support Information and Resident Advisor contacts.• Whole staff meetings are held at least fortnightly where updates from teams are shared, Senior Leadership and HR Meetings are fortnightly at which policy, practices, strategy and staffing are discussed. Resident Advisor team meetings are weekly with the Head and Deputy of College and Wing Teams and the SRA team meet the Deputy fortnightly to discuss issues, concerns, events, and best practice.• Each fortnight during semester the College sends a newsletter to all residents who are residing on site. This newsletter includes a link to the Resident Portal where residents can make a formal booking to see the Counsellor or Academic Support Coordinator.• Open door policy amongst all staff for other staff and residents. Staff eat together at lunchtime in the College dining hall.



	<ul style="list-style-type: none"> • Advice and collaboration sought between the Deputy Heads of Colleges on College Row and discussion of best practice at regular meetings. • The College has social recreational mixed gender teams as well as single sex. UWA’s Inter-College sport competition includes single sex and mixed sports teams and the College holds trials for anyone to participate. UWA Sport deliver diversity and Inclusion education. • The InTRINsic Program is fully inclusive and encourages student led activities/education. • All new residents are encouraged to complete a transition survey comprising satisfaction questions around pre-arrival and arrival experiences. • Exit Surveys are encouraged when residents leave the college. • A Sensory Room enables residents to have a quiet, calm space when they feel overwhelmed, especially neurodivergent students.
<p>Systemic risks</p>	<ul style="list-style-type: none"> • Pre-drinking before going out is a normal and accepted activity. • The College has not initiated an opportunity to date for men identifying-only or women identifying-only residents to discuss gender equality, respect, diversity and inclusion in the past. • Some traditions remain popular but may reinforce stereotypes such as Proposal Week and potentially exclude LGBTQIA+ residents. • The only security overnight is a Duty Officer, who is a Resident Advisor and locks up facilities at 10.00pm before going to bed. Resident Advisors are first responders in the event of a subsequent call-out, and personal judgement is required in deciding to escalate a GBV-related incident to senior residential staff who are on call.
<p>Barriers</p>	<ul style="list-style-type: none"> • There may be some resistance from older staff who have pre-conceived ideas about gender-based violence and an unwillingness to learn more about it. • Staff are line-managed by a member of the Senior Leadership Team. There can be different expectations for some staff than others depending on who the line manager is.



<p>Key actions in response</p>	<ul style="list-style-type: none">• Map and document all informal and formal traditions, rituals and practices, identifying any with gendered, exclusive, or harmful elements; redesign high-risk traditions.• The Staff and Student Complaints Policy as well as promotion of the National Student Ombudsman reflects a commitment to safety and improvement of the student and staff experience.• Review and strengthen Residential Advisor and Staff protocols to ensure consistent, accountable responses to disclosures or early-warning signs.• Introduce structured Wellbeing and Safety Conversations at set intervals each semester for all residents, not just new residents.• Embed stronger gender equality and respect themes into orientation, events, and community-building activities.• Implement peer-led initiatives to reinforce positive student voice such as a Diversity, Equity and Inclusion Committee/Culture Committee.
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6. Area of Operation: Systems and infrastructure

Introduction

The College maintains a structured and integrated framework to prevent and respond to gender-based violence, supported by clear governance, defined reporting pathways and access to specialist support.

The College utilises confidential case management processes to record, assess and respond to disclosures in a trauma-informed manner, with information access restricted to authorised senior staff.

Residents and staff are provided with multiple disclosure and reporting options, including informal disclosures, formal complaints and anonymous reporting pathways, with clear guidance on escalation and external referral where required.

The College has established relationships with external expert support services to ensure timely access to counselling, medical, legal and crisis response for affected individuals.



Secure IT systems and data handling protocols are in place to protect sensitive information in accordance with privacy obligations. Physical security measures including RFID controlled access, CCTV in common areas, after-hours security response and incident logging and resident safety. UWA also provide after-hours back-up support.

These systems are underpinned by regular staff training, documented procedures, and continuous review to ensure alignment with the National Code and best-practice standards.

Source information

- Review of afterhours escalation protocols and Duty Reports.
- Resident Advisor feedback and input.
- Staff input.
- Biannual resident satisfaction survey and Exit Survey.

Systems and infrastructure	
Enablers	<ul style="list-style-type: none">• Whole-of-college approaches to case management, clear policies, including IT for recording and reporting. Clear escalation structure for after-hours incidents.• Risk Register & Compliance Register ensure we assess our areas of operation. The sub-committee of Board members, the FARM Committee, is also an avenue for monitoring risks and operations on a governance level with people who have leadership experience in risk management.• 24-hour CCTV and two staff on site and on call. Duty Officer on active duty after hours every day of the year. Every resident is given the Duty Officer contact number when they arrive. Staff members are on call to support the Duty Officer at any given time. Wing Resident Advisors create a wing digital messaging group, and all residents in that wing are encouraged to join this. Messages can be shared via that platform.• Gated campus with fob/key for access. UWA Security patrol the local area regularly.• Every resident has their own unique room key.



	<ul style="list-style-type: none"> • Lighting prevalent around grounds. • The Resident Portal is a means of logging maintenance requests and updating personal details. It also includes resources and information on College process, support and staff. • Communication with residents effective when they all join the WhatsApp group. • SMS Text Alert functionality exists within the College’s CRM (StarRez) for important, immediate, serious messages. • Our College corporate social media and digital channels are monitored for reputational damage and customer insights. Data is protected in the Resident Portal and CRM (StarRez). Limited staff access to platforms in StarRez according to relevance and requirements. • Designated social space for housing large numbers of residents with snack food offering, and limited alcohol consumption for 2 hours only up to 9.00pm. • Noise curfew in place. • Wi-Fi filters and censoring in place. • All spaces are only accessible via a fob or key. Only the Duty Officer on call has access to a master key.
Systemic risks	<ul style="list-style-type: none"> • The College does not currently have a digital conduct policy. • CCTV sometimes fails. • Students being laissez-faire about security, letting in non-residents and not locking doors. • College Privacy Policy needs to maintain currency. Changes to Privacy Legislation that are before the Federal Senate may impact current business processes and systems.
Barriers	<ul style="list-style-type: none"> • Difficulties in balancing physical privacy with natural surveillance. • Culture and tradition of not locking doors.
Key actions in response	<ul style="list-style-type: none"> • Implement the GBV Policy, which includes educating and training staff and residents on the drivers of GBV, its effects, and a trauma-



	<p>based approach, as well as clear guidelines for staff to respond to disclosures.</p> <ul style="list-style-type: none">• Amend the existing procedure of disclosure/reporting pathways to ensure clarity and visibility in accordance with the National Code and UWA protocols. Produce a clearly understandable online flowchart and put this on every resident door.• Implement a secure case management system for anonymous and named GBV-related disclosures.• Improve after-hours safety protocols, including staff escalation guides, duress systems, and safe transport supports.• Review Wi-Fi and IT systems for controls against image-based abuse, device exploitation, and cyber-harassment.• Improve environmental design in high-risk locations: lighting, line of sight, secure access points, gender-inclusive facilities.• Ensure all staff on duty have a clear understanding of the Critical Incident Response Plan.• Review the College's Privacy Policy in alignment to the National Code and review best practices.
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7. Area of Operation: Service delivery

Introduction

Trinity Resident College currently offers over 420 residents a fully inclusive offering including three meals daily, WiFi, Utilities, Amenities and Parking.

Facilities include 8 accommodation wings, Dining Hall, Resource/Study Centre, Conference Centre, Social spaces, Music practice rooms, Sensory room, Gym, and Indoor and Outdoor recreation spaces.

Counsellor on site three days weekly. Academic Programs and Support Coordinator resides on site and is employed three days per week. Services are included in Accommodation Fees.

Residents may participate in all the programs on offer at the College such as trips, InTRINsic, the annual Ball and Gala, and Graduation Dinner and Inter College Sport.



Source information

- Staff feedback
- Resident feedback
- Current Programs

Service delivery	
Enablers	<ul style="list-style-type: none">• All-inclusive accommodation contracts mean no add-on fees, no surprises.• Three meals per day encourage attendance in one eating space and greater opportunity to socialise and be seen.• The College amenities include specific study spaces, music rooms, relaxation areas, and sports areas encouraging purposeful activity and social interaction.• The InTRINsic Program delivers wellbeing opportunities, life skills, service opportunities and social activities for all residents. Open invitations for residents to deliver educational sessions and activities which reinforce the importance of student voice, diversity, inclusion and respect.• The Counsellor is accessible to all, as is the Academic Programs Coordinator. A Duty Officer is on call for after-hours matters every day of the year. Two residential staff members provide additional support after hours.• Resident Advisors reside in every wing and provide additional care to their wing residents.• Free tutoring, careers' guidance, and counselling is offered throughout the year.• A formal College orientation (Welcome Week) is offered to every new student comprising social events, important information about living on campus, and respectful relationships/consent.• The College embeds messages of respect, diversity and inclusion into orientation, pastoral care, fortnightly RA safety and wellbeing



	<p>checks in wings, and reinforce these through regular contact with residents.</p> <ul style="list-style-type: none"> • Students can opt for single-sex corridor accommodation. • Unisex bathrooms exist in the Dining Hall and in some of the accommodation wings. • Collaborative community interaction enables effective whole-of-organisation messaging. • Refurbished Dining Hall offers a pleasant space for eating meals and catering options accommodate resident dietary requirements. • Resident room cleaning and social spaces are cleaned weekly. Common areas, such as shared bathrooms, are cleaned each working day.
Systemic risks	<ul style="list-style-type: none"> • Resident Advisors are deemed staff members and although trained in many areas, are still young adults, many of whom have not been exposed to threat, violence, or confrontation. • Training and education has traditionally focussed on RAs and first-year residents rather than a focus on the broader student cohort.
Barriers	<ul style="list-style-type: none"> • Limited ability to change layout of accommodation. • Some residents do not wish to be involved in the life of the College, perceiving accommodation only as the reason for living on campus. These students are more difficult to monitor if they wish to remain detached. • Increased residential staff to student ratio would relieve pressure points in the year and covering staff absence, as well as facilitate more opportunities to interact after hours. • Cost implications of external facilitators to deliver specialist programs.
Key actions in response	<ul style="list-style-type: none"> • Integrate gender equality, consent, respect, and safe alcohol messaging into every stage of the resident lifecycle – pre-arrival, orientation, ongoing programs, and end-of-semester transitions.



	<ul style="list-style-type: none">• Introduce specialist partnerships with external GBV, LGBTQIA+, health or wellbeing services.• Expand staff-to-resident contact points, including drop-ins, scheduled topic chats that incorporate respectful behaviour expectations and cultural reviews, and student-led committees.• Focus on all residence education.
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8. Area of Operation: Policies and procedures

Introduction

The College has a review framework for all policies and procedures which is managed by the Governance Officer.

Individual policies are typically the responsibility of one staff member. The Board also hold responsibility for approving specific policies.

Policies relating to safety include; Gender-Based Violence and Sexual Misconduct, Code of Conduct, Accommodation Contract and Terms and Conditions, Alcohol, Drugs, Critical Incident, U18 International Students, Mental Health, First Aid, Out of Hours, plus 6 online modules that are compulsory when students arrive at the college.

The College's Gender-Based Violence and Sexual Misconduct Policy provides clear, accessible pathways for disclosures and reports and is underpinned by a person-centred, trauma-informed and safety-focused approach. Our policies operate as an integrated framework designed to support a safe, respectful and inclusive residential community, behavioural expectations are clearly set out, and reporting options and response pathways are well defined.

Policies addressing sexual misconduct and gender-based violence are aligned where appropriate with UWA and College Row, providing a consistent and coordinated framework for students.

Source information

- Policies and Procedures
- Legislation
- Annual organisational review of policies.



- UWA policy framework
- Ongoing feedback from staff and RAs.

Policies and procedures	
Enablers	<ul style="list-style-type: none">• The College’s employee policies reflect a commitment to promote a safe and inclusive workplace, comprising such policies as Social Functions Guidelines, Misconduct Policy, Respect at Work Policy and Workplace Code of Conduct.• Policies represent and include all women and LGBTIQ+ people, including people with disability, Aboriginal and Torres Strait Islander people, people of diverse genders and people from diverse cultural backgrounds.• The Resident Code of Conduct includes what inequality and discrimination look like and how this is not acceptable. It lays out community expectations and support systems clearly and accessibly. Related policies address a resident-centred approach, the priority of which is safety and security, as well as inclusion and equity. Consent for Counselling, GBV, Mental Health and Wellbeing, Sexual Misconduct, Student Mental Health Support, U18 International Student Policy, Diversity, Equity, and Inclusion Policy and Action Plan, and the Gender-Equality policy are examples of this.• Risk Register ensures that policies are regularly reviewed and updated.• Clear policy ownership and approvals to ensure relevant staff oversee relevant policies and procedures.• Consideration of responsibilities and impacts for staff, residents and visitors in all policies.• Finance, Audit and Risk Sub-Committee ensure Board have detailed information on risks and provides forum for in-depth feedback on college procedures and risk mitigation strategies.• RA training comprises a rigorous focus on a wide scope of scenarios and topics, including on alcohol and drugs, mental and physical health, event and risk management, sexual misconduct and



	<p>response to disclosures, cultural awareness and diversity, neurodivergence, current college policies such as the U18 International Student policy, and the Code of Conduct, brand and reputation, as well as personal safety and care. RAs are required to complete First Aid training, adhere to disclosure legislation, and obtain a WWC card.</p> <ul style="list-style-type: none">• Staff onboarding includes adherence to legislative requirements, reference checks, and in some cases, obtaining a Working with Children card.• All residents complete compulsory online modules as part of the onboarding process and sign the Accommodation Agreement and Code of Conduct before arrival.• Governance Coordinator manages the administrative duty for policies, reflecting a commitment to safe practices.• Reporting and support processes are clearly identified on the back of every resident door to ensure visibility for residents that need them.• Gender-based violence, gender diversity, sexual orientation, disability, cultural and racial background are all specifically named/addressed in the resident Code of Conduct.• College policies and procedures are de-gendered to ensure they encompass and include ALL staff and residents, regardless of identity.
Systemic risks	<ul style="list-style-type: none">• Policies can be complex or use confusing terminology for international students for whom English is not a first language• Resident Code of Conduct does not explicitly address gender inequality although it implies it in alignment with all inequality. This may be misconstrued as not important.• Lack of consistent and visible messaging by staff to address collective attitudes and behaviour, particularly on the topic of alcohol.



	<ul style="list-style-type: none"> • Relying on a specific member of staff to manage disciplinary matters can result in ineffective results, burn out, and a degeneration of goodwill.
Barriers	<ul style="list-style-type: none"> • Lack of awareness or willingness amongst residents to understand the suite of College policies. • Confusion, disinterest, and lack of confidence of staff to address GBV disclosures and handle conversations effectively, limiting risk of traumatisation. 'Above my pay grade' mentality.
Key actions in response	<ul style="list-style-type: none"> • Complete a full policy suite overhaul to meet National Code requirements, for example, Gender-Based Violence Policy, SASH Response Protocol, Alcohol and Drug Policy, Conflict of Interest & Staff Disclosure requirements. • Update policies to embed trauma-informed practice, explicit recognition of GBV as a safety/human-rights issue, inclusive language for all women and LGBTIQ+ residents. • Consolidate as many policies as possible to achieve a higher rate of awareness amongst residents. Continue to simplify language to assist international students. • Require all RAs and staff to sign an annual acknowledgement of key safety policies. • Align disciplinary processes with fair, transparent, gender-aware practice (e.g., no panels dominated by one gender; no automatic relocation of victim-survivors). • Create policy quick-reference guides for staff, including RAs, and including out of hours.

9. Management and governance

Introduction

The Trinity Residential College Board comprises the Chair plus nine other members from a variety of professions. Presently the Board is composed of three alumni and two employees of UWA, one of whom is a UWA Senate appointee.



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Governance is exercised by the Board and operational leadership delegated to the Head of College and CEO. The College Leadership Team supports the Head of College and CEO to ensure stability and clear decision-making across all areas.

The College Leadership Team (CLT) comprises the Head of College and CEO, Deputy Head of College, Director Finance and Administration and Director Marketing and Community Relations.

All Staff of sub-departments have reporting lines to a member of the CLT – for example, the Property and Maintenance Manager manages a team and reports to Director Finance and Administration.

Source information

- College Constitution
- Uniting Church WA Synod requirements
- Board Minutes
- Governance Officer feedback
- Strategic Plan
- Staff cultural audit. Consultation with staff and students.

Management and governance	
Enablers	<ul style="list-style-type: none">• Training is given to all staff, with consideration for how their roles operate within the College and the type of information on GBV most relevant to them. Presentation also delivered to the Board on the National Code legislation to ensure they remain informed and upskilled. Chair of the Board attended Staff Training.• Inclusion and community are a core part of the College’s vision, mission and values. The Strategic Plan outlines resident and staff experience and culture, identifying safety, equitability, diversity and inclusivity as strategic priorities with initiatives to address these areas.• Annual audit conducted by external body, plus biannual resident survey, biennial staff culture benchmarking survey and Exit Surveys.



	<ul style="list-style-type: none"> • Open door policy by all staff for other colleagues and residents. Regular ‘check-ins’ on staff by staff, as well as wellbeing check ins for all residents by RAs and Resident Services staff. First-year residents also attend a mandatory first semester check-in with a Resident Services staff member. • Management/the Board perceive GBV to be a top priority regarding policy, safety, and to achieve best practice compliance. • Three members of the College Leadership Team sit and report at Board meetings, as well as the Governance Coordinator who manages the Incident Register and takes Minutes. • The Budget (2026) includes an additional cost for an Investigation resource following a formal report made of GBV.
Systemic risks	<ul style="list-style-type: none"> • Resources have not been allocated in the past to prevention programs or activities specific to GBV, although sexual misconduct has always been an integral part of onboarding and RA/Staff training. • The Board has traditionally not been visible at many College events and therefore rely on Management to inform them of what happens on campus.
Barriers	<ul style="list-style-type: none"> • Appointment of the Head of College and CEO is governed by the Board. Board members are governed by Synod with little internal influence. • No measurement of management/governing body’s performance on leading gender equality initiatives.
Key actions in response	<ul style="list-style-type: none"> • Embed GBV prevention and response into Board agendas (FARM Committee), risk register, Incident Register, and annual compliance reporting. • Ensure Board and College Leadership Team complete governance-level GBV and trauma-informed practice training annually. • Introduce diversity targets for governance membership. • Adopt a governance statement publicly reinforcing the College’s commitment to safety and gender equality.



	<ul style="list-style-type: none"> • Ensure annual environmental and cultural safety audits are conducted and tabled at the Board.
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10. Community engagement

Introduction

The Trinity Residential College has an engaged community of 426 residents, as well as affiliation with UWA, partnerships with UWA College, regional schools, and global universities for Exchange and Study Abroad opportunities. Alumni are invited to deliver mentoring and career programs, as well as to formal events.

Equal numbers of international versus domestic are resident, with over 40 nationalities represented. Female admissions are slightly higher in number than males, and importance is placed on supporting regional and remote students with scholarships and bursaries.

Source information

- Current policies and engagement practices
- Code of Conduct.
- Stakeholder feedback.
- Resident testimonials and participation in marketing events.
- Staff consultation.

Community engagement	
Enablers	<ul style="list-style-type: none"> • A comprehensive marketing and recruitment plan that intentionally targets students from a wide range of cultural, socio-economic, geographic and educational backgrounds strengthens the College’s ability to foster a respectful and inclusive community. • Digital marketing channels, such as the College’s website and social media channels, provides a powerful platform to promote respectful relationships, gender equality and LGBTQIA+ inclusion through consistent content curation. It also helps attract applicants who align with the College’s core values who can in-turn contribute positively to the resident community once they arrive.



- Shared values with UWA, other residential colleges, PBSA providers and student unions, all of which have active consent-education and inclusion programs, help create a collective standard for respectful behaviour across the campus precinct.
- All new residents are required participate in an informal interview with a member of the College Leadership Team before they receive an Accommodation Offer. This provides an early opportunity to explain College values and expectations, laying foundations for later GBV and respectful relationships education.
- Alignment with UWA’s campus-wide safety initiatives (e.g., Respect Now Always, Safer Communities Team) complements the College’s own GBV-prevention work and reinforces consistent messaging around consent, respect and reporting pathways.
- Shared values within the Uniting Church WA community (particularly social justice, equality, compassion and inclusion) provide a strong ethical foundation for the College’s stance on preventing gender-based violence.
- The Uniting Church’s public commitments to supporting marginalised groups, advocating for human rights and promoting respectful relationships reinforces the College’s own policies and educational programs.
- The College also benefits from Uniting Church networks, resources and partnerships, which support values-based community engagement.
- The surrounding local area (City of Perth, City of Nedlands) demonstrates visible commitments to gender equality through community services, public information and local partnerships. Local schools, partner schools and community groups also reinforce these values.
- Local initiatives such as “16 Days in WA” (WA Government) help normalise bystander action and reinforce that respectful behaviour is a community expectation both on and off campus.
- Partnerships with local specialist services (including SARC, health providers and community organisations focused on gender equality



	<p>and LGBTQIA+ inclusion) support the College with training, referral pathways and community-led education.</p> <ul style="list-style-type: none">• Alumni embodying principles of equity, respect and inclusive leadership demonstrate the long-term value of these behaviours and help set expectations for current and prospective residents.• Opportunities for alumni engagement, especially from alumni with expertise in gender equality, social work, mental health and advocacy, offer impactful mentoring opportunities. In addition, alumni on the College Board can use their lived experience to prioritise safe environments and strengthen governance in this space.
Systemic risks	<ul style="list-style-type: none">• International variation in cultural, religious, and social understandings of gender-based violence. As the College will recruit students globally, there are significant differences in how GBV, consent, gender equality and LGBTQIA+ inclusion are understood and discussed.• Students from countries where GBV is under-reported, normalised or not explicitly criminalised, may have had limited exposure to respectful relationships education.• Marketing materials that emphasise the social aspects of residential college life may inadvertently appeal to students who hold outdated and/or stereotypical expectations of what life is like here.• Misinterpretation of College social media content, or inappropriate use and sharing of College-owned marketing material by external parties, may lead prospective students to develop unrealistic, narrow or inaccurate expectations of life here.• Schools with limited or inconsistent gender-equity education may not provide students with the foundational knowledge needed for respectful behaviour in a residential setting.• Problematic school or organisational cultures, including environments where sexism, homophobia or “boys’ club” behaviour is tolerated, can produce cohorts more likely to enact or excuse harmful behaviours.



	<ul style="list-style-type: none"> • Students from single-sex schools may have limited experience engaging socially with gender-diverse peers, which can create risks around respectful relationship skills and early social adjustment. • Variation between schools and partner organisations, even those that model positive values, may lead to inconsistent norms among residents. • Older generations of alumni may trivialise past misconduct, excuse hazing or sexist traditions, or exert pressure to maintain outdated cultural norms that conflict with modern safety standards.
Barriers	<ul style="list-style-type: none"> • Sensitivity around discussions of sexuality, gender diversity or consent in some community or cultural groups may create resistance to inclusive policies and programs. • Local stakeholders and community members around Crawley may be unaware of the College’s contemporary approach to GBV prevention, leading to outdated or incorrect assumptions about the College’s current culture. • Efforts to promote gender-inclusive facilities or LGBTQIA+ visibility may face pushback from those who perceive these initiatives as politically or socially contentious on College branded channels, for example social media. • Alumni sentimentality for past traditions (e.g., social rituals, drinking practices, hierarchical student leadership structures) can undermine attempts to modernise or reform College culture. • High turnover of residents each academic year makes it challenging to maintain consistent community relationships, embed long-term cultural change and ensure continuity of expectations. • Negative posts and misinformation shared online can undermine trust or misrepresent the College’s brand, reputation and culture, complicating efforts to promote safety and inclusion.
Key actions in response	<ul style="list-style-type: none"> • Monitor and continually refine the College marketing plan and associated activities to ensure inclusive representation across gender, culture, disability, and LGBTQIA+ identities and to avoid reinforcing narrow or outdated cultural norms.



TRINITY

RESIDENTIAL COLLEGE

	<ul style="list-style-type: none">• Ensure alignment with College partners, verifying that all partner schools, organisations, and community groups share similar values and approaches to respectful relationships and gender-based violence.• Partner with local organisations (e.g., sexual violence services, alcohol safety groups, women’s leadership organisations) to support events and training.
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