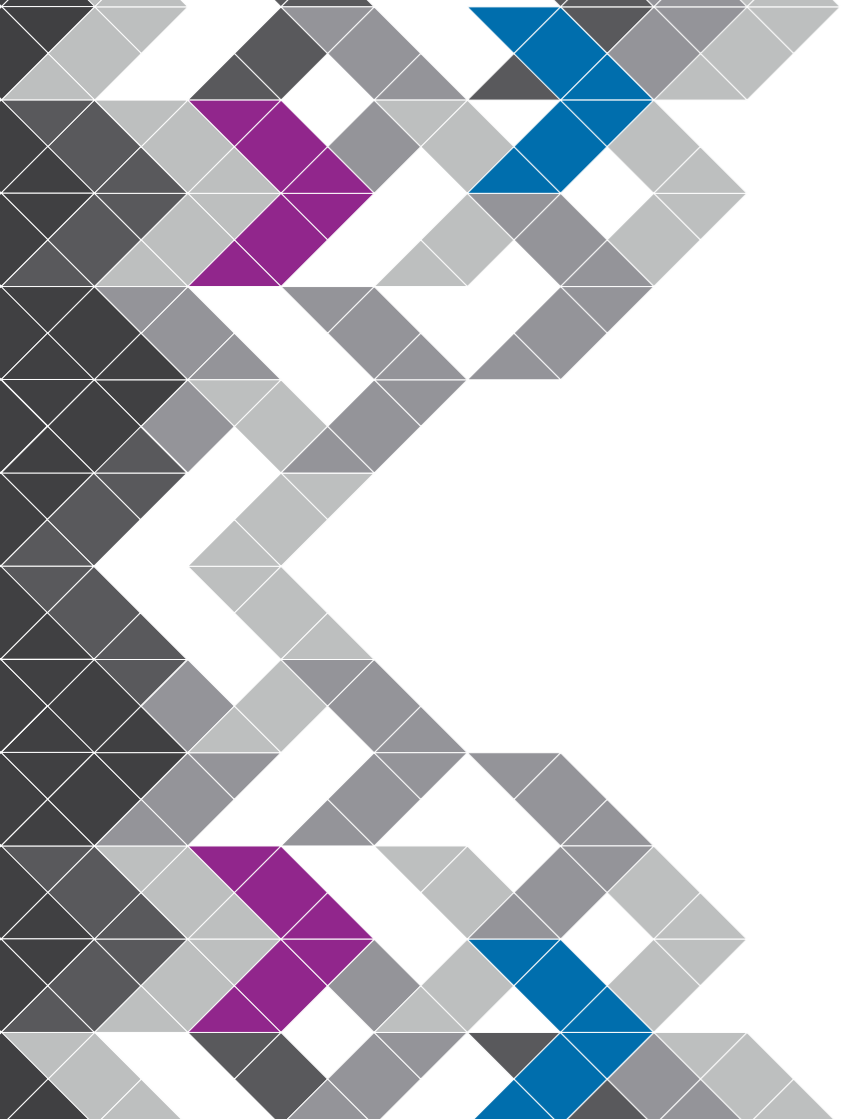


WELCOME TO  
**COMMUNITY  
SAFETY & SECURITY**



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

**Jodi Rell**

Former Governor of Connecticut



## WHY ARE WE HERE?

### WELCOME FROM THE DIRECTOR

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 (CCD) called Community Safety and Security (CSS).

CSS 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 campuses and teaching locations.

This new framework will deliver:

- ▶ A service delivery model that is fully coordinated, holistic and collaborative.
- ▶ A synchronised approach to behavioural risk management
- ▶ One 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 CSS within the Campus Community Division reflects that people are the core of our integrated service.

The next 12 months and beyond will be a journey of discovery, growth, innovation and refinement. You will all 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. I warmly welcome you to the CSS portfolio.

**Simon Kupec**

Director, Community Safety and Security

## ABOUT CAMPUS COMMUNITY DIVISION

CSS is part of CCD, which is responsible for leadership, management and innovation in providing high-quality non-academic services to Monash students and staff.

In addition to CSS, the CCD comprises of the following business units:

- ▶ CCD Administration
- ▶ Career Connect
- ▶ Chaplaincy
- ▶ Counselling and Mental Health Programs
- ▶ Disability Support Services
- ▶ English Connect
- ▶ Monash Residential Services
- ▶ Respectful Communities
- ▶ Student Engagement and Campus Experience:
  - ▶ Campus Experience and Major Events
  - ▶ Inclusive Communities
  - ▶ International Student Engagement
  - ▶ Monash Sport
  - ▶ Non-Residential Colleges
  - ▶ Orientation and Transition
- ▶ TeamMonash
- ▶ University Health Services

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 will create a more cohesive structure, ensuring our ability to respond to security issues and modern security threats and incidents is effective.

The safety of our communities and campuses is at the heart of our mission. We are very pleased to welcome CSS to CCD.

### **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** 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)** 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 20-26.**

## OUR VISION

Our vision is a safe Monash community.

## OUR MISSION

To provide for the safety, security and wellbeing of all members of the Monash community.

We achieve our mission by blending our people and processes, and carrying out strategic initiatives, while adhering to our values.

## OUR MEASURES OF SUCCESS

1. Confidence in the Monash community in the performance and value of CSS.
2. Effective integration and coordination in service delivery.
3. Improved stakeholder engagement.
4. Improved staff capability.

**Over the coming months we will work together on further developing and refining our Values and Measures of Success.**

## 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. Our success ultimately depends upon the constructive and respectful relationships we build with students and staff.

### Excellence

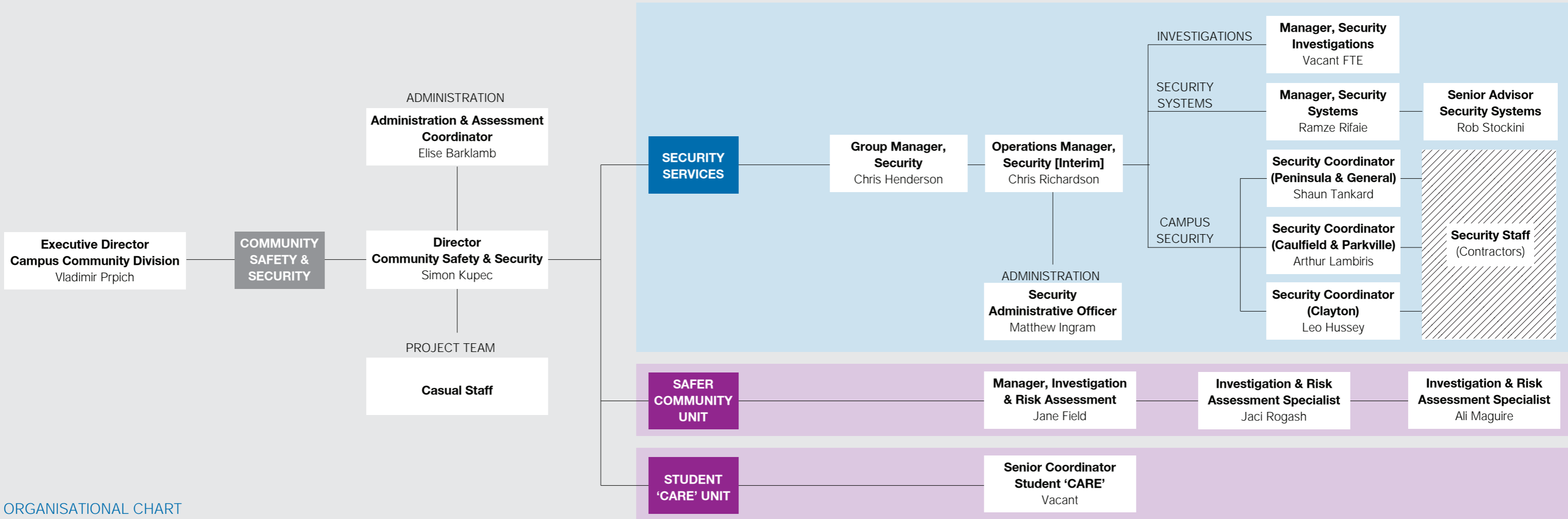
We deliver exceptional service and consistent high-level performance, and create value for the University.

### Integrity

We are impartial, responsible, transparent and accountable.



HOW DO WE WORK?



ORGANISATIONAL CHART

## OUR AREAS OF FOCUS

The pillars of our integrated service are summarised in the following chart.

Physical security	Behavioural management	Student support	Community engagement and empowerment
<ul style="list-style-type: none"> <li>▶ Incident/emergency response and management</li> <li>▶ Campus physical security (foot and mobile patrols)</li> <li>▶ 24/7 assistance line</li> <li>▶ CCTV surveillance</li> <li>▶ Security campus escorts</li> <li>▶ Security bus program</li> <li>▶ Major event management</li> <li>▶ Crime prevention initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▶ Report intake and triage</li> <li>▶ Risk assessment and management</li> <li>▶ Safety investigations</li> <li>▶ Misconduct investigations (student, staff, MRS)</li> <li>▶ Family violence coordination</li> <li>▶ Child Safe Standards coordination</li> </ul>	<ul style="list-style-type: none"> <li>▶ Referrals to appropriate support and wellbeing services</li> <li>▶ Case management for identified students</li> <li>▶ Shuttle bus</li> </ul>	<ul style="list-style-type: none"> <li>▶ 'Monash bSafe' mobile app</li> <li>▶ Safety and security website and resources</li> <li>▶ Online reporting form</li> <li>▶ Acceptable Online Behaviour module</li> <li>▶ Detailed information booklets</li> <li>▶ Fact sheets for students and staff</li> <li>▶ Other marketing and outreach material</li> <li>▶ Staff presentation about physical security and/or behavioural management</li> </ul>

## OUR GOVERNANCE

### CSS Management Committee

The Management Committee 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
- ▶ General Manager, Security
- ▶ Operations Manager, Security
- ▶ Manager, Investigations and Risk Assessment, Safer Community Unit
- ▶ Student CARE Coordinator

### Behavioural Risk Management Group

The Behavioural Risk Management Group (BRMG) is coordinated by CSS. Modelled on campus threat assessment and management teams in the United States, BRMG is a cross-disciplinary group consisting of senior staff from key areas of responsibility within the University. It meets for the specific purpose of monitoring risks to the safety of any part of the University community that may arise from the conduct of individual staff and students.

BRMG is chaired by the Executive Director, Campus Community Division. Membership includes nominees from the Office of General Counsel, Monash Residential Services, Counselling Service, University Health Service, Workplace Relations, Disability Support Services and Occupational Health and Safety.

Membership from within CSS includes:

- ▶ Director, Community Safety and Security
- ▶ General Manager, Security
- ▶ Operations Manager, Security
- ▶ Manager, Investigations and Risk Assessment, Safer Community Unit
- ▶ Investigations and Risk Assessment Specialists, Safer Community Unit

## OUR KEY INTERNAL STAKEHOLDERS

We don't work in isolation. 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.

Similarly, CSS programs and services are important in making it possible for 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 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.

Monash Security provides physical security to all MRS sites. Dedicated MRS 'services personnel' 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 interpersonal behaviour such as sexual assault (SCU).

#### **Principal manager:**

[Trisha Prpich - Director, Monash Residential Services](#)

#### **For more information:**

[www.monash.edu/accommodation](http://www.monash.edu/accommodation)

### **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.

#### **Principal manager:**

[Fiona Marshall - Manager, Respectful Communities](#)

#### **For more information:**

[www.monash.edu/respectful-communities](http://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.

SCSC works closely with Monash Security, SCU and Student CARE. All complaints and reports of concerning or problem behaviour (eg, 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.

Monash Security may also refer matters that fall outside the SCU remit (eg, property damage or theft) directly to SCSC.

Student CARE 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 ROGM](#)

**For more information:**

[www.monash.edu/students/general-misconduct](http://www.monash.edu/students/general-misconduct)



**WHO ARE WE?**

## ADMINISTRATION

The Administration Manager provides a range of complex coordination and program management services to all business units within Campus Community Division, and in support of the Executive Director, Campus Community Division. 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 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.

### **Key Staff:**

Vicky Kuhnell - CCD 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 (but not exclusive) focus on the Safer Community Unit.

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:**

Elise Barklamb - Administration and Assessment Coordinator

## PROJECT TEAM

The Project Team is comprised of causal 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
- ▶ 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

### **Key Staff:**

Amalia Cantillon - Project Officer

Delaram Ansari - Project Officer

Minon Weerasin - Full Stack Developer

Shannon Loh - Graphic Designer

## SECURITY SERVICES

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 General Manager, Security is the 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 General Manager, Security is supported by the Operations Manager, Security.

### Key Staff:

[Chris Henderson](#) – General Manager, Security

[Chris Richardson](#) – (Interim) Operations Manager, Security

[Matthew Ingram](#) – Security Administrative Officer

### Security systems

The Manager and Senior Advisor are responsible for all aspects of security systems management. This includes the extensive CCTV system comprised of almost 4000 cameras, campus access control of almost 5000 doors, Licence Plate Recognition cameras, Security Control Room 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 scope up and design appropriate security installations.

### Key Staff:

[Ramze Rifaie](#) – Manager, Security Systems

[Rob Stockini](#) – Senior Advisor, 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:**

Chris Richardson – 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:**

Leo Hussey – Security Coordinator (Clayton)

Arthur Lambiris – Security Coordinator (Caulfield and Parkville)

Shaun Tankard – 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 each 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:**

Graham Hatcher – Site Supervisor (Clayton)

Darren Carli – Site Supervisor (Caulfield/Parkville)

Allan Howell – Site Supervisor (Peninsula)

Matt Jones – Control Room Supervisor

## SAFER COMMUNITY UNIT

The 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, threatening or inappropriate behaviour, including:

- ▶ Threatening or Concerning 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:

Jane Field – Manager, Investigations and Risk Assessment  
Jaci Rogash – Investigations and Risk Assessment Specialist  
Ali Maguire – Investigations and Risk Assessment Specialist

### Risk assessment, management & support

#### What we do:

- ▶ Provide 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.
- ▶ Coordinate a range of safety measures and strategies for the intervention and/or management of behavioural risks.
- ▶ Engage in the ongoing monitoring of risks to the Monash community.

#### What we don't do:

- ▶ We don't provide:
  - ▶ a direct support service - we refer all those who need help to appropriate internal or external services
  - ▶ a crisis management or 'first responder' service
- ▶ We don't engage in the 'case management' of

### Investigations

#### What we do:

- ▶ 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.
- ▶ Provide an investigation report with our findings of fact and evidence relied upon to the appropriate decision-maker for their considerations.

#### What we don't do:

- ▶ We don't investigate:
  - ▶ if there is a risk of prejudicing a law enforcement investigation.
  - ▶ for a disciplinary purpose without a delegation/ authority from the responsible officer.

## 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; and
- ▶ 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:**

Vacant – Senior Coordinator, Student CARE Service



**WHERE ARE WE GOING?**

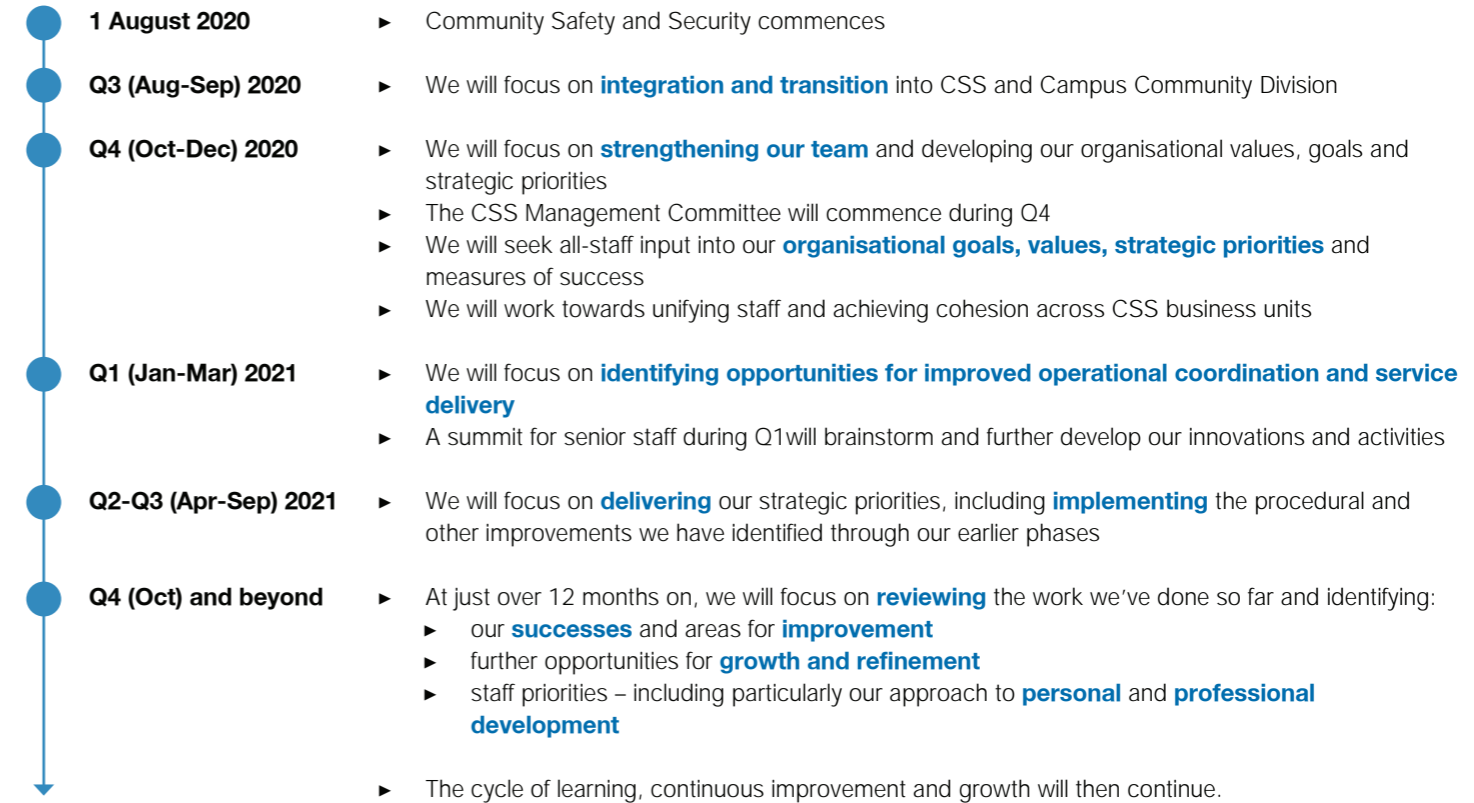
## THE JOURNEY AHEAD

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.

You will all 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:





MONASH  
University