Mannix College
Whole-of-Organisation Assessment

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

2026-2030

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Executive Summary

This **Whole-of-Organisation Assessment** has been prepared under Standard 7 of the National Higher Education Code to Prevent and Respond to Gender-Based Violence (National Code) and it accompanies the **Mannix College Whole-of-Organisation Prevention and Response Plan to Prevent and Respond to Gender-Based Violence**. It synthesises evidence from governance records, internal policies, survey data, independent reviews, training logs and incident reports. The assessment identifies key enablers, systemic risks and barriers across seven operational areas and sets out priority actions that will strengthen prevention and response ahead of 1 January 2026.

Mannix College is a Catholic, coeducational residential community affiliated with Monash University. The College houses 315 residents and supports up to 25 non resident students through academic and wellbeing programs. Around 40 percent of residents are new each year and approximately 60 percent return for a second or third year. The cohort is about 98 percent undergraduate, 2 percent postgraduate and includes students from metropolitan and regional Australia and overseas.

Residents enter Mannix shaped by the social and cultural environments in which they live, learn and connect. These contexts influence their attitudes, beliefs and behaviours, including their understanding of gender, power, relationships, safety and respect. Students also arrive with varied prior exposure to gender equality and consent education, as well as differing experiences related to alcohol use, discrimination, financial stress, academic pressure, isolation or past trauma. These factors contribute to how individuals experience and participate in residential life.

In line with the National Code, Mannix adopts an intersectional, trauma-informed and evidence-based approach to prevention and response, recognising that students experience the environment differently and that effective prevention requires acknowledging the broader social, cultural and structural drivers of gender-based violence. Our commitment is to create conditions that uphold safety, dignity, equity and inclusion for residents, and to ensure our practices actively contribute to a respectful, gender-equal residential culture.

The College has invested heavily in culture and safety over many years. Mannix has completed three major independent reviews since 2018, implemented every recommendation and aligned systems to national best practice. The 2024 independent assessment by Nous Group concluded that Mannix has strengthened its systems significantly since the appointment of new senior leadership and that residents experience the College as a healthy and supportive community culture.

As part of this assessment, a consultation workshop was held with the 2026 student leadership team. Leaders reviewed a draft of this assessment, provided feedback and contributed ideas for strengthening prevention, reporting clarity and cultural reinforcement. Their insights have been incorporated throughout this document.

Overall, Mannix has strong foundations. These include committed governance and leadership, explicit values, high resident trust, robust policies, alignment with Monash University expectations and a culture of continual improvement. Risks remain, due to the inherent nature of residential colleges as high risk environments, high annual turnover, the complexity of information sharing across multiple actors, the need to further embed intersectional approaches and the importance of strengthening digital safety and governance over time.

The actions identified in this assessment will be incorporated into the Mannix Whole of Organisation Prevention and Response Plan and monitored through annual reporting to Council, senior leadership and the resident community.

Introduction

Mannix College

Mannix College is an independent Catholic residential community affiliated with Monash University since 1969. Each year the College provides accommodation, pastoral care and academic support for more than 300 students. A small professional team, live in pastoral staff, Resident Advisors and the student society support daily life, with governance provided by an experienced volunteer Council chaired by the Auxiliary Bishop of Melbourne. Our mission is grounded in community, respect, integrity and the common good, informed by Catholic social teaching.

Safe and Vibrant Community

Mannix aims to be a safe, vibrant and inclusive home away from home where every resident can thrive. We recognise that safety, respect and inclusion are intersectional, and that forms of gender-based violence (GBV) are not experienced equally by people in the community. Our safety framework spans five interconnected domains:

- **Physical safety** through secure facilities, swipe access, CCTV and a 24/7 incident response system.
- **Social safety** through a culture where respect is the norm, diversity is celebrated and harm is not tolerated.
- **Psychological safety** through the building of an environment based on trust, confidentiality and empathy where residents feel safe to disclose concerns and seek help.
- **Cultural safety** ensuring every identity is valued and supported, including through the Indigenous Advisory Committee and Respect at Mannix Advisory Committee.
- **Spiritual safety** allowing residents to express their beliefs, decline participation without pressure and engage with spiritual life as they choose, grounded in our Catholic identity and welcoming of all or no faith traditions.

This foundation enables a dynamic community life. Mannix fosters fast friendships, open circles, intellectual curiosity, diverse events, active clubs and meaningful traditions. Our residential model is intentionally student-led, supported by strong staff guidance and supervision to ensure programs and culture remain safe, inclusive and well governed. This co-design partnership empowers students to shape community life while maintaining safeguards and professional support.

Strategic Plan Commitments

Mannix's 2024–2028 Strategic Plan embeds safety, wellbeing and prevention across key priorities:

- **Safe, respectful and inclusive community:** Strategic Priority 3 commits to wellbeing "in a safe, respectful, diverse and inclusive community" (p. 6), including strengthened incident response, mental health supports and high-quality leader training.
- **Positive culture and behaviour:** The College aims to be "known for its focus on positive behaviour and a culture that actively delivers on its vision, purpose and values" (p. 6), reinforcing respect and accountability.
- **Empowered student voice:** Advisory Committees "amplify the resident voice" (p. 6), embedding cultural safety and shared leadership.
- **Strong onboarding and belonging:** Strategic Priority 4 commits to induction processes that rapidly build "a genuine sense of belonging, connection and safety" (p. 7).
- **Cultural safety and Indigenous engagement:** The Plan commits to "a safe and inclusive environment for Indigenous and under-represented residents" (p. 7).

- **Governance and capability:** Strategic Priority 5 focuses on systems that enable leaders to "tackle and manage poor behaviour" (p. 8).
- **Safe physical environments:** Strategic Priority 6 commits to maintaining "safe and modernised infrastructure" and "welcoming and inclusive" spaces (p. 9).
- **Continuous improvement:** The Plan emphasises regular evaluation, benchmarking and feedback (p. 3), recognising that our work must continually evolve.

Prevention Culture and Safety Framework

Since 2016, Mannix has undertaken sustained, evidence-informed work to prevent and respond to gender-based violence. This work is strengthened by three independent assurance mechanisms:

- **External reviews in 2018 and 2022** on sexual harm pathways and Welcome Week culture
- **A comprehensive 103-page Nous Group review in 2024**, which found that "Mannix's prevention initiatives and response processes are effective overall" and that the College "takes a whole-of-organisation approach, weaving safety and awareness visually and culturally into the fabric of the College."
- **Biannual Residential Experience Standard (RES) evaluations**, where Mannix achieved Gold Standard in 2024 and 2025

These reviews confirm a healthy, supportive culture. The Nous Review reported that 98 percent of residents feel a sense of belonging and 96 percent feel safe, and that student leaders "feel equipped to respond in a trauma-informed way."

At the same time, we recognise that gender-based violence is a societal issue that has implications for every residential setting. Independent feedback has led directly to improvements, including strengthened reporting, deeper collaboration with the Safer Community Unit, refreshed training and ongoing work to address pockets of sexism, exclusion and alcohol culture.

Policies, Systems and Response Framework

Mannix maintains a comprehensive suite of aligned and evolving safety systems:

- **Conditions of Residency** aligned with Monash Residential Services since 2018
- **Mandatory pre-arrival education** for all residents
- **From 2026**, all residents attend an in-person safety and reporting workshop at the start of the year

Our 24/7 incident response structure includes Critical Incident Management Protocols, a Chief Duty system, overnight Duty RAs, a licensed Resident Support Officer, access to emergency services and Monash Security, and clear criteria for notifying the University of Category 1 and 2 allegations.

Core Policies include: Conditions of Residency, Resident Handbook, Admissions Policy, Alcohol Policy, Safeguarding Children and Young People Policy, Sexual Harm and Discrimination Policy, Welcome Week Policy, Staff Code of Conduct, Student Leader Handbook and the Support Services Guide.

Prevention Culture and Resident Engagement

Prevention is visible and participatory, delivered through workshops, forums, structured training and three weeks of pre-service leader preparation. High-visibility education reinforces respect, consent and reporting pathways.

At least four staff members — including three who live onsite — are trained to receive disclosures of sexual harm. All student leaders are also trained, including 13 Resident Advisors, 14 MCSS Committee members and 7 Welcome Team leaders. Each leader is equipped to recognise early concerns, respond safely and connect peers with appropriate reporting and support options.

Trauma-informed Response and Survivor Support

Mannix applies a survivor-centred, trauma-informed model focused on safety, choice and dignity. This includes:

- Clear protocols for disclosures and reports
- Trauma-informed training for staff and student leaders
- Direct pathways to counselling, advocacy and specialist support
- Survivor choice in escalation to the Monash Safer Community Unit
- Safety measures such as room relocations or access adjustments
- Regular policy review to maintain alignment with national best practice

Residents who do not wish to speak in person can use a confidential online reporting form, available on the College website and linked in the weekly e-newsletter.

Every resident bedroom contains a QR-code poster that links directly to key College information, including support services, core policies and the confidential online reporting form. Through this form, residents can:

- report an incident
- raise a concern
- submit anonymous information
- share experiences or observations relevant to harm prevention, including GBV

The poster also helps residents learn about the expectations, supports and options available to them throughout the year. We have found that these posters overwhelmingly remain in their original location at the end of the residency period, indicating that students keep them visible and available for ongoing use. This simple mechanism has strengthened early intervention and increased visibility of emerging risks.

Data and Continuous Improvement

Mannix prioritises transparency and evidence-led improvement through:

- Arrival surveys assessing expectations, harm awareness and reporting knowledge
- Year-end RES surveys covering safety, belonging, inclusion and reporting confidence
- National benchmarking using NSSS items since 2023
- Anonymised incident data reviewed regularly by the College Council

Mannix collaborates closely with University Colleges Australia, the National Association of Australian University Colleges, APSAA, Monash Residential Services, the Safer Community Unit, external experts and Catholic residential colleges to refine policy and practice. We are committed to ongoing learning, improvement and accountability.

Whole-of-Organisation Assessment

This whole-of-organisation assessment outlines Mannix College's current practice, progress and areas for improvement in preventing and responding to gender-based violence. It is grounded in national evidence, independent review and Mannix's responsibility to provide a safe, respectful and inclusive residential community.

Evidence Base

The assessment is informed by the gendered drivers of violence identified in *Change the Story* and the *National Plan to End Violence Against Women and Children 2022–2*032. 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, transphobia – intersect with gender inequality to compound people's experiences of violence.

National research shows that residential settings, including university colleges, are higher-risk environments for gender-based violence, particularly where harmful attitudes and alcohol misuse are present.

Mannix has undertaken sustained prevention and response work since 2016. Three major independent reviews form the backbone of our evidence base:

- the **2018 Review of Sexual Harassment and Sexual Assault Pathways**
- the **2022 Independent Review of Welcome Week**
- the **2024 Nous Group Independent Review of Sexual Harm and Gender-Based Violence** (103 pages)

Key Findings From the 2024 Nous Review

The review found that:

- **"Mannix's prevention initiatives and response processes are effective overall."**
- Mannix **"takes a whole-of-organisation approach… weaving safety and awareness visually and culturally into the fabric of the College."**

Strengths included:

- a healthy, supportive culture (98 percent feel they belong, 96 percent feel safe)
- confident, well-trained student leaders equipped to respond in a trauma-informed way
- numerous education opportunities on sexual health, consent, prevention and response
- robust policies centred on victim-survivor needs
- high resident knowledge of support pathways (89 percent confident)

The review also identified that:

- 11 percent of residents reported experiencing, witnessing or hearing about sexual assault during their university experience
- 14 percent reported similar exposure to sexual harassment

These figures capture experiences across residents' broader lives, not solely at Mannix. The review emphasised that **"sexual harm is a systemic social, cultural and structural problem"** and highlighted the importance of continued partnership with Monash University in addressing the drivers of gender-based violence.

Key opportunities for improvement were also highlighted:

- strengthening incident reporting and early escalation
- aligning data sharing and monitoring with Monash
- promoting the Safer Community Unit more proactively
- addressing pockets of toxic masculinity and gossip
- refreshing mandatory online training to enhance engagement

Methodology and Data Sources

This Whole-of-Organisation Assessment draws on:

- a 90-minute workshop with the 2026 student leadership team
- internal data on disclosures, informal reports and incident responses
- independent cultural reviews (2018, 2022, 2024)
- review of policies, procedures, position descriptions and resident documentation
- consultation with minority groups, vulnerable students and victim-survivors
- Council implementation tracking from the 2018 and 2022 reviews
- the 2024 Action Plan Addressing Gender-Based Violence
- resident surveys from 2022–2025 (safety, belonging, help-seeking)
- the 2022 Equity, Diversity and Inclusion Survey
- the full Mannix policy suite (sexual harm, discrimination, hazing, bullying, safeguarding, alcohol, residency and critical incident management)
- staff and student leader training records
- incident reporting trends and anonymised summaries to Council
- Monash-aligned resources including SCU, Respect at Monash, BRIGHT and the bSafe app

Presentation of Findings

Findings are organised according to the operational areas referenced in the National Code:

1. leadership
2. culture and environment
3. structures and practices
4. systems and infrastructure
5. service delivery
6. policies and procedures
7. management and governance
8. community engagement

For each area, we identify **enablers, systemic risks, barriers** and **key actions** in accordance with the language used in the National Code.

Summary

This whole-of-organisation assessment provides an evidence-informed overview of Mannix College's strengths, challenges and priority areas for improvement in preventing gender-based violence and supporting victim-survivors. It identifies where the College is already aligned with the National Code and where targeted enhancements are in progress. Grounded in evidence, resident voice and independent review, this assessment reflects a commitment to continuous improvement. It will guide strategic decision-making, inform the Mannix Whole-of-Organisation Prevention and Response Plan, and support ongoing alignment with national expectations and sector best practice.

Area 1: Leadership, Culture and Environment

1. Context and Overview

Leadership is the primary determinant of whether a residential college successfully prevents and responds to gender-based violence. The National Code and the UCA Safer College Communities Framework emphasise that effective prevention requires:

- **Visible and accountable leadership**
- **Consistent role-modelling of respect and equity**
- **A culture that supports early intervention**
- **Clear communication of non-negotiable standards**
- **A whole-of-organisation alignment between governance, management, staff and student leaders**

Mannix College's leadership and culture consistently demonstrate these expectations in practice. Evidence from multiple years of external reviews, internal surveys, incident reviews and student feedback confirms that Mannix has built a **strong, safe and respectful culture**, underpinned by high levels of trust in staff, clear expectations, strong student leadership structures and a significant focus on trauma-informed practice.

The 2024 Nous Independent Review concluded that Mannix demonstrates:

- "**A healthy and supportive community culture**"
- "**Significant improvements since the appointment of new senior leadership**"
- "**High levels of safety, belonging and trust in leadership**"

This aligns with the 2024 End-of-Year Survey, which reported:

- **98 percent sense of belonging**
- **96 percent agreement that students feel safe**
- **89 percent confidence in knowing where to seek support** *(2024 End-of-Year Resident Survey)*

The Arrive & Thrive (SASS) 2025 insights reinforce this picture, showing consistently strong trust in leadership, staff and student leaders:

- **97.8 percent rated staff friendliness 7–10 (NPS 80.6)**
- **74.4 percent scored 9–10 for comfort approaching student leaders with concerns**
- Students consistently praised individual RAs and senior staff as "approachable, kind, responsive and safe" *(Arrive & Thrive 2025 Report, various pages including 5, 30, 47–48)*

Collectively, these data sources establish that Mannix's leadership and culture provide a strong foundation for preventing gender-based violence, although ongoing improvement is necessary due to annual cohort turnover, intersectional risks, and the inherent complexities of communal residential settings.

2. Leadership Structures and Responsibilities

Mannix has a comprehensive leadership ecosystem, with clear, layered responsibility for safety, wellbeing and GBV prevention.

2.1 Governance Leadership (College Council)

- Chaired by the Auxiliary Bishop of Melbourne
- Includes senior across law, governance, psychology, Catholic mission, higher education and communications
- Includes a senior Monash leader (currently a Deputy Vice-Chancellor) as a voting member
- Includes the Mannix College Student Society President as a voting member
- Receives anonymised incident reports as needed
- Has a multi-year history of commissioning independent reviews and implementing their recommendations *(2018, 2022, 2024)*

This aligns with **UCA Pillar 1: Leadership & Governance**, requiring governance bodies to demonstrate accountability and prioritise GBV prevention as a core organisational risk.

2.2 Executive Leadership (Principal and Senior Staff)

The Principal provides:

- Vision and accountability for safety, culture and GBV prevention
- Clear, consistent communication of expectations to residents and staff
- Strong presence, visibility and relational leadership
- Sector contribution (co-author of UCA Framework, active in national networks)

The Dean of Students & Vice-Principal provides:

- Day-to-day management of pastoral care
- Supervision of Resident Advisors
- Case management and safety planning
- Implementation of trauma-informed systems and training

Both roles are central to leadership visibility, trust and cultural consistency.

2.3 Student Leadership

Mannix places strong value on student and peer leadership. We recognise that residents are most influenced by their peers, so our approach builds a large, trained and accountable student leadership team who shape culture every day. These leaders are coached, supervised and supported by professional staff, and each one signs a Student Leader Code of Conduct that affirms their responsibilities for safety, respect, inclusion and early intervention.

Mannix has a large and structured student leadership system, including:

- Resident Advisors (1:25 ratio)
- MCSS (Student Society) Executive and General Committee
- Welcome Team
- Advisory Committees (e.g., Respect at Mannix, Indigenous Engagement, Environment & Sustainability)

Together, these roles create multiple safe and accessible pathways for:

- early identification of emerging risks
- resident disclosures and help-seeking
- peer support and community care
- culture-building and reinforcement of community standards

This layered structure ensures that influence is positive, distributed and well supervised. Students lead the life of the College, while staff provide coaching, oversight and escalation support to ensure that programs, events and culture remain safe, inclusive and aligned with College values.

2.4 Catholic Identity, Mission and Values

The College's Catholic character provides an ethical and values-based foundation:

- Commitment to dignity, justice and service
- Emphasis on community, respect and mutual care
- Integration of Catholic social teaching into leadership formation

These values align closely with the gender equality and respect principles underpinning *Change the Story*.

3. Culture and Environment: Evidence Base

3.1 Resident Experience Data

The culture at Mannix is consistently experienced as safe, supportive and respectful.

2024 End-of-Year Resident Survey, administered at the end of the residential year:

- **98 percent** sense of belonging
- **96 percent** overall safety
- **93 percent** trust in staff
- **89 percent** confidence in knowing where to seek support

Arrive & Thrive Survey 2025, administered roughly four weeks after arrival:

- Staff friendliness (**NPS 80.6**)
- Students feel exceptionally safe and secure on-site (**85.0 NPS**, with **99.1 percent rating safety 7–10**)
- High confidence approaching student leaders (**74.4 percent rating 9–10**)
- Consistently strong comments praising staff and RAs for responsiveness, care and approachability

These insights show very high baseline trust, which is essential for a community where students feel comfortable raising concerns.

3.2 External Independent Review Findings (Nous 2024)

Nous found:

- Mannix has a **well-embedded safety culture**
- Leadership is **visible, engaged and trusted**
- Students feel **safe, supported and connected**
- Training of student leaders is **strong and trauma-informed**
- Mannix has **significant strengths** in early intervention and pastoral care

These findings confirm alignment with the UCA Framework requirement that leadership must model and reinforce a culture of safety and respect.

4. Assessment: Leadership, Culture and Environment

Enablers

1. **Leadership prioritises safety and GBV prevention:** Council and Senior Management Team explicitly prioritise student safety, gender equality and cultural renewal, with GBV prevention embedded in strategic documents and action plans (Nous Review 2024).

2. **Highly structured student leadership system:** student leaders across RAs, MCSS and other student leader groups create strong cultural reach and clear responsibilities for safety, inclusion and respect (Nous Review 2024).

3. **Resident-inclusive advisory governance:** The Respect at Mannix Advisory Committee and Indigenous Advisory Committee provide intersectional, student-inclusive forums for addressing safety, diversity, inclusion and GBV prevention.

4. **Strong resident trust and belonging:** 95% of residents feel a sense of belonging and 94% feel safe (Nous Review 2024)

5. **High-quality relationships with staff:** Staff friendliness scores an NPS of 80.6 with strong qualitative praise (Arrive & Thrive 2025).

6. **Trauma-informed responder capability:** RAs report being well trained and feel equipped to respond in a trauma-informed way (Nous Review 2024).

7. **High awareness of support pathways:** 74% feel confident about where to seek support (Nous Review 2024), and 82.8% rate their knowledge of support pathways 9–10 (Arrive & Thrive 2025).

8. **Visible and approachable leadership:** Residents consistently describe staff and leaders as approachable, responsive and present in the community (Arrive & Thrive 2025).

9. **Rituals that reinforce culture:** The annual "Respect at Mannix" formal dinner introduces trained responders and reinforces support pathways in a visible, normalised way (College event calendar).

10. **Catholic mission reinforcing dignity and respect:** Catholic identity emphasises human dignity, ethical responsibility and community, aligning with GBV-prevention principles (Nous Review 2024).

11. **Strong history of independent scrutiny:** External reviews in 2018, 2022 and 2024 reinforce a culture of accountability and continuous improvement (Nous Review 2024).

1. **Residential colleges are higher-risk environments nationally:** Communal living, alcohol culture and peer norms heighten risk of GBV (Change the Course 2017; NSSS 2021).

2. **Large annual turnover:** 40-50% of residents are new each year, requiring annual re-establishment of culture, norms and expectations (Nous Review 2024).

3. **Uneven understanding of GBV and intersectionality:** Not all residents fully understand gendered drivers of violence or the role of racism, homophobia, transphobia and ableism (Nous Review 2024).

4. **Risk of GBV being treated as private:** Some residents may consider GBV a private matter rather than a shared community responsibility, reducing peer accountability (Change the Course 2017).

5. **Low-level issues may go unreported:** Staff and students may assume others are monitoring emerging patterns, creating gaps in early intervention (Nous Review 2024).

6. **Party culture and alcohol:** Alcohol remains an inherent risk factor, especially with students living away from home for the first time (NSSS 2021; Arrive & Thrive 2025).

7. **Strong results can lead to complacency:** Positive survey results may mask hidden harm or reduce perceived urgency (Nous Review 2024 cautionary commentary).

8. **Varied preparedness across groups:** International students, neurodivergent students and non-drinkers may have different experiences of belonging and safety (Arrive & Thrive 2025).

9. **Unclear understanding of reporting versus disclosing.** This is not uncommon among residents and can contribute to minimising harm or under-reporting (Student Leader GBV Training, 2025).

10. **Gossip culture**. Tight-knit communities can create safety but can also create challenges when intimate information becomes widely known and its distribution goes unchallenged

11. **Incidents of GBV producing feelings of shame.** The drivers of GBV are productive of stigma and shame surrounding incidents of GBV. Shame becomes a reinforcing factor that inhibits victim-survivors from disclosing incidents of GBV.

Barriers

1. **Complex support ecosystem:** Multiple pathways (Mannix, Monash SCU, police, CASAs) can be overwhelming despite strong awareness of support options (Nous Review 2024).

2. **High resident turnover strains continuity:** Changing cohorts mean expectations and norms must be re-established every year (Nous Review 2024).

3. **Competing demands on student leaders:** Academic and personal pressures may limit student leaders' capacity for proactive prevention and pattern recognition (Nous Review 2024 themes).

4. **Consistency across evolving structures:** Annual leadership turnover and role changes make it challenging to maintain consistent expectations across all leaders (College operational realities).

5. **Reliance on small senior team:** A small number of senior staff carry heavy cultural and case-management responsibilities, creating vulnerability if capacity shifts (Nous Review 2024).

6. **Stigma and social consequences:** Some students, particularly marginalised groups, may still fear judgement or peer backlash for disclosures (Change the Course 2017; NSSS 2021).

1. **Enhance the Leadership & Culture stream:** Strengthen governance visibility by publishing an annual report that tracks cultural indicators, training participation, incident themes, advisory committee recommendations and resident sentiment over time.

2. **Deepen GBV and respect education:** Explore opportunities to expand the curriculum with tailored breakout sessions, including men's and women's programs, international student onboarding and neuro-inclusive options. Introduce short scenario-based refreshers each semester. Ensure all content reflects an intersectional approach.

3. **Strengthen structured culture pulse checks:** Formalise RA pulse-check processes by introducing a digital reporting dashboard where RAs record emerging issues, low-level patterns and resident observations for early thematic analysis by senior staff.

4. **Enhance the "Respect at Mannix" formal dinner:** For example, add a short annual community safety address from the Principal or Dean, summarising progress, new initiatives, and shared commitments for the year ahead; and embed learning from formal dinners into activations across the two-week cycle.

5. **Create simple visual guides.** Develop clear diagrams and locate them in key physical and digital locations, with QR codes or clickable links to pathways, key contacts, escalation options and Monash SCU processes.

6. **Embed prevention and response in leadership conversations.** Add key themes to standing agendas so they are discussed routinely in Council, Senior Management and student leadership meetings.

7. **Explore deepening Monash partnership:** For example, co-design at least one joint Mannix–Monash training or simulation annually (e.g., "Responding to Disclosures Simulation Day"), embed shared language across publications, and review SCU alignment annually with audit-style feedback.

5. Summary: Leadership, Culture and Environment

Leadership at Mannix College is a major enabler for GBV prevention. The College demonstrates:

- Mature governance
- Accountability through external reviews
- Visible and trusted senior leadership
- A trauma-informed, responsive culture
- High levels of community trust and safety
- Strong alignment to UCA and National Code expectations

Systemic risks exist—as they do in all residential settings—and require continued, evidence-informed action. Mannix is well positioned to implement its Whole-of-Organisation Prevention & Response Plan based on strong foundations of culture, leadership and trust.

Area 2: Structures, Norms and Practices

1. Context and Overview

Structures, norms and everyday practices are among the strongest predictors of gender-based violence (GBV) risk in residential settings. The National Code and the UCA Safer College Communities Framework emphasise that prevention must be embedded in the fabric of daily life, not confined to policies or individual interventions. This means:

- Consistent behavioural expectations
- Safe, inclusive environmental design
- Eliminated harmful traditions
- Alcohol and social norms that reduce, not increase, vulnerability
- Intersectionally inclusive practices
- Regular reinforcement of community standards
- Clear pathways for help-seeking embedded in everyday interactions

The 2024 Nous Independent Review records significant progress at Mannix across each of these domains, noting that structural reforms since 2022 have strengthened safety, reduced hazing risk, and embedded more inclusive, consistent practices across Welcome Week and daily life (Nous Review 2024).

This is strongly supported by the 2024 End-of-Year Resident Survey, which reported:

- 98 percent sense of belonging
- 96 percent agreement that students feel safe
- 93 percent trust in staff
- 89 percent confidence in knowing where to seek support

The Arrive & Thrive (SASS) 2025 insights reinforce a picture of strong cultural norms and supportive everyday practices:

- Students feel exceptionally safe onsite, with an **85.0** safety NPS and **99.1 percent** giving safety ratings of 7–10
- Staff and RA friendliness received an NPS of **80.6**
- 74.4 percent rated comfort approaching student leaders at 9–10
- Student comments praised RAs and staff for their responsiveness, care and support (Arrive & Thrive 2025, pages 5, 30, 47–48)

Collectively, these data show that Mannix's current structures and norms promote high belonging, strong social cohesion, and early intervention. At the same time, communal living environments carry inherent GBV risks (Change the Course 2017; NSSS 2021), and Mannix, with approximately 40 percent of residents new each year (Nous Review 2024), must rebuild norms annually. This requires continual reinforcement, monitoring of emerging patterns, and strengthened systems governing digital behaviour, alcohol culture, and informal social dynamics.

2. Structures and Practices

2.1 Formal Structures Shaping Daily Behaviour

The Conditions of Residency and Residency Agreement provide clear expectations for behaviour, alcohol use, noise, guests, community responsibilities and respectful conduct. These are reinforced through:

- Welcome Week
- Ongoing messaging from staff and RAs
- Regular check-ins
- RA duty and escalation protocols
- Strong staff presence and visibility (Nous Review 2024)

These structures help residents understand boundaries early and support a culture of preventative action.

2.2 Pastoral Care and Monitoring Systems

The RA model provides daily informal supervision and early escalation pathways. RAs are well trained and report strong trauma-informed capacity (Nous Review 2024). Their proximity allows:

- Early identification of escalating behaviours
- Quick support for distressed residents
- Monitoring of floor-level norms
- Reinforcement of safe conduct and community expectations

Residents report high comfort approaching RAs, with 74.4 percent rating this 9–10 (Arrive & Thrive 2025).

2.3 Welcome Week and Community-Building Practices

The 2022 Welcome Week & Culture Review led to:

- Robust and effective challenging of hazing-linked practices, even if considered mild
- Increased staff supervision
- Rewriting of Welcome Week to emphasise inclusion, wellbeing and safety

The 2024 Nous Review confirmed hazing risk has been "significantly reduced" due to these reforms and that Welcome Week now creates **welcoming, inclusive and respectful norms** for new residents.

2.4 Daily Cultural Norms

Survey comments (2024 EoY Survey; Arrive & Thrive 2025) describe a culture characterised by:

- Friendliness
- Approachability
- High trust in staff and RAs
- Fast integration and social bonding
- Strong peer support
- Visible leadership from senior students

These norms function as critical protective factors. However, norms can also present systemic risk when shaped by:

- Alcohol-centred socialising

- Private group chats and digital spaces
- Late-night gatherings
- Uneven cultural pockets across floors

(NSSS 2021; Nous Review 2024)

3. Evidence Base: What the Data Shows

3.1 Resident Experience Data

Across both internal and external surveys, residents consistently describe Mannix as:

- Safe
- Welcoming
- Inclusive
- Supportive
- Responsive

Key indicators include:

- 98 percent belonging
- 96 percent feeling safe
- 93 percent trust in staff
- 89 percent confidence in knowing where to seek support
  (2024 End-of-Year Resident Survey)

Safety and wellbeing indicators in the SASS 2025 dataset show:

- 99.1 percent feel safe in accommodation
- 98.7 percent rate security highly
- 82.8 percent rate knowledge of support pathways 9–10
- 74.4 percent rate comfort approaching student leaders 9–10
  (Arrive & Thrive 2025)

3.2 External Review Findings

The 2024 Nous Review states that Mannix:

- Has a "well-embedded safety culture"
- Demonstrates strong, trauma-informed leadership
- Has significantly reduced hazing risk
- Shows consistently high trust in RAs and staff
- Has effective pastoral care and early intervention systems

These findings reflect the strength of daily structures and micro-practices that shape resident behaviour.

4. Structural Vulnerabilities

4.1 High Annual Turnover

With approximately 40 percent of residents new each year, norms must be re-established annually (Mannix Info for Nous 2024).

4.2 Digital Environments

Private group chats and social media spaces operate outside staff and student leader visibility and may reinforce harmful norms (Arrive & Thrive 2025 qualitative findings).

4.3 Alcohol Culture

Party culture, pre-drinking, and informal gatherings are recognised risk factors nationally (NSSS 2021).

4.4 Subcultural Variability Across Floors

Micro-cultures can vary by corridor or social cluster, affecting safety and reporting likelihood (Nous Review 2024).

4.5 Intersectional Inequities

International students, neurodivergent residents, LGBTQIA+ residents and non-drinkers may experience social structures differently (Arrive & Thrive 2025).

5. Implications for Code Compliance

5.1 Structures and norms must be continually reinforced to maintain cohesion across high turnover.

Residential colleges are required under the National Code to sustain a safe environment across all student cohorts. With approximately 40 percent of residents new each year (Nous Review 2024), Mannix must ensure that safety-promoting norms are not assumed knowledge.

To remain compliant, Mannix must treat Welcome Week, floor-based onboarding and early semester messaging as annual cultural reset mechanisms, not one-time programs. Continuous reinforcement across the first 8 weeks is essential to prevent gaps in understanding of safety, respect, reporting pathways and community standards.

5.2 Digital environments must be explicitly governed with expectations and reporting pathways integrated into structural systems.

The National Code recognises technology-facilitated GBV (TFGBV) as a core risk and expects providers to regulate and educate around digital behaviour.

Group chats, messaging platforms and social media interactions must be explicitly governed through Conditions of Residency, student leadership guidelines and digital citizenship training. Current structures do not yet provide a fully articulated digital conduct framework. Strengthening digital norms directly enhances Code compliance by reducing risks related to coercion, harassment, image-based abuse, exclusion and online misogyny.

5.3 Welcome Week must continue evolving to embed annual cultural renewal.

The Code requires structured prevention education at onboarding, aligned with Change the Story's gender equality drivers.

Mannix's post-2022 Welcome Week reforms already meet many elements of the Code, with the 2024 Nous Review confirming reduced hazing risk and strong safety culture. To maintain compliance:

- Welcome Week planning, content and delivery must be reviewed and strengthened annually
- GBV, consent and active-bystander training must remain mandatory
- Safety, reporting and support pathways must be taught in multiple formats (verbal, written, visual, scenario-based)

Welcome Week must be framed as the foundation of the College's prevention and safety infrastructure.

5.4 Floor-level variability must be identified through structured monitoring mechanisms.

The Code emphasises early detection of "emerging patterns and environmental risk factors", not just responding once harm occurs.

Because norms can vary between corridors, RA floors and social subgroups (Nous Review 2024), Mannix must:

- Use structured RA reporting
- Conduct "culture pulse checks"
- Identify hotspots
- Escalate concerns early

This ensures the College meets the Code's requirements for **systematic risk monitoring** and **environmental analysis**, rather than relying on informal detection.

5.6 Alcohol norms must remain tightly governed and integrated with safety systems

National research (NSSS 2021; Change the Course 2017) identifies alcohol as a major environmental risk factor for GBV.

While Mannix benefits from strong expectations around alcohol (Conditions of Residency), the College must continue refining:

- Supervision models
- Event management structures
- Alcohol education
- Harm minimisation strategies

This strengthens alignment with Code expectations for environments that minimise GBV drivers.

5.7 Structures must support clear and psychologically safe reporting pathways

The Code mandates accessible, trauma-informed, victim-centred pathways with multiple options.

Residents currently express high trust in staff and RAs (Arrive & Thrive 2025), but structural barriers remain, including social fears, peer pressure and hesitancy among younger students. Strengthening communication of pathways, normalising low-threshold reporting, and embedding scenario-based education will further ensure Mannix meets the Code's requirement for **safe, supported and widely understood reporting channels**.

5.8 Continuous improvement and regular evaluation must be formalised

The Code requires student accommodation providers to maintain ongoing evaluation, monitoring and iterative improvement.

Mannix already participates in multiple review cycles (Nous 2024; Welcome Week Review 2022; annual surveys). To fully align with Code expectations, these cycles must be formally embedded into the Whole-of-Organisation Plan, with clear timelines, documented responses and transparent reporting of actions taken.

5.9 Structural alignment with Monash University enhances compliance but requires ongoing coordination

Providers must demonstrate alignment with university systems for prevention, reporting and support.

Mannix benefits from strong Monash partnerships, including SCU linkages, EDI engagement and shared expectations (Nous Review 2024). To remain fully compliant, joint protocols must continue evolving, particularly around:

- Shared language and definitions
- Referral standards
- Response roles
- Case-coordination pathways

This strengthens whole-system alignment and supports the Code's requirement for coordinated institutional responses.

6. Assessment: Structures, Norms and Practices

Enablers

1. **Values-based culture:** Mannix's values of Excellence, Community, Respect, Resilience and Integrity are consistently embedded across Welcome Week, leadership expectations, pastoral care and resident communications, providing clear behavioural anchors for respectful norms (Nous Review 2024).

2. **Strong pastoral care structures:** The RA model provides continuous informal supervision, early intervention capacity and accessible support, with high trust demonstrated through 74.4 percent rating comfort approaching RAs at 9–10 (Arrive & Thrive 2025).

3. **High levels of belonging and emotional safety:** 98 percent sense of belonging and 96 percent overall safety indicate strong cultural cohesion and safety-promoting norms (End-of-Year Survey 2024).

4. **Safety embedded in everyday practice:** Clear expectations for behaviour, alcohol, gatherings and respectful conduct are reinforced through Conditions of Residency, handbooks and RA floor-based interactions (Residency Agreement & Conditions of Residency).

5. **Resident-inclusive advisory structures:** The Respect at Mannix Advisory Committee provides student-driven accountability and diverse perspectives on inclusion, safety and culture (College governance records).

6. **Reduced hazing and reformed Welcome Week:** The 2022 Welcome Week Review removed high-risk elements; the 2024 Nous Review confirms hazing risk is now "significantly reduced" and Welcome Week promotes safety and inclusion (Nous Review 2024).

7. **Positive, prosocial norms:** Qualitative survey feedback indicates the culture is characterised by friendliness, supportiveness and strong trust in leadership (Arrive & Thrive 2025; End-of-Year Survey 2024).

8. **Environmental safety controls:** CCTV, swipe access, RA/RSO and senior staff duty patterns create an environment that discourages harmful behaviours (Nous Review 2024).

9. **Comprehensive Conditions of Residency across environments:** Conduct expectations apply equally on-site, online and off-site, reducing opportunities for unsafe parallel cultures (Conditions of Residency 2024).

10. **MCSS governance reforms:** The Memorandum of Understanding between Mannix and MCSS strengthens leadership accountability, clarifies expectations and ensures alignment with College values (Nous Review 2024).

11. **Weekly floor meetings and repeated reinforcement:** Continuous expectation-setting through weekly RA meetings and Respect@Monash reinforcement is a strong structural enabler (Nous Review 2024).

12. **Consistent RA and staff visibility:** High approachability and positive relationships, highlighted across Arrive & Thrive 2025 qualitative comments.

Enablers

Systemic Risks

1. **Communal living increases peer influence:** National evidence shows residential settings amplify peer dynamics that can enable GBV (Change the Course 2017; NSSS 2021).

2. **Unwritten norms shape behaviour:** Informal expectations around gatherings, social behaviour and alcohol can change rapidly and vary by cohort (Nous Review 2024).

3. **Risk of re-emerging traditions:** Even after successful reforms, cultural rituals may reappear informally unless actively monitored (Welcome Week Review 2022; Nous Review 2024).

4. **Digital environments beyond staff visibility:** Group chats and online interactions can normalise harmful jokes, exclusion or problematic behaviour without detection (Arrive & Thrive 2025 qualitative insights).

5. **Alcohol as ongoing structural risk:** National data demonstrates alcohol as a major risk factor for GBV; communal living intensifies risk (NSSS 2021).

6. **Variability across floors:** Microcultures differ between corridors and RA groups, influencing norms and reporting likelihood (Nous Review 2024).

7. **Intersectional inequities:** International students, neurodivergent students, LGBTQIA+ residents and non-drinkers may experience norms differently, affecting safety and inclusion (Arrive & Thrive 2025 demographic data).

8. **Sexualised banter or gendered expectations:** Some residents may import harmful gender norms or fall into patterns placing disproportionate emotional labour on specific demographic groups (Arrive & Thrive 2025).

9. **Hierarchical subcultures:** Status distinctions based on year level, leadership positions, sports or social prestige can reinforce power imbalances and silence junior residents (Nous Review 2024).

10. **Imported external norms:** New residents bring school, family or community norms which may include sexism, homophobia or tolerance for harmful behaviour (Nous Review 2024).

Barriers

1. **Complex behavioural requirements:** Multiple systems (Mannix policies, Monash codes, Conditions of Residency) can overwhelm international students and first-year residents (Nous Review 2024).

2. **High annual turnover:** With approx. 40 percent new residents each year, norms must be rebuilt annually, increasing risk of inconsistency (Nous Review 2024).

3. **Inconsistent floor norms:** Cultural cohesion can vary across floors and social groups, affecting psychological safety and willingness to report (Nous Review 2024).

4. **Reliance on informal peer accountability:** Residents may hope peers or RAs address "small issues", reducing early escalation and creating blind spots (Nous Review 2024).

5. **Digital behaviour gaps:** Lack of explicit expectations for group chat behaviour allows harmful norms to form online (Arrive & Thrive 2025).

6. **Limited inclusivity in some traditions:** Events centring alcohol or sensory overload can exclude non-drinkers, neurodivergent or culturally diverse residents (Arrive & Thrive 2025).

7. **Perception of Mannix as "housing only":** Some residents may see themselves as individual tenants rather than members of a values-based community, reducing norm adoption.

8. **Building constraints:** Older building layouts limit implementation of contemporary natural surveillance design (Nous Review 2024).

9. **Limited staff insight into informal social and digital spaces:** Staff cannot reasonably supervise all online or informal peer interactions (Nous Review 2024).

Key Actions in Response

1. **Explore ways to strengthen consistency across floors.** Consider enhancing structured RA reporting of wellbeing observations, behavioural trends and emerging cultural patterns to support earlier identification of potential risks.

2. **Increase visibility of community expectations.** Explore developing shorter, graphic-based summaries of key behavioural standards for use during the arrival period, Welcome Week, floor meetings and major events.

3. **Enhance onboarding through scenario-based learning.** Consider integrating more engaging examples that illustrate respectful behaviour, alcohol expectations, digital boundaries and bystander intervention pathways.

4. **Explore a digital conduct framework.** Reconsider how norms for group chats, social media behaviour, consent online and image-based harm prevention could be more explicitly embedded in Conditions of Residency and student leader resources.

5. **Expand inclusive event structures.** Consider increasing sensory-friendly activities, alcohol-free options and culturally inclusive practices in RA and MCSS event planning (Arrive & Thrive 2025).

6. **Offer targeted onboarding for key cohorts.** Explore tailored small-group inductions for international, LGBTQIA+, neurodivergent and non-drinking students to support smoother integration.

7. **Formalise reflective practice opportunities.** Consider establishing monthly reflective sessions for RAs to analyse fictional cultural scenarios and further develop trauma-informed and active-bystander skills.

8. **Strengthen leadership development pathways.** Consider expanding student leader training on consent culture, allyship, gender equality and shared responsibility (Nous Review 2024).

9. **Maintain and periodically review anti-hazing and responsible alcohol consumption education and prevention work.** Explore ways to continuously improve our work in these areas to align with best practice.

10. **Use Arrive & Thrive insights to address external norms.** Reconsider how resident-led reflection, data-informed messaging and expectation-setting could be further integrated across the early-semester period.

7. Summary: Structures, Norms and Daily practices

Mannix's **structures, norms and daily practices** provide strong foundations for safety and respect. Clear Conditions of Residency, reformed Welcome Week, active pastoral care and high staff and RA visibility create a stable, values-driven environment. Independent reviews and resident data show high belonging, strong trust in leaders and a community that feels supported and safe.

At the same time, systemic risks common to all residential settings—peer influence, alcohol norms, digital behaviours and imported attitudes—mean the College must remain alert and proactive. Culture can shift quickly, and early intervention, active bystander action and primary prevention remain essential. With firm foundations and a clear commitment to continuous improvement, Mannix is well placed to implement its Whole-of-Organisation Prevention & Response Plan and maintain strong alignment with National Code expectations.

Area 3: Systems and Infrastructure

1. Context and Overview

Effective prevention and response to gender-based violence requires strong, reliable and trauma-informed systems and infrastructure. The National Code places heavy emphasis on clear reporting pathways, consistent case management, robust physical and digital safety systems and reliable after-hours supervision. Mannix already has a comprehensive operational framework that aligns closely with these expectations.

Systems at Mannix include structured escalation pathways, 24/7 staff presence, swipe-access controls, CCTV, RA availability and links with Monash University's Safer Community Unit. Infrastructure includes secured buildings, zoned access, monitored communal areas and ongoing investment in environmental safety improvements. Resident feedback consistently highlights strong perceptions of safety both day and night, reflecting the effectiveness of these systems.

The 2024 Nous Independent Review described Mannix as having "strong safety systems, good physical security and clear pathways for support" (Nous Review 2024). Resident surveys reinforce this, with **96 percent of residents reporting feeling safe overall** and **85.0 NPS for safety and security on-site** (Arrive & Thrive 2025 summary data). Multiple qualitative comments describe Mannix as "secure," "well monitored," and "safe to walk around at night" (Arrive & Thrive 2025 pp. 47–49). The 2024 End-of-Year Survey also shows very high confidence in knowing where to seek support (89 percent).

Digital safety is an emerging focus. While Mannix has strong IT policies via Monash systems, group chats and online community spaces can create risks that require clearer expectations.

Overall, Mannix's systems and infrastructure represent a major enabler for prevention and response. The key challenge is maintaining and enhancing vigilance, ensuring digital safety is fully addressed, and strengthening monitoring mechanisms required under the National Code.

2. Evidence From Surveys and Resident Feedback

2.1 Physical Safety and Environmental Controls

Residents consistently report very high levels of safety:

- **96 percent feel safe overall** (2024 End-of-Year Survey)
- **99.1 percent rate Mannix "safe/very safe" to walk around** (Arrive & Thrive 2025)
- Safety and security on-site receive an **NPS of 85.0** (Arrive & Thrive 2025)

Residents frequently praised:

- RA visibility and availability
- Locked entry points and fob security
- Good lighting around the site
- The presence of senior staff on-site

"Safety" was one of the most repeated positive descriptors in qualitative comments (Arrive & Thrive pp. 47–49).

2.2 After-Hours Support and Response Pathways

Mannix's layered supervision and responder system includes:

- An RA, RSO and senior staff member on duty every night to respond to issues, incidents and emergencies (Nous Review 2024)
- A clear escalation pathway to Monash Safer Community Unit and emergency services
- Trauma-informed response principles embedded in training (Mannix Info for Nous 2024)

Residents affirm confidence in seeking help:

- **74.4 percent rated comfort approaching student leaders 9–10** (Arrive & Thrive 2025)
- Many residents described RAs as "kind, safe, responsive and trusted" (Arrive & Thrive pp. 30, 47–48)

2.3 Case Management, Information Handling and Privacy

Mannix's case management approach is guided by:

- Trauma-informed practice
- Clear separation between pastoral care, misconduct and emergency response
- Safe record-keeping through secure internal systems
- Alignment with Monash SCU expectations (Nous Review 2024)

The 2024 Nous Review found:
"Mannix manages incidents with professionalism and care" and "Information is handled appropriately with strong regard for privacy and student wellbeing."

2.4 Digital Systems and Online Safety

While Mannix uses Monash University's secure IT systems, two specific risks are identified:

- Residents highlighted **group chats** as potential sites of exclusion or harmful humour
- While the Conditions of Residency encompass digital environments, there appears to be an opportunity to make expectations around digital conduct—particularly in private groups or chats—more explicit.

This gap aligns with national insights that digital harm is now a major vector for GBV and coercion (NSSS 2021).

3. External Review Findings (Nous 2024)

The Nous Review provides clear support for Mannix's systemic readiness:

- "Strong physical security and effective environmental controls"
- "Reliable responder presence and clear escalation pathway"
- "Good alignment with Monash systems"
- "Well-developed case management and pastoral structures"
- "Trauma-informed principles visible in practice"

It recommended:

- Strengthening digital conduct guidance
- Continuing to formalise responder training
- Increasing environmental safety signage, education and clarity

These recommendations now align directly with National Code requirements.

4. Internal Systems Overview

4.1 Security Systems

- CCTV across public areas (Nous Review 2024)
- Electronic fob access to buildings and some internal doors
- Senior staff and RA presence ensures natural surveillance
- Secure single-entry access points reduce unauthorised entry risks

4.2 Pastoral and Emergency Response Infrastructure

- 24/7 availability of a trained responder
- RAs trained in trauma-informed first response
- Clear escalation pathways to SCU and emergency services
- "Resident pulse checks" embedded in RA practice (Mannix Info for Nous 2024)

4.3 Physical Layout

- Bedrooms with privacy
- Clear line-of-sight in many communal corridors
- Secure separation between residential wings and public areas
- Some older spaces present constraints (e.g., older building designs limit visibility)

4.4 Digital Infrastructure

- Wi-Fi managed under Monash systems
- Privacy governed by Monash's enterprise policies
- Need for clearer expectations for online behaviour

6. Assessment: Systems and Infrastructure

Enablers

1. **Strong physical security**: CCTV, electronic fob access and monitored entry points provide strong environmental controls and deter harmful behaviour (Nous Review 2024; Arrive & Thrive 2025).

2. **24/7 incident response capability**: RAs on duty every night and senior staff on-call ensure rapid response and consistent support for disclosures and incidents (Nous Review 2024).

3. **High resident perception of safety**: 96 percent of residents report feeling safe overall and 99.1 percent feel safe walking around the site (2024 EoY Survey; Arrive & Thrive 2025).

4. **Trusted and visible staff presence**: Staff and RAs receive high friendliness and trust scores, including 74.4 percent comfort approaching student leaders (Arrive & Thrive 2025).

5. **Trauma-informed case management**: Staff apply trauma-informed principles with clear and safe escalation to Monash SCU where required (Nous Review 2024).

6. **Clear emergency and incident pathways**: Well-defined reporting structures, including Critical Incident Management Protocols, online forms and face-to-face reporting options, provide clarity for residents (Conditions of Residency; Nous Review 2024).

7. **Secure data and privacy systems**: Resident information and incident records are governed under Monash's privacy and IT frameworks with strong access controls (Nous Review 2024).

8. **Integrated wellbeing and safety records**: Consolidated, access-controlled digital records enable consistent oversight of safety concerns, early-warning indicators and historical patterns (Nous Review 2024).

Systemic Risks

1. **Digital spaces outside view**: Group chats and external messaging platforms may normalise harmful humour, pressure or exclusion without staff visibility (Arrive & Thrive 2025 qualitative).

2. **Tech-facilitated harm**: Risks such as image-based abuse, coercive control and online harassment occur on personal devices outside the College's technical control (NSSS 2021).

3. **Alcohol as a structural risk**: Alcohol amplifies GBV risk in communal environments, consistent with national student safety data (NSSS 2021).

4. **Physical constraints of older buildings**: Certain corridors, pathways and outdoor areas have limited natural surveillance or lighting due to legacy infrastructure (Nous Review 2024).

5. **Dependence on key senior staff**: Complex case management relies heavily on a small number of highly trained staff, creating vulnerability during turnover or absence (Nous Review 2024).

6. **Variable after-hours microcultures**: Night-time behaviours and social norms differ across floors and cohorts, shaping where risks may emerge (Nous Review 2024).

7. **Gaps in digital conduct expectations**: Conditions of Residency do not yet explicitly regulate group chats, digital consent or online relational norms (Nous Review 2024).

8. **Complex escalation pathways**: Multiple after-hours channels involving SCU, Monash Security, RAs, senior staff and external services may confuse residents during high-stress incidents (Nous Review 2024).

9. **Risk of under-reporting**: Residents may minimise "less serious" concerns or fear breaching confidentiality, reducing early escalation (Nous Review 2024).

Barriers

1. **Older building limitations**: Improving visibility, lighting, line-of-sight or access controls requires capital investment and alignment with long-term refurbishment (Nous Review 2024).

2. **Balancing privacy and natural surveillance**: Ensuring safety while respecting autonomy is challenging in older buildings and mixed-use communal spaces (Nous Review 2024).

3. **Information overload for new residents**: Early-semester safety messaging can be overwhelming, especially for international or first-time-away-from-home students (Arrive & Thrive 2025).

4. **Limited visibility of early-warning signs**: Low-level issues may be shared informally between peers instead of through formal reporting pathways (Nous Review 2024).

5. **Limited digital oversight**: Mannix cannot regulate closed social media groups or external platforms where harmful dynamics may occur (Arrive & Thrive qualitative).

6. **Floor-level cultural variability**: Microcultures differ across corridors, influencing norms, peer expectations and disclosure likelihood (Nous Review 2024).

Key Actions in Response

1. **Explore enhancements to digital conduct governance.** Consider integrating clearer expectations for online behaviour, group chat norms, digital consent and image-based harm into the Conditions of Residency and student leader learning, mindful of limited capacity for supervision of these spaces.

2. **Strengthen after-hours communication pathways.** Look at developing simplified visual flowcharts and QR-coded *Help Now* points that clarify where to seek help, SCU links and emergency steps.

3. **Explore annual environmental audits.** Consider more systematic reviews of campus lighting, blind spots, CCTV coverage, signage and access points, with resident input and opportunities for external perspectives.

4. **Improve help-seeking visibility.** Explore installing consistent, trauma-informed *Where to get help now* information in key locations such as lifts, bathrooms, kitchens and corridors.

5. **Strengthen responder capability cycles.** Look at providing regular learning for responders on trauma-informed response, coercive control, digital harm and culturally safe practice, supported by smaller booster touchpoints through the year.

6. **Reinforce messaging.** Explore short micro-sessions during the semester to revisit safety pathways, digital boundaries, consent and active bystander roles.

7. **Expand digital safety learning.** Consider developing a resident learning opportunity on digital respect, safe communication and image-based harm prevention.

8. **Strengthen low-threshold reporting options.** Explore clearer communications about pattern reporting to help surface repeated low-level behaviours or emerging risks.

9. **Refine case management and trend monitoring.** Consider improvements to internal registers that support safe record keeping, better trend identification and annual National Code evaluation needs.

10. **Integrate GBV-informed audits into future planning.** Explore how refurbishment and master planning can incorporate Crime Prevention Through Environmental Design (CPTED) principles and environmental safety features, including visibility and lighting improvements.

11. **Strengthen collaboration with SCU.** Explore formalising joint practice through a written Mannix–SCU protocol that outlines training, consultation, escalation guidance and review points.

12. **Tailor onboarding for higher risk cohorts.** Look at offering bespoke induction elements for international, LGBTQIA+, neurodivergent and non-drinking residents that focus on rights, safety and digital boundaries.

13. **Increase visibility of responder roles.** Explore producing clearer resident-facing materials that show who the trained responders are, how they assist and how confidentiality is managed.

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7. Summary: Systems and Infrastructure

Mannix's systems and infrastructure provide an operational framework that aligns with the national Code's emphasis on clear reporting pathways, consistent case management, robust physical safety systems and reliable after-hours supervision. At the same time, systemic risks of tech-facilitated harm through group chats or external messaging, outside the gaze of staff provide a challenge to Colleges.

By strengthening expectations for online behaviour—including group chat norms, digital consent and image-based harm—and embedding these into the Conditions of Residency and student leader training, alongside enhanced digital education sessions and consistent messaging, Mannix is well positioned to address gender-based violence occurring in digital spaces.

Area 4: Service Delivery

1. Context and Overview

Service delivery at Mannix encompasses housing, pastoral care, academic support, wellbeing systems, mentoring, leadership development and access to Monash support services. The National Code requires that student accommodation providers deliver services that are safe, inclusive, trauma-informed and aligned with prevention and response best practice.

Mannix delivers a service environment characterised by high trust, strong relational care and well-embedded wellbeing structures. Students consistently report extremely high satisfaction with safety, belonging, staff approachability, RA support and the relational culture of the College.

The **2024 End-of-Year Survey** shows:

- **98 percent sense of belonging**
- **96 percent overall safety**
- **93 percent trust in staff**
- **89 percent confidence in knowing where to seek support**

The **Arrive & Thrive (SASS) 2025** survey further demonstrates:

- **80.6 NPS for staff friendliness**
- **74.4 percent confidence approaching student leaders**
- **85.0 NPS for safety and security**
- Strong praise for RA responsiveness, pastoral care and staff support (pp. 30, 47–48).

The **Nous Review 2024** confirms that Mannix provides "strong wellbeing support, a safe community culture and a highly responsive student services environment," with effective referral pathways and alignment with Monash's Safer Community Unit.

Service delivery at Mannix is reinforced by clear Conditions of Residency, mandatory Welcome Week education, RA and staff training, regular floor-based engagement, targeted wellbeing interventions and strong partnerships with Monash EDI, SCU, Health Services and Chaplaincy.

The primary challenge, consistent with residential settings nationally, is the intensity of service demand in a high-turnover, high-needs community of 18- to 24-year-olds. Service quality depends on ongoing reinforcement, structured messaging across the year and robust first-contact responses.

2. Evidence From Surveys, Reviews and Practice

2.1 Resident Satisfaction with Support and Services

Surveys show exceptionally high satisfaction levels:

- **98 percent belonging**, signalling strong community connection (2024 EoY).
- Qualitative comments emphasise "feeling known," "safe," and "supported by staff" (Arrive & Thrive pp. 47–49).
- Students describe RAs as "approachable, kind and responsive" (Arrive & Thrive pp. 30, 48).

These data confirm that service delivery is a major cultural strength and enabler for prevention and response.

2.2 Multiple Safe Access Points to Support

Mannix offers several access points for residents seeking help:

- Resident Advisors (13 RAs, 1:25 ratio)
- Dean of Students and senior staff
- MCSS leaders
- Respect at Mannix Advisory Committee
- Monash SCU
- Monash Health, Counselling and DEI teams
- Chaplaincy and pastoral supports

The wide range of pathways increases help-seeking likelihood.

2.3 Integration of Preventative Education

Mannix embeds prevention messages throughout service delivery:

- Welcome Week education on respect, safety and support pathways
- Mandatory Respect at Monash modules
- RA floor meetings reinforcing behaviour expectations
- Safety and wellbeing checks throughout the year
- Staff and student leaders trained in trauma-informed response (Nous Review 2024)

These mechanisms provide continuous reinforcement across the resident lifecycle.

2.4 Partnership with Monash Services

Mannix works closely with:

- **Safer Community Unit** (SCU) for consultation and escalation
- **Monash EDI** for prevention and training
- **Monash Health & Wellbeing** for student support
- **Monash Security** for after-hours coordination

Beyond Monash, Mannix also engaged with Emergency Services and specialist support services such as South Eastern Centre Against Sexual Assault (SECASA).

3. Implications for National Code Compliance

3.1 Service delivery must function as an active prevention system, not a passive support model.

The National Code requires student accommodation providers to deliver **proactive primary prevention**, not only responsive services. Mannix's strong pastoral care model, RA visibility and high resident trust provide a strong base, but compliance requires these structures to operate as **intentional prevention mechanisms** rather than informal support channels.

To maintain alignment, every service delivery component—RA/RSO/Senior staff duty rounds, floor meetings, wellbeing checks, College Counsellor, academic mentoring, events and activities—must intentionally reinforce gender equality, respect, consent, inclusion and reporting awareness. Prevention messaging must be embedded into everyday contact points, not solely delivered during Welcome Week or early semester.

3.2 Service delivery must ensure that every resident knows how to seek help at any time of year.

The Code requires clear, repeated communication about help-seeking pathways. Resident data shows strong baseline awareness, but compliance demands **year-round clarity**, especially during mid-semester stress periods when incidents often occur.

Service delivery must therefore maintain ongoing reinforcement of:

- how to disclose or report
- who to approach
- what happens after a disclosure or report
- confidentiality and privacy protections
- warm referral processes
- explanation of possible outcomes (pre-process) and communication of actual outcomes (post-process)

This reduces the risk of seasonality, message fade-out and misconceptions—key compliance risks in residential settings.

3.3 Accessibility and equity of service delivery must be structurally embedded.

The Code requires equitable access to support for all residents, particularly for groups at higher risk: international students, LGBTQIA+ residents, residents with disability, neurodivergent students, culturally and religiously diverse residents and non-drinkers.

Mannix's relational model is strong, but compliance requires **formalisation** of equitable access mechanisms. This includes tailored onboarding, sensory-friendly support options, multilingual materials and service designs that recognise the rhythm of demanding academic programs.

The Code expects inclusion to be a *structural determinant of safety*, not an optional enhancement.

3.4 First-contact response must be consistently trauma-informed across all service providers.

The Code emphasises the critical importance of first-contact responses. Even with strong systems, variable lived experience among RAs, MCSS Committee, Welcome Team and staff can create inconsistent responses. Compliance requires:

- annual scenario-based training
- supervised reflective practice
- clear scripts and response prompts
- explicit guidance on digital harm, coercive control and cultural safety

This ensures every student leader and staff member can safely support a disclosure, protecting both the individual and institutional compliance.

3.5 Service delivery must coordinate seamlessly across Mannix and Monash systems.

The Code expects coherence across on-campus service ecosystems. Without clear coordination, residents may perceive duplication or "handballing" between Mannix, SCU, Counselling, Security or external agencies.
 To maintain compliance, service delivery must:

- clearly articulate when each provider is appropriate
- visually map pathways
- ensure warm referral rather than redirection
- maintain consistent language across all platforms

This addresses a common Code compliance risk: fragmented service environments.

3.6 Prevention and response content cannot be front-loaded into Welcome Week alone.

The Code requires ongoing, embedded prevention education. Strong Welcome Week reforms at Mannix meet baseline expectations, but compliance demands **sequenced and continuous learning**. Service delivery must therefore integrate prevention content into:

- ongoing reinforcement
- mid-semester reminders
- RA conversations
- academic mentoring
- formal and informal community events

This reduces risk linked to message decline and aligns with the Code's emphasis on sustained prevention.

3.7 Service delivery must incorporate monitoring of service utilisation and early-warning indicators.

The Code requires providers to identify emerging safety patterns before harm escalates. Mannix's RA reporting structures and wellbeing checks provide a platform for this, but compliance requires formal integration into structured data systems. This means tracking:

- early concerns
- repeated low-level behaviours
- emerging patterns
- trends in help-seeking
- disclosures involving digital harm

All contribute to the Code's requirement for environmental scanning and proactive intervention.

3.8 Service delivery must demonstrate a clear "No Wrong Door" response.

The Code requires that students feel safe disclosing to *any* staff or leader.
 To remain compliant, Mannix should formalise and publish a "No Wrong Door" commitment affirming that:

- every disclosure is taken seriously
- every responder provides supportive listening

- no resident is redirected without warm referral
- confidentiality and autonomy are protected
- the same core principles apply regardless of entry point

This is now considered sector best practice.

4. Assessment: Service Delivery

Enablers

1. **High satisfaction with support and safety**: Residents report extremely high belonging, trust and safety levels, indicating strong foundations for effective service delivery (2024 EoY; Arrive & Thrive 2025).

2. **Strong relational model of care**: Staff and RAs are consistently described as warm, approachable and responsive, promoting early help-seeking (Arrive & Thrive 2025 pp. 30, 47–49).

3. **Mandatory foundational training**: All residents complete respectful relationships, consent and safety education during Welcome Week and online modules through Monash (Welcome Week Program).

4. **Multiple safe access points**: Residents can seek support from RAs, senior staff, College Counsellor, MCSS leaders, Welcome Team, Advisory Committees and Monash services, increasing likelihood of disclosure (Nous Review 2024).

5. **Trauma-informed first-response capability**: Staff and student leaders are skilled in trauma-informed response, supportive listening and referral pathways (Nous Review 2024).

6. **Embedded wellbeing touchpoints**: Regular RA rounds, floor meetings, wellbeing checks and pastoral conversations normalise help-seeking (Arrive & Thrive 2025).

7. **Strong Monash integration**: Collaboration with SCU, EDI, Health & Wellbeing, Counselling, Security and Respect at Monash ensures consistent prevention and response messaging (Nous Review 2024).

8. **Academic and wellbeing support integration**: StudyFest, academic mentoring and pastoral support identify struggling students early, reducing escalation risk (College Programs 2022–2025).

9. **Faith and values-aligned service culture**: Catholic values reinforce dignity, care, respect and service delivery grounded in moral responsibility (College Values Framework).

10. **Accessible support information**: Safety, wellbeing and referral information is available through the Handbook, website, RA groups and Welcome Week materials (Conditions of Residency).

11. **Visible responder roles**: RAs, staff and trained responders are introduced publicly at events such as Respect at Mannix formal dinner, supporting visibility and trust (College Events Calendar 2023–2025).

Systemic Risks

1. **Residents viewing Mannix as "just accommodation"**: Some students may not fully engage in prevention programs if they frame Mannix as a housing service rather than a community (Nous Review 2024).

2. **Front-loaded awareness**: Prevention messages are strongest in Welcome Week, with lower reinforcement later in the semester when incidents may occur (Nous Review 2024).

3. **First-contact vulnerability**: A poorly handled first disclosure can damage trust and deter further help-seeking, even if overall systems are strong (NSSS 2021).

4. **Pathway complexity**: Students may struggle to understand the differences between Mannix support, SCU, Counselling, Security and external services (Nous Review 2024).

5. **High turnover of residents**: 40 percent of the cohort is new each year, requiring constant rebuilding of knowledge about safety, services and pathways (Nous Review 2024).

6. **Varied cultural expectations**: International students may have limited familiarity with Australian reporting norms, consent concepts or support pathways (Arrive & Thrive 2025 demographic data).

7. **Academic intensity reducing engagement**: Students in Medicine, Engineering or double degrees may disengage from preventative programming due to time pressures (Arrive & Thrive 2025).

8. **Emotional labour disparities**: Women, queer and high-empathy students may disproportionately carry emotional support roles among peers, leading to burnout or unequal service experiences (sector evidence; NSSS 2021).

9. **Misunderstanding confidentiality**: Some residents may fear that disclosures will not remain private or will be escalated too quickly (Nous Review 2024).

10. **Inconsistent practical experience among leaders**: Even with training, lived experience varies, affecting confidence in real-world GBV disclosures (Nous Review 2024).

11. **Developmental risk-taking norms.** The age and stage of young adults, combined with peer dynamics, can contribute to higher risk-taking behaviours.

12. **Peer influence affecting judgement:** Close friendship networks and collegiate social dynamics may create situations where students prioritise loyalty or harmony over safety, early reporting or bystander intervention, reducing the likelihood of timely escalation.

Systemic Risks

13. **Concerns about moralisation in a faith-based setting.** Some residents may worry that certain behaviours will be judged through a moral or religious lens without our Catholic context. This perception can deter help-seeking or reduce engagement with reporting and support options, particularly for students who feel outside the dominant cultural or faith identity.

Barriers

1. **Students' time constraints**: Demanding academic schedules limit attendance at optional education sessions (Arrive & Thrive 2025).

2. **Finite staff and student leader capacity**: A small team of staff that supports around 35 student leaders in leading this work cannot provide prolonged or intensive follow-up for every resident needing bespoke support (Nous Review 2024).

3. **Disclosure variability across leaders**: RAs and MCSS leaders differ in familiarity with handling trauma or crisis situations, despite universal training (Nous Review 2024).

4. **Mailformed perceptions of duplication**: Students may perceive Mannix, SCU, Counselling and Health as separate and repetitive rather than coordinated (Nous Review 2024).

5. **Language and cultural barriers**: International or multilingual residents may not absorb key safety messages effectively at first (Arrive & Thrive 2025).

6. **Accessibility limitations**: Some service delivery modes (e.g. large-group talks, loud events) are less accessible to neurodivergent or sensory-sensitive students (Arrive & Thrive 2025).

7. **Stigma around mental health or GBV discussions**: Students from some cultural backgrounds may avoid help-seeking due to stigma or fear of family reaction (Arrive & Thrive 2025).

8. **Fragmented student engagement rhythms**: Engagement fluctuates significantly around mid-semester assessments and exams, reducing attendance at preventative programs.

9. **Fear of "dobbing".** Some residents may hesitate to report concerns or disclosures because they worry about being seen as betraying friends, creating drama or escalating something that is "not their business." This fear can delay or prevent help-seeking and reduces the likelihood of early intervention.

Key Actions in Response

1. **Embed GBV prevention into mandatory touchpoints.** Explore opportunities to weave short prevention messages into floor meetings, wellbeing check-ins, academic milestones and major cultural events.

2. **Create a year-round calendar of learning opportunities.** Strengthen sequencing of micro-modules, student leader-led conversations, Monash workshops, online learning and periodic refreshers.

3. **Promote a "No Wrong Door" model.** Promote a clear commitment that any disclosure receives supportive listening, warm referral and coordinated follow-up, regardless of entry point.

4. **Clarify support and reporting pathways.** Enhance visibility of a simple, tiered guide explaining when to engage Mannix staff, RAs, SCU, Counselling, Security or emergency services, supported by posters and QR codes.

5. **Strengthen first-contact response alignment.** Deliver more scenario-based training for staff and student leaders, covering digital harm, coercive control, cultural safety and trauma-informed practice.

6. **Expand reflective practice structures.** Introduce regular sessions for student leaders to debrief challenges, build confidence and identify emerging themes.

7. **Strengthen wellbeing intelligence within coordination.** Capture student leader insights, trends and wellbeing concerns in structured systems to support early identification.

8. **Promote Monash resources more visibly.** Feature bSafe, SCU contacts, Respect at Monash modules and emergency pathways in recurring communications and signage.

9. **Strengthen student leadership capacity.** Enhance GBV prevention and response competencies within leadership development programs.

10. **Increase transparency.** Explain in key resources what happens after a disclosure or report, who is involved, how privacy is protected and what choices students have.

11. **Strengthen cross-provider coordination.** Explore more formal links between Mannix, SCU, Health, Counselling and Security to improve continuity and reduce duplication.

5. Summary: Service Delivery

Service delivery at Mannix is a major strength, characterised by high trust, strong pastoral care and multiple safe, familiar access points for support. Residents consistently report feeling safe, connected and confident in seeking help, and staff and student leaders demonstrate strong trauma-informed practice. Partnerships with Monash services further reinforce a coordinated prevention and response environment.

At the same time, engagement can vary across the year, and pathway complexity or cultural differences may limit help-seeking for some residents. Strengthening continuity of messaging, clarifying reporting channels and embedding a year-round curriculum will enhance service delivery and further align Mannix with National Code expectations.

Area 5: Policies and Procedures

1. Context and Overview

Mannix College has a comprehensive, contemporary and publicly accessible policy framework that clearly articulates expectations for respectful behaviour, inclusion, safety and prevention of gender-based violence. This framework includes the **Sexual Harm, Discrimination, Harassment, Hazing & Bullying Policy**, **Safeguarding Children & Young People Policy**, **Alcohol Policy**, **Privacy Policy**, **Welcome Week Policy**, **Staff Code of Conduct**, **Conditions of Residency**, the **Resident Handbook** and the **Residency Agreement**. Together, these policies cover both prevention (culture, norms, risk mitigation) and response (first contact, reporting, interim measures, formal processes, referral pathways, investigations and outcomes).

Policies underwent **specialist legal review in 2023** and a **gendered-violence and EDI specialist review in 2024**, ensuring alignment with legislative requirements, Monash University expectations and best-practice sector standards. The **Nous Review 2024** also found that Mannix's policies are clear, appropriate for residential settings and well aligned with a trauma-informed approach.

The **three-tier Allegations, Complaints and Misconduct categorisation system** ensures proportional responses. Category 1 incidents include sexual harm, stalking, threats, hazing, discrimination and tech-facilitated abuse, triggering strong safety planning, engagement with Monash SCU and external agencies, and trauma-informed practice. Response principles prioritise safety, informed choice, autonomy, confidentiality and access to support, ensuring victim-survivor-centred decision-making.

Mannix's policies and procedures demonstrate a strong commitment to inclusion, intersectionality and human-rights framing. However, as with all colleges, consistent application, clarity of understanding across a large resident community and adaptation to new National Code obligations remain essential.

2. Evidence From Policy Documents, Reviews and Resident Experience

2.1 Comprehensive and modernised policy suite

Mannix's suite covers all key domains required by the National Code:

- GBV and sexual harm
- Hazing and discrimination
- Alcohol
- Safeguarding minors
- Privacy and information handling
- Conduct expectations
- Digital conduct (in development)
- Trauma-informed response

This breadth is uncommon in the sector and was praised in the Nous Review 2024 for its clarity and accessibility.

2.2 Trauma-informed and victim-survivor centred

Policies emphasise:

- Safety first
- Autonomy of the person disclosing
- Clear choice regarding formal and informal reports
- Access to SCU, CASA and external services
- Proportionate, timely and fair outcomes

This aligns strongly with Our Watch and National Code principles.

2.3 Clear misconduct categorisation and pathways

The three-level system ensures:

- Category 1 = serious harm, sexual harm, criminal-level behaviour
- Category 2 = significant conduct breaches
- Category 3 = lower-level issues requiring education or supports

Residents have accessible pathways for raising concerns through student leaders (especially the RAs), staff or the online form.

Policies explicitly prohibit discrimination, vilification, harassment and culturally unsafe behaviour.

2.4 Resident awareness and challenges

Resident surveys show high confidence in safety and knowing where to seek support; however, as is typical for young adult communities, not all residents engage deeply with reading policy documents, leading to variable understanding of procedural detail.

3. Implications for National Code Compliance

3.1 Policies must function as safety infrastructure, not disciplinary documents

The National Code frames policies as mechanisms for *prevention, protection and equity*, not simply behaviour enforcement. Mannix meets this expectation structurally, but must continue emphasising human-rights framing so that young adults view policies as supports rather than punishments. Plain-language guides, visuals and scenario-based explanations will strengthen alignment.

3.2 Residents must understand reporting pathways clearly and consistently

The Code requires residents to clearly understand reporting options, confidentiality, autonomy and warm referral processes. To remain fully compliant, Mannix must reinforce these pathways visually, repeatedly and in simplified formats, ensuring every resident can articulate who to contact, what happens next and how privacy is protected. A "No Wrong Door" commitment supports this requirement.

3.3 Trauma-informed response must be demonstrated consistently across all responders

The Code expects consistent trauma-informed practice across all staff and leaders who may receive disclosures. Mannix's policy principles reflect this, but consistent application requires ongoing scenario-based training and supervision so that every responder maintains survivor autonomy, avoids minimisation and upholds confidentiality and safety planning.

3.4 The three-tier misconduct system must be clearly understood and applied without variability

The Code requires that serious harms such as sexual assault, coercive control and stalking are categorised and addressed through transparent, proportionate and timely processes. Mannix's framework satisfies this structurally, but compliance requires uniform understanding and consistent application across all decision-makers, supported by checklists, training and periodic quality reviews.

3.5 Policies must explicitly address digital behaviour and technology-facilitated GBV (TFGBV)

TFGBV is a core risk recognised by the Code. Mannix's suite covers GBV comprehensively but must further strengthen explicit governance of digital behaviour, including group chat norms, online consent, digital coercion and image-based abuse. Updating Conditions of Residency and related policies will ensure full alignment.

3.6 Policies must recognise collective harms, hazing dynamics and environmental risk factors

The Code requires providers to address group behaviours, environmental risks and cultural dynamics. Mannix's post-2022 reforms address hazing effectively, but ongoing compliance requires explicit recognition of collective harms and continued monitoring of group dynamics, alcohol patterns, floor-level cultures and environmental design factors.

3.7 Intersectionality must be operationalised, not only stated

The Code requires explicit acknowledgement of intersecting identities and risks. Mannix's policies already protect multiple groups, but compliance requires ongoing operationalisation of intersectional protections, particularly for international students, LGBTQIA+ residents, neurodivergent students, residents with disability and non-drinkers.

3.8 Policies must be backed by visible governance, documentation and scheduled review

The Code requires documented evidence of regular policy review, Council oversight, updates following incidents or trends and alignment with university frameworks.

4. Assessment: Policies and Procedures

1. **Comprehensive policy framework:** Mannix maintains a full suite of contemporary safety-focused policies, including Sexual Harm, Discrimination, Harassment, Hazing and Bullying; Alcohol; Safeguarding Children & Young People; Privacy; Welcome Week, all publicly available at https://mannix.monash.edu/handbook-policies/

2. **Clear behavioural standards:** Conditions of Residency explicitly prohibit bullying, harassment, sexual harm, discrimination, hazing, and threatening behaviour, extending to on-site, off-site and online contexts (Conditions of Residency 2024).

3. **Recent specialist review and modernisation:** Policies were reviewed by legal experts in 2023 and by EDI and gender-violence specialists in 2024, ensuring alignment with contemporary best practice and legislative requirements (Legal Review 2023; EDI Review 2024).

4. **Categorised misconduct system:** A clear three-level Allegations, Complaints and Misconduct Procedure classifies GBV, sexual harm, stalking, threats, tech-facilitated abuse and hazing as Category 1 or serious Category 2, triggering formal, high-level responses (Misconduct Procedure 2024).

5. **Trauma-informed response principles:** Policies mandate victim-survivor autonomy, informed choice, privacy, safety planning and access to SCU and external supports such as CASAs (Sexual Harm Policy 2024).

6. **Integration with Monash systems:** Policy frameworks align with Monash's behavioural expectations, privacy protocols and referral pathways, reducing fragmentation of response options (SCU and Monash Safety Framework 2024).

7. **Clear expectations for staff and student leader conduct:** Codes of conduct outlines respectful behaviour requirements, boundaries and obligations around disclosure response and reporting (Staff Code of Conduct 2024, Student Leader Code of Conduct 2025).

8. **Privacy and data-governance safeguards:** Policies outline secure management of personal information and the use of anonymised incident reporting for governance oversight (Privacy Policy 2024).

9. **Explicit recognition of minors:** The Safeguarding Children & Young People Policy provides protections for residents under 18, including reporting obligations and risk mitigation (Safeguarding Policy 2024).

10. **Welcome Week risk controls:** The Welcome Week Policy includes mandated alcohol controls, safety briefings and staff-led oversight, reducing early-year exposure to unsafe norms (Welcome Week Policy 2024).

11. **Intersectional anti-discrimination protections:** Policies prohibit racism, homophobia, transphobia, ableism and cultural disrespect, aligning with Code expectations for inclusive safety environments (Sexual Harm & Discrimination Policy 2024).

Systemic Risks

1. **Policies misunderstood as disciplinary tools:** Some students may perceive policies as punitive rather than safety-oriented, reducing willingness to disclose (Nous Review 2024)

2. **Power imbalances in reporting:** Some residents may fear social or cultural repercussions from reporting peers, especially where perceived status hierarchies exist (Nous Review 2024).

3. **Risk of inconsistent application:** Despite strong policy design, any variation in interpretation across staff or student leaders may undermine fairness or transparency (Nous Review 2024).

4. **Collective behaviours not always clearly captured:** Some harmful group dynamics, such as subtle hazing or coercive alcohol rituals, may go unrecognised or unreported, or may be difficult to categorise under individualised misconduct frameworks (2022 Orientation Review; Nous Review 2024).

5. **Digital conduct insufficiently regulated:** Existing policies do not yet explicitly address group chats, image-based abuse, digital coercion or online misogyny.

6. **Victim-survivor burden:** Without careful practice, interim safety measures may default to relocating the victim-survivor rather than the alleged perpetrator, contrary to Code expectations (Sector Best Practice; SCU Guidance 2024).

7. **Cultural safety gaps:** Policies may not yet fully articulate protections and supports for culturally diverse residents, LGBTQIA+ residents and neurodivergent students (Arrive & Thrive 2025 demographic insights).

1. **Large volume of policy content:** Young adults, especially new residents or international students, may struggle to absorb complex safety policy content (Arrive & Thrive 2025).

2. **Fixed review cycles:** Updating policies often requires Council approval, legal review and timing cycles, reducing agility in adopting new best practice swiftly (Governance Records 2024).

3. **Variable policy literacy:** Not all RAs, MCSS leaders or staff may retain policy details over the year without structured refreshers (Nous Review 2024).

4. **Informal cultural pressures:** Even with strong policy frameworks, informal gossip, victim-blaming or social dynamics may influence reporting confidence (2024 EoY Survey qualitative comments).

5. **Confusion across multiple systems:** The coexistence of Mannix, Monash and external service policies may feel complex for residents navigating help options (Arrive & Thrive 2025).

6. **Limited structural embedding of intersectionality:** Policies include anti-discrimination statements but may not yet fully operationalise intersectional support across all procedures (EDI Review 2024).

7. **Cultural icebergs and invisible, harmful norms:** Residents pick up unwritten cultural cues quickly, and some of these norms may sit below the surface. They can influence behaviour and expectations in ways staff cannot always see. These hidden norms can create blind spots in safety culture and reduce clarity about what is acceptable.

Key Actions in Response

1. **Develop a National Code Alignment Map:** Create a clear crosswalk linking Code requirements to existing Mannix policies, identifying gaps and required amendments to ensure full compliance.

2. **Strengthen plain-language policy communication:** Explore producing accessible one-page summaries, visual guides and scenario-based explainer sheets covering sexual harm, reporting pathways, consent, digital behaviour and safety expectations.

3. **Introduce a victim-survivor safety checklist for senior staff:** Consider a simple trauma-informed checklist, as per Code requirements, to guide decision making in GBV-related matters. This could help ensure safety and wellbeing principles remain central in actions like interim measures or communication.

4. **Formalise digital conduct governance:** Explore adding clearer language about group chats, online respect, image-based harm, digital consent and reporting options to the Conditions of Residency and relevant handbooks.

5. **Policy literacy training:** Look at strengthening refresher training for RAs, MCSS leaders and relevant staff. Scenario-based practice and reflective sessions may help maintain confidence across the year.

6. **Enhance visibility of reporting pathways:** Consider increasing the prominence of "How to Disclose or Report and What Happens Next" guides, including QR-coded flowcharts in corridors, bathrooms and shared spaces.

7. **Clarify relocation and interim measure principles:** There may be benefit in refining guidance so that decisions about movement prioritise safety, clarity and fairness, including the principle that victim-survivors should not be disadvantaged.

5. Summary: Policies and Procedures

Mannix's **policy and procedure** framework is a significant organisational strength. The College maintains a comprehensive, modern and trauma-informed suite of policies that clearly outline behavioural expectations, reporting pathways and safety obligations. Recent legal and EDI specialist reviews demonstrate strong alignment with contemporary standards, and the categorised misconduct system provides clarity and procedural fairness.

However, National Code compliance requires policies to be understood as safety infrastructure, not merely rules. Complexity, multiple reporting channels and gaps in digital conduct governance create risks if not addressed through clearer communication and stronger operationalisation. With enhanced plain-language materials, strengthened intersectional protections and consistent training for all responders, Mannix is well positioned to meet and exceed the Code's expectations for a policy framework that actively prevents harm and supports victim-survivors with clarity and care.

Area 6: Management and Governance

1. Context and Overview

Strong governance and executive leadership are essential to ensuring that a residential college can meet its obligations under the National Code. Governance determines not only the strength of organisational oversight, but also the strategic priorities, expectations for culture, allocation of resources and accountability for safety outcomes.

Mannix College benefits from a highly skilled, mission-driven and engaged College Council, supported by a committed executive leadership team with strong sector experience and a clear, public commitment to preventing and responding to gender-based violence.

The College Council has demonstrated a **longstanding pattern of accountability and willingness to confront complex issues**, commissioning three independent reviews focused on sexual harm, culture and Welcome Week (2018, 2022, 2024). Each review has been followed by structured implementation, policy reform and strengthened governance processes (Nous Review 2024; Orientation Review 2022).

Executive leadership, including the Principal and Dean of Students & Vice-Principal, provide visible, values-driven leadership, strong alignment with national and sector frameworks, and close operational oversight of culture, wellbeing, incident response and training systems. The Principal's co-authoring of the **UCA Safer College Communities Framework (2025)** and Mannix's investment in **Our Watch Institute training ($12,000 engagement, 2025–2026)** demonstrate a high level of sector alignment and proactive leadership.

Alongside these formal structures, the College's relationship with its student leadership cohort remains vital. Maintaining a trusting, reciprocal partnership with RAs and MCSS leaders supports accountability, early identification of cultural risks and shared responsibility for safety. This relationship can evolve each year as cohorts change, so continued attention to communication, expectations and support is important.

Collectively, Mannix's governance and management structures are well positioned to meet National Code expectations. As with all governance environments, continued strengthening of GBV-specific expertise, data visibility and annual reporting will be required to ensure full compliance and sustained vigilance.

2. Management and Governance Structures

2.1 College Council

- Volunteer governing body, chaired by the Auxiliary Bishop of Melbourne.
- Contains deep expertise across law, higher education, communications, psychology, Catholic mission, strategy and governance (Council Membership Records 2024).
- Includes a senior Monash University leader (Deputy Vice-Chancellor equivalent), ensuring alignment to university expectations (Nous Review 2024) and the MCSS President.
- Oversees:
  - Governance
  - Culture and performance

- Senior staff
- Policy approvals
- Independent reviews
- Safety, risk management and compliance
- Demonstrates a culture of transparency, with repeated commissioning of independent reviews and formal action plans following each (2018 Review; 2022 Welcome Week Review; Nous Review 2024).

2.2 Executive Leadership

Executive leadership at Mannix is anchored by Principal Andrew Swan and Dean of Students and Vice Principal Dr Tracy Clelland. Together they provide strategic direction on culture, safety and prevention and oversee the daily wellbeing, case management and incident response functions that keep students safe and supported. They supervise and develop all student leaders, embed trauma informed systems across the College and ensure alignment with national frameworks and Monash services.

This leadership team brings deep expertise in prevention and response, grounded in national sector experience, evidence informed practice and strong partnerships with Monash services. Andrew has fifteen years of experience in student accommodation and serves on national bodies including the UCA National Committee, the NAAUC Advisory Committee and the Residential Experience Standard Advisory Board, and previously on the White Ribbon Victoria State Committee. His recent sector contributions include co-authoring and presenting the UCA Safer Colleges Framework at the 2025 UCA Conference, which focused explicitly on the Code and student safety.

Tracy brings significant academic and professional expertise in youth development, wellbeing, relationships education and consent. She has led nationally recognised work on co design with young people, coordinated major tertiary programs in health and education and received a University Teaching Award for excellence. Her PhD research and national project leadership provide a strong grounding in evidence informed practice, respectful relationships education and systems that support student safety and wellbeing.

A core element of this leadership is the trusting, mutually accountable relationship maintained with the Resident Adviser team and MCSS leaders. Student leaders sit at the heart of safety and culture in any residential community. They often set the tone for help seeking, inclusion and reporting confidence, and their influence can be powerfully positive or unintentionally harmful if support structures are not strong. Because each cohort changes yearly, sustaining this partnership requires ongoing attention, honest communication and shared expectations. When these relationships are strong, student leaders become active partners in preventing harm, identifying emerging risks and modelling the values that underpin a safe and respectful community.

2.3 Our Watch Partnership & Capability Building

Mannix has entered a multi-stage partnership with **Our Watch Institute (2025–2026)** to upskill Council, staff, student leaders and the implementation team.

Scope includes:

- Council & Executive Workshop
- Staff & Residential Leadership Briefings
- Two 3-hour student leader workshops
- Specialist workshop for the Implementation Team

- Online prevention module for all residents (from late 2026)

This partnership places Mannix ahead of most residential colleges in meeting National Code governance capability expectations.

3. Current Management and Governance Practices: Evidence Base

3.1 Independent Reviews and Structured Accountability

Mannix has a well-documented history of commissioning external reviews, including:

- **2018 independent sexual harm review**
- **2022 Welcome Week & Hazing Review** (removal of high-risk traditions)
- **2024 Nous Independent Review**, finding:
  - "Strong safety culture"
  - "Visible and trusted leadership"
  - "Effective governance oversight of student safety"
    (Nous Review 2024)

3.2 Governance Oversight of Safety and GBV

- Regular Council papers include anonymised incident summaries, trend analysis and policy updates (Council Papers 2023–2024).
- Council approved policy changes following legal and EDI reviews (Policy Review 2023; EDI Review 2024).
- Safety, respect and culture are recurring strategic discussion points.

3.3 Governance Structures, Diversity and Mission

Council membership incorporates:

- Gender diversity
- Cultural and professional diversity
- Representatives with lived mission and pastoral experience
- Higher education and student life expertise

This diversity supports robust oversight and alignment with Change the Story.

3.4 Risk Management and Strategic Alignment

- GBV is recognised as a strategic risk and addressed through governance processes, incident reporting and external referral systems (Nous Review 2024).
- Council engages directly with the Principal on Whole-of-Organisation planning and regulatory changes.

4. Implications for National Code Compliance

4.1 Governance must demonstrate active oversight of GBV prevention and response.

The Code requires governing bodies to treat GBV as a core institutional risk. Mannix already demonstrates strong foundations, but compliance requires Council to maintain *documented, ongoing oversight* of all aspects of the Whole-of-Organisation Plan, including indicators, annual review and continuous improvement.

4.2 GBV governance capability must be formally established and maintained.

The Code requires Council members to be trained in GBV prevention. The Our Watch partnership provides a strong mechanism, but compliance depends on annual recommitment, onboarding of new members and documented competency.

4.3 Decision-making must explicitly incorporate trauma-informed and intersectional principles.

The Code emphasises safety, choice, dignity and protection of vulnerable groups. This requires governance decisions to reflect:

- Victim-survivor autonomy
- Intersectional risk awareness
- Avoidance of actions that privilege operational convenience over safety
- Commitment to cultural safety

Formal governance checklists will support consistent practice.

4.4 Governance must ensure transparent, timely policy review cycles.

The Code expects:

- Identifiable review timeframes
- Documentation of changes
- Clear alignment to Code requirements
- Evidence of Council deliberation

Given existing legal and EDI reviews, Mannix is well positioned to comply but must maintain annual alignment checks.

4.5 Governance requires clear data visibility and pattern monitoring.

The Code requires governing bodies to monitor:

- Trends
- Repeated low-level behaviours
- Intersectional impacts
- Patterns linked to environment or groups

Enhanced dashboards and regular reporting will support full compliance.

4.6 Succession planning is essential for GBV governance resilience.

Reliance on a small number of key individuals is a Code compliance risk. Formalising training pathways, documentation processes and induction programs for Council and senior staff will strengthen long-term compliance.

5. Assessment: Management and Governance

Enablers

1. **Skilled, diverse governing body:** College Council includes expertise in higher education, law, psychology, strategy, mission and communications, supporting robust oversight (Council Membership 2024).

2. **Strong governance engagement with safety:** Council has commissioned multiple independent reviews (2018, 2022, 2024), demonstrating accountability and transparency (Nous Review 2024).

3. **Executive leadership sector expertise:** Principal co-authored the UCA Safer College Communities Framework and presents nationally on GBV prevention (UCA Conference 2025).

4. **Trauma-informed leadership approach:** Senior staff receive specialist training through Our Watch and EDI experts, embedding trauma-informed practice across policy, culture and case management (EDI Review 2024).

5. **Anonymised incident reporting:** Council receives clear, trend-level GBV and safety reporting, supporting oversight while protecting confidentiality (Council Papers 2024).

6. **Investment in prevention capability:** $12,000 Our Watch partnership strengthens governance, staff and student leader capability across all levels (Our Watch Engagement 2025).

7. **Alignment with Monash governance:** A Monash DVC-level representative on Council strengthens alignment with University expectations and shared safety responsibilities (Nous Review 2024).

8. **Clear management structures:** Defined roles, reporting lines and delegation authorities ensure that prevention, culture and pastoral care are embedded systematically in College operations.

9. **Strengthened student leadership partnership since 2022:** Mannix has invested in building a trusting, mutually accountable relationship between executive staff and student leaders, supported by clearer expectations, improved training and shared cultural goals. This partnership has become a key enabler of safety, with RAs and MCSS leaders working more closely with senior staff to identify risks early, support residents and shape positive community norms.

Systemic Risks

1. **Variable levels of GBV expertise within Council:** Council may rely on staff or external advisors to interpret evolving GBV frameworks, creating potential gaps in nuanced governance understanding (Nous Review 2024).

2. **Dependence on key individuals:** Strong reliance on the Principal and Dean for culture leadership, training, case management and prevention strategy creates continuity risk if either role changes unexpectedly.

3. **Dual-role risk: Principal and Dean involvement at all levels:** The Principal and Dean are deeply engaged across prevention, culture shaping, student leadership development, case management, incident response and external partnerships. This provides strength (visibility, trust, coherence) but also introduces governance risk:
   o potential concentration of institutional knowledge in two roles
   o potential for perceived conflicts of interest if leaders both design systems *and* act as primary responders
   o vulnerability during transition, leave or turnover
   o potential for blurred boundaries between strategic oversight and direct operational involvement

   This is a recognised governance risk in best-practice GBV frameworks (UCA Framework 2025; Sector Governance Standards 2024).

4. **Reputation management pressures:** High public scrutiny of student accommodation may create subtle pressure to balance transparency with reputational considerations.

5. **Data limitations:** Without intersectional disaggregation, trends affecting vulnerable cohorts may be overlooked (Arrive & Thrive 2025).

6. **Volunteer governance constraints:** Limited time availability may restrict depth of engagement with complex GBV agendas if not deliberately prioritised.

7. **Variability in student leadership accountability**: The trusting, mutually accountable partnership between executive staff and student leaders is central to safety and culture, but it can fluctuate each year as cohorts change. Variability in readiness, cohesion or confidence among RAs and MCSS leaders may affect the consistency of prevention work, early risk identification and student help seeking. This dependency introduces a systemic vulnerability if support, expectations or relationships are not continually reinforced.

Barriers

1. **Externally influenced appointment processes:** Governance appointments are shaped by constitutional arrangements and external appointing bodies, limiting full control over composition.

2. **No formal performance measures for Council:** There is currently no structured evaluation of governance performance specifically against GBV prevention and response responsibilities.

3. **Limited formal succession planning:** Succession planning for GBV expertise at Council and executive levels remains informal rather than codified.

4. **Competing strategic priorities:** Council and the Executive must balance safety, GBV prevention, financial, capital works and operational agendas, which can compete for attention.

5. **Policy/response literacy variation:** Without regular refreshers, not all Council members may retain detailed knowledge across fast-evolving GBV and regulatory landscapes.

Key Actions in Response

1. **Embed a standing GBV agenda item:** Council and SMT may wish to include GBV prevention and response updates as a regular agenda item, supported by progress indicators and emerging risks.

2. **Formalise GBV governance capability:** Implement training and competency expectations for Council and senior staff, supported by the Our Watch Institute.

3. **Establish structural succession planning:** Explore documenting processes that support continuity of GBV expertise within Council, the Principal role and the Dean role.

4. **Strengthen incident review frameworks:** Periodic third party reviews of selected incidents, carefully anonymised, may help validate fairness, transparency and trauma informed practice

5. **Reinforce student leadership partnership**: Look at structured ways to support the trusting, mutually accountable relationship between executive staff and student leaders. This could include clearer expectations, shared reflection points or joint training opportunities that help maintain consistency across changing cohorts and encourage student leaders to positively influence culture, safety and reporting confidence.

6. Summary: Management and Governance

Mannix's **governance and management** environment represents a significant organisational strength. The combination of a skilled, mission driven Council, visible and trusted executive leadership, a pattern of commissioning independent reviews and sustained investment in Our Watch training suggests a mature and evolving commitment to safety, accountability and continual improvement. Governance oversight appears active and aligned with sector expectations and the intent of the National Code.

At the same time, National Code compliance may benefit from continued strengthening of governance capability, data visibility and succession planning. The close involvement of the Principal and Dean in both prevention and response work supports cultural coherence, yet it may also introduce concentration of knowledge and continuity risks that could be managed through additional structural safeguards.

The College's operational model also relies heavily on student leaders, whose influence on culture, safety and reporting confidence is significant. This means the organisation may need to continue paying close attention to the trusting, mutually accountable relationships that underpin this partnership, particularly as leadership cohorts change each year.

With consideration of enhanced governance training, clearer performance measures and more formalised oversight protocols, Mannix is well placed to continue building strong foundations for safety, transparency and gender based violence prevention across the organisation.

Area 7: Community Engagement

1. Context and Overview

Community engagement plays a significant role in shaping safety, respect and gender norms within a residential college. Mannix recognises that students' knowledge, attitudes and behaviours are shaped through diverse socio-cultural contexts – families, schools, communities, peers and online environments. Colleges must understand the productive nature of these socio-cultural contexts, actively counter harmful norms and reinforce respectful, inclusive and evidence-informed expectations.

Mannix operates within a strong ecosystem of partners, including Monash University's Safer Community Unit, Respect at Monash, Health & Counselling, Wellbeing Services, Campus Community Division, Security, Diversity, Equity & Inclusion, Monash Sport and student service teams. These partnerships support coherent messaging, referral pathways and alignment with national frameworks such as Respect.Now.Always, and the NSSS response guidelines.

Alumni engagement at Mannix is generally positive, values-aligned and contributes to scholarships, mentoring, community events and cultural continuity. Importantly, alumni do not exert influence over student culture or disciplinary processes, reducing a common risk seen in older college systems.

These partnerships and networks, combined with Mannix's rigorous admissions processes and values-based culture, create a strong foundation for preventing gender-based violence. However, variation in feeder school cultures, broader sector narratives and diverse community expectations require continuous management and vigilance to ensure alignment with the National Code.

2. Community Engagement Structures & Relationships

2.1 Affiliation with Monash University

Mannix maintains close operational and cultural alignment with Monash University through:

- Safer Community Unit (SCU) partnerships
- Respect at Monash training, content and campaigns
- Alignment to Monash incident pathways
- Shared NSSS response frameworks
- Engagement with Monash Health, Counselling, Security and DEI
- Marketing alignment and recruitment advice

This ensures that prevention and response systems remain integrated and consistent with broader university expectations.

2.2 National Sector Engagement

Mannix leadership contributes actively to the national conversation on student safety and GBV prevention through:

- Co-authoring the **UCA Safer College Communities Framework (2025)**
- Participation in UCA forums (2023–2025)

- Engagement with NSSS response discussions
- Sector-wide collaboration around Code implementation

These engagements strengthen Mannix's alignment with best practice and ensure early awareness of sector expectations.

2.3 Alumni Engagement

Alumni typically provide positive cultural reinforcement through participation in:

- Scholarships
- Mentoring
- Community and networking events
- Philanthropy and leadership dinners

Importantly, alumni involvement is **structured, bounded and does not influence disciplinary decisions**, reducing risk of harmful legacies.

2.4 Community Diversity & Admissions

Mannix's applicant pool is diverse, drawing students from across metropolitan, regional, interstate and international communities. Admissions processes incorporate values-alignment criteria and behavioural expectations that reinforce gender equality, cultural safety and respect (Admissions Records 2024).

3. Current Practice & Evidence Base

3.1 Constructive partnerships with Monash

The College collaborates closely with Monash SCU, Counselling, Respect at Monash and DEI, ensuring clear referral pathways and consistent safety messaging.

3.2 Alumni culture supportive rather than harmful

Alumni events, mentoring and engagement activities reinforce community values. Alumni do not interfere with student culture or governance, and efforts are challenged by the SMT.

3.3 Strong sector learning orientation

Mannix draws on national evidence sources, including NSSS 2021, Change the Course, Our Watch frameworks and UCA guidance to inform prevention efforts.

3.4 Marketing and recruitment focused on values

Admissions materials emphasise safety, inclusion, academic support and community expectations rather than "party culture", reducing risk of attracting residents with permissive attitudes.

3.5 External influences on resident norms

Residents bring diverse cultural norms, including from high-risk environments such as single-sex schools or communities with limited consent education (Arrive & Thrive 2025).

4. Implications for National Code Compliance

4.1 Colleges must actively counter harmful external norms.

The Code requires providers to recognise that students import norms from families, schools and communities. For Mannix, this means early and explicit "de-conditioning" of harmful attitudes through Welcome Week messaging, student leader-led conversations and early-year cultural reset strategies.

4.2 Messaging to feeder schools and prospective applicants must reinforce safety and inclusion.

Marketing and outreach must emphasise values, expectations, GBV prevention and respect. This aligns with the Code's expectation that recruitment practices contribute to safe community formation.

4.3 Alumni engagement must be governed to prevent legacy norms.

The Code requires risk mitigation for any external influence on culture. Mannix's alumni environment is assessed as low-risk, but ongoing governance and clear expectations for alumni interactions are essential.

4.4 Partnerships with Monash must remain aligned and documented.

The Code expects coherent and coordinated service ecosystems. Mannix's strong SCU and DEI partnerships are a significant compliance enabler, but must include annual review and clear documentation.

4.5 Community communications must build trust and transparency.

Public safety messaging, annual reporting and transparent data use, strengthen compliance by reinforcing trust in response systems and ensuring residents view Mannix as a safe environment to disclose or report, as per their wishes.

5. Assessment: Community Engagement

Enablers

1. **Strong Monash partnerships:** Close alignment with Monash SCU, DEI, Counselling, Security, Respect at Monash campaigns and broader Campus Community Division ensures coherent messaging, warm referrals and shared language around GBV prevention (Affiliation Arrangements 2024).

2. **Embedded access to university-wide training:** Residents receive BRIGHT, Respect at Monash and NSSS-aligned content, ensuring shared prevention foundations across the wider student community.

3. **Constructive alumni culture:** Alumni participation largely reinforces College values through mentoring, scholarships, networking and philanthropy, without influencing discipline or internal decision-making (Alumni Engagement Records 2024).

4. **Values-based admissions:** The admissions process prioritises applicants aligned with Mannix's values and community expectations, reducing the likelihood of attracting residents who normalise harmful gender norms or alcohol practices.

5. **Positive public identity:** Mannix is widely viewed as a collaborative, safe and respectful living environment, reinforced consistently across surveys and independent review findings (Nous Review 2024; EoY Survey 2024).

6. **No evidence of direct, negative alumni interference:** Alumni do not participate in culture-setting for the resident body, reducing risk of legacy norms being imported into student culture (Council Minutes 2023–2024).

7. **Strong relationships with service providers:** Mannix collaborates productively with Monash Health, Counselling, Wellbeing Services, and external crisis services when required.

8. **Sector leadership contributions:** Through UCA framework authorship, national presentations and engagement with NSSS responses, Mannix actively contributes to sector best practice, enhancing reputational trust and community legitimacy (UCA Framework 2025).

9. **Catholic identity:** Mission, service and values emphasised by the College reinforce dignity, respect, community responsibility and ethical behaviour.

10. **Partnership with Our Watch Institute:** This supports best-practice prevention training across Council, staff, student leaders and residents, demonstrating external engagement aligned with national standards.

11. **Clear expectations for guests and visitors:** Policies and entry processes (guest sign-in, behaviour expectations) support cultural safety by setting enforceable standards for non-residents.

Systemic Risks

1. **Variable feeder school cultures:** Residents arrive with diverse norms around consent, gender, authority, and diversity. Some come from single-sex schools, others from environments where misogyny, homophobia or hazing may be normalised (Arrive & Thrive 2025).

2. **Online peer groups shaping attitudes:** Residents participate in external group chats, online communities and social media spaces that may reinforce harmful norms before arrival.

3. **External narratives about colleges:** Media coverage of other residential colleges nationwide may influence residents' expectations or fears about reporting or safety.

4. **Alumni nostalgia for past norms:** Some alumni may hold outdated expectations of social behaviour, alcohol culture or informality inconsistent with current safety standards.

5. **Demographic shifts in applicant pool:** Increased numbers of interstate students, international students and school-leavers unfamiliar with Melbourne or Monash may require additional orientation to cultural norms.

6. **Risk of permissive interpretations of "tradition":** Without clear messaging, students may misinterpret traditions as permission for risk-taking, permissiveness or alcohol-centred behaviour.

7. **Families with limited understanding of GBV norms:** Parents and guardians may hold differing cultural views about GBV, reporting or gender equality, which can affect a resident's willingness to seek help.

8. **Third-party events and spaces:** Residents also socialise outside Mannix (e.g. Monash clubs, Clayton nightlife, private homes), and harms may occur in external settings, requiring careful communication and cross-system response alignment.

9. **Volunteer alumni at events:** While well-intentioned, alumni hosts may inadvertently model outdated attitudes if expectations are not clearly set.

10. **Cultural gaps for international students:** Different norms regarding gender, sexuality, alcohol and authority may make it more difficult for international residents to interpret behaviour or report harm.

Barriers

1. **Limited control over pre-arrival experiences:** Mannix cannot influence students' home cultures, school norms, online exposures or family beliefs about gender and GBV.

2. **High diversity of resident experiences:** Cultural, linguistic, academic and gender diversity create varying levels of comfort, confidence and willingness to report concerns.

3. **Resource constraints for outreach:** Expanding values-based communication to families, feeder schools, or alumni may require additional staffing or capability.

4. **Risk of misalignment with alumni traditions:** Some alumni may not yet fully understand modern GBV standards and expectations unless explicitly briefed.

5. **External spaces blur boundaries:** Residents often engage with external events, clubs or nightlife where Mannix has limited visibility or influence.

6. **Marketing sensitivity:** Overemphasis on community vibrancy could inadvertently attract residents seeking permissive environments; balancing authenticity and safety communications can be challenging.

7. **Complexity of intersectional communication:** Ensuring consistent messaging in multiple languages or formats requires significant preparation and capacity.

8. **Lack of formal alumni behaviour code:** Alumni events rely on informal expectations rather than written standards for behaviour, inclusion and respect.

Key Actions in Response

1. **Strengthen expectation-reset strategies:** Consider delivering clearer "culture reset" content during Welcome Week, possibly tailored for returning residents or students who may be coming from higher risk feeder contexts such as single sex schools or schools with limited consent education.

2. **Strengthen alumni engagement guidelines:** Explore developing clearer behavioural expectations for alumni facing events, including guidance around respectful language and modelling positive culture.

3. **Expand values-based marketing:** Look at refining recruitment materials so that safety, respect, inclusion and prevention are more visible features of the Mannix experience.

4. **Partner with Monash for targeted outreach:** Coordinate with Monash DEI and SCU to strengthen pre-arrival content specific to marginalised cohorts (international, LGBTQIA+, neurodivergent students).

5. **Strengthen alumni communication strategy:** Explore ways to keep alumni informed about the College's ongoing work around student safety, prevention initiatives, Code expectations and cultural standards when engaging with residents.

6. **Enhance parent/guardian communication:** Consider strengthening providing pre arrival information to families explaining Mannix's safety expectations, reporting pathways and approach to consent and respectful behaviour.

7. **Strengthen cross-institutional response coordination:** Formalise alignment between Mannix and Monash SCU for external events, off-site incidents and cross-campus harms.

8. **Integrate proactive messaging into all communications:** Include "safety, inclusion and respect" framing in newsletters, recruitment materials, family communications and alumni updates.

6. Summary: Community Engagement

Mannix benefits from strong, positive engagement with Monash University, aligned sector networks and constructive alumni relationships that reinforce safety and inclusion rather than undermine them. External influences—particularly feeder school cultures, online communities and broader sector narratives—require ongoing monitoring and structured expectation-reset strategies. With strengthened marketing, alumni governance, early-year cultural reset mechanisms and transparent communication, Mannix is well positioned to maintain strong alignment with the National Code and reinforce a safe, respectful and inclusive community.