Following the events surrounding the group chat in February 2019, the University's Council commissioned an independent external review into our student disciplinary and appeals processes, including those relating to sexual misconduct. The review was led by Dr Sharon Persaud, and we published the review in full on this web page: www.warwick.ac.uk/independentreview

Following the publication of the independent review there is a considerable programme of work to address and implement the recommendations within Dr Persaud's report, and the implementation plan in this document sets out our intentions for this work.

A working group, led by the University's Registrar, Rachel Sandby-Thomas, has mapped out the workstreams and appropriate timescales to co-ordinate these areas, drawing on internal and external expertise as appropriate.

There are five themes that the implementation plan focuses on:

- **Transparency:** Articulating our commitments to Dr Persaud's recommendations and identifying a clear reporting structure and timetable to provide the Warwick community with timely updates on progress

- **Policies:** Developing and evolving our current policies and ordinances relating to student discipline and expected behaviours to reflect our revised values and guiding principles

- **Process:** Reviewing all our current process and procedures relating to student discipline against the report's recommendations

- **Embedding:** Working with our community so that our values and expected behaviours sit firmly within education, our students and staff and wider community.

- **Communications:** Improving how we communicate our expected behaviours to the Warwick community and better signpost to our policies which reflect this.

In terms of these timescales included in the implementation plan below:

- **'Phase 1'** refers to the period up to the start of the 2019-20 academic year, so effectively before the end of September 2019.
- **'Phase 2'** refers from the beginning of the 2019-20 academic year and over the next 18 months.

If we can complete any of the activities in these workstreams faster than that, we will.

Please refer to www.warwick.ac.uk/independentreview, or contact Sarah Wall with any specific enquiries.

Workstream	Themes	Tasks	timescale
1. TRANSPARENCY Benchmarking and Reporting	Develop ways to benchmark our activities	Scope out requirements	Phase 1
	Establish our reporting cycle	Update to be given at Council (quarterly), shared with University Executive Board (UEB) and published online	Phase 1
2. POLICIES	Disciplinary policy including guidance and flow charts	Immediate focus is on student sexual misconduct policy	Phase 1
		Review of wider student discipline policies to follow	Phase 2
	Policy for student sexual misconduct	Framework for draft policy approved	complete
		New policy being written	Phase 1
	Revise Dignity at Warwick Policy	Activity which will be informed by student sexual misconduct policy	Phase 2
3. PROCESS			
3.1 Procedure	**Develop end-to-end process for student sexual misconduct reporting**	- Develop specific procedure - To cover from first disclosure through to resolution - Expand on different pathways that students take to report misconduct i.e. not just a formal complaint made to the university.	Phase 1
	Student discipline procedures	Adapt wider student discipline procedure to reflect sexual misconduct procedure	Phase 2
	Establish pool of skilled investigators	Three external specialist investigators in place	Complete
		Additional face-to-face, specialist training to be arranged (see training in 3.2)	Phase 1
	Communications protocol (within reporting process)	Working group to scope requirements and progress	Phase 1
	Sanctions framework	Develop framework for sanctions to support student sexual misconduct discipline policy	First version for Phase 1

		Development of sanctions in line with themes; specific sexual violence sanctions to be developed	Phase 2
		Regulations 23 and 27 to be reviewed	Phase 2
	Student code of conduct	Current plan to incorporate guiding principles into messaging Next steps: - State our expected behaviours - Develop the code of conduct to be part of enrolment (new and returning students) - Key part of embedding programme	Phase 2
	Case management system	Bring together different systems and longer term link to reporting tools (including online reporting tool)	Phase 2
	Online reporting tool	- Establish scope, objectives and requirements - Assess appropriate systems - Demo of potential system took place Friday 12 July - Naming of system	Phase 2
3.2 Training	**Specialist training for first responders, Investigating Officers, panel members and chairs**	Face to face training programme being sourced	Phase 1
	Additional training for all parties involved with sexual misconduct reporting and disciplinary procedures, as required	Training and guidance requirements being assessed across first responders	During Term 1
	More generalist training to be considered for students and staff Staff training including induction	Blend of face to face and online training	Phase 2
3.3 **Resourcing**	Short term requirements	Interim resource planning ongoing	Phase 1

	Ongoing team resource	Identify wider resource requirements to support student discipline	Phase 1
4. EMBEDDING (principles and education)	**Warwick Values Moodle (previously Respect)**	Content updated for September 2019 To be called 'Warwick Values'	Phase 1
	'Community Values Education Programme' co-creation pilot (Dean of Students Office)	Piloting for Welcome Week with delivery at scale planned for terms 2/3 in 2019-20 - Check alignment with Warwick Values programme - Resources and budget to be identified Ongoing programme development and resourced	September for pilot Phase 2
	Welcome Week	Requirements for Welcome Week to be confirmed and progressed	Phase 1
	Recruitment cycle (prospective students and staff)	- Requirements and timing to be developed - To include entire staff and student journeys, from being applicants, to members of our community, to becoming alumni and moving on from Warwick's employment.	Phase 2
	Engage with students and staff using our communications channels to promote and reaffirm our values	- To be scoped	Phase 2
	Reinforcement and reward initiatives	Content is being developed and agreed	Phase 1
5. COMMUNICATIONS	**Dedicated web pages for Warwick Values**	To cover disclosure, and supporting those affected	Phase 2
	Confidentiality leaflet	Staff and student consultation to develop values from approved guiding principles	Phase 2
	Values consultation	Staff and student consultation to develop values from approved guiding principles	Phase 2