



**ROWING
AUSTRALIA**

MEMBER PROTECTION POLICY

**(Approved 10 July 2005
and incorporates amendments to December 2005)**

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PREFACE

Rowing is a sport that values team work, mateship & leadership and one that can be enjoyed by people of all ages and abilities.

Rowing Australia is committed to ensuring that a diverse range of athletes continue to enjoy our sport for years to come and providing a safe environment in which to do so.

Rowing Australia has developed this policy to validate its commitment to providing an environment for participants of all ages and backgrounds that is safe, free from harassment and abuse, and promotes respectful and positive behaviour and values.

The policy provides a code of conduct forming the basis of appropriate and ethical conduct which everyone must abide by. All state associations and clubs will also be required to adopt this policy.

This policy is an essential part of Rowing Australia's proactive and preventative approach to tackling inappropriate behaviour within our sport. I trust that all administrators, coaches, athletes and support staff will assist me in promoting safe and responsible behaviour within rowing.

Hon. Patrick McNamara

President of Rowing Australia

May 2005



PART A – ROWING AUSTRALIA MEMBER PROTECTION POLICY

1. Rowing Australia's Core Values

The vision of Rowing Australia is to become:

“Australia's leading Olympic sport and the World's leading rowing nation in competition, development and governance”

The mission of Rowing Australia is:

“To promote and conduct rowing throughout Australia”

2. Purpose of this Policy

This Member Protection Policy aims to ensure our core values, good reputation and positive behaviours and attitudes are maintained. It assists us in ensuring that every person involved in our sport is treated with respect and dignity, and is safe and protected from abuse. This policy also ensures that everyone involved in our sport is aware of his or her legal and ethical rights and responsibilities.

The policy attachments provide the procedures that support our commitment to eliminating discrimination, harassment, child abuse and other forms of inappropriate behaviour from our sport. As part of this commitment, RA will take disciplinary action against any person or organisation bound by this policy if they breach it.

This policy:

- Has been made pursuant to the rules of Rowing Australia and has been endorsed by the Rowing Australia Board and Council;
- And/or its attachments may be amended from time to time by resolution of the Rowing Australia Board;
- Shall be valid unless disallowed or amended by the Council by a majority of those present and entitled to vote at its first meeting held after the particular By-Law(s) is made or altered;
- And its attachments can be obtained from our website (www.rowingaustralia.com.au); and
- Will commence on 1 August 2005.

3. Who this Policy Applies To

This policy applies to the following, whether they are in a paid or unpaid/voluntary capacity:

- Rowing Australia Inc;
- Individuals sitting on boards, committees and sub-committees;
- Member associations;
- Affiliated clubs and associated organisations;
- Athletes;
- Coaches and assistant coaches;
- Boat Race Officials including referees, umpires and other officials;
- Employees and volunteers;
- Support personnel (e.g. managers, physiotherapists, psychologists, masseurs, sport trainers);
- Members, including life members;
- Any other person or organisation that is a member of or affiliated to RA; and
- Parents, guardians, spectators and sponsors to the full extent that is possible.

This policy will continue to apply to a person even after they have stopped their association or employment with RA if disciplinary action, relating to an allegation of child abuse against that person, has commenced.

4. Code of Conduct

In addition to the relevant role specific codes of conduct outlined in Part D of this policy, RA requires every individual and organisation bound by this policy to:

- 4.1 Be ethical, fair and honest in all their dealings with other people and RA;
- 4.2 Treat all persons with respect and courtesy and have proper regard for their dignity, rights and obligations;
- 4.3 Always place the safety and welfare of children above other considerations;
- 4.4 Comply with RA's constitution, rules and policies including this member protection policy;
- 4.5 Operate within the rules and spirit of the sport;
- 4.6 Comply with all relevant Australian laws (Federal and State), particularly anti-discrimination and child protection laws; and
- 4.7 Be responsible and accountable for their conduct.

5. Organisational Responsibilities

The *State Association and affiliated clubs* must:

- 5.1 Adopt, implement and comply with this policy;
- 5.2 Publish, distribute and otherwise promote this policy and the consequences for breaching it;
- 5.3 Promote appropriate standards of conduct at all times;
- 5.4 Promptly deal with any breaches of or complaints made under this policy in an impartial, sensitive, fair, timely and confidential manner;
- 5.5 Apply this policy consistently without fear or favour;
- 5.6 Recognise and enforce any penalty imposed under this policy;
- 5.7 Ensure that a copy of this policy is available or accessible to the persons to whom this policy applies;
- 5.8 Appoint or have access to appropriately trained people to receive and handle complaints and allegations [*Member Protection Information Officers (MPIOs)*] and display the names and contact details in a way that is readily accessible; and
- 5.9 Monitor and review this policy at least annually.

6. Individual Responsibilities

Individuals bound by this policy are responsible for:

- 6.1 Making themselves aware of the policy and complying with the standards of conduct outlined in this policy;
- 6.2 Consenting to a national police check if the individual holds or applies for a role that involves regular contact with people under the age of 18 years;
- 6.3 Complying with all other requirements of this policy;
- 6.4 Co-operating in providing a discrimination, child abuse and harassment free sporting environment; and
- 6.5 Understanding the possible consequences of breaching this policy.

7. Policy Position Statements

7.1 Child Protection Policy

Every person and organisation bound by this policy must always place the safety and welfare of children above all other considerations.

RA acknowledges that our staff and volunteers provide a valuable contribution to the positive experiences of our juniors. RA aims to ensure this continues and to protect the safety and welfare of its junior participants. Several measures will be used to achieve this such as:

- Prohibiting any form of abuse against children;
- Providing opportunities for our juniors to contribute to and provide feedback on our program development;
- Carefully selecting and screening people whose role requires them to have regular contact with children. (Screening procedures are outlined in Part B of this policy);

- Ensuring our codes of conduct, particularly for roles associated with junior sport, are promoted, enforced and reviewed;
- Providing procedures for raising concerns or complaints (our complaints procedure is outlined in Part C of this policy); and
- Providing education and/or information to those involved in our sport on child abuse and child protection.

RA requires that any child who is abused or anyone who reasonably suspects that a child has been or is being abused by someone within our sport, to report it immediately to the police or relevant government agency and RA CEO. Descriptions of the sorts of activity which may be abuse are in the Dictionary at clause 11.

All allegations of child abuse will be dealt with promptly, seriously, sensitively and confidentially. A person will not be victimised for reporting an allegation of child abuse and the privacy of all persons concerned will be respected. Our procedures for handling allegations of child abuse are outlined in attachment C4 of this policy.

If anyone bound by this policy reasonably suspects that a child is being abused by his or her parent/s, they are advised to contact the relevant government department for youth, family and community services in their state/territory.

7.2 **Anti-Discrimination and Harassment Policy**

RA aims to provide a sport environment where all those involved in its activities are treated with dignity and respect, and without harassment or discrimination.

RA recognises that all those involved in its activities cannot enjoy themselves, perform to their best, or be effective or fully productive if they are being treated unfairly, discriminated against or harassed because of their sex, marital status, pregnancy, parental status, race, age, disability, homosexuality, sexuality, transgender, religion, political belief and/or industrial activity.

RA prohibits all forms of harassment and discrimination not only because it is against the law, but because it is extremely distressing, offensive, humiliating and/or threatening and creates an uncomfortable and unpleasant environment.

Descriptions of some of the types of behaviour which could be regarded as harassment or discrimination are provided in the Dictionary at clause 11.

If any person feels they are being harassed or discriminated against by another person or organisation bound by this policy, please refer to our complaints procedure outlined in attachment C1 of this policy. This will explain what to do about the behaviour and how the RA will deal with the problem.

7.3 **Intimate Relationships Policy**

In principle, while not explicitly disallowing intimate relationships, RA takes the position that intimate relationships between coaches and adult athletes should be carefully considered. RA takes the view that intimate relationships while not necessarily constituting unlawful harassment, can have harmful effects on the individual athlete involved, on other athletes and coaches, and on the sport's public image. Such relationships tend to be intentionally or unintentionally exploitative because there is usually a disparity between coaches and athletes in terms of authority, power, maturity, status and dependence.

Should a relationship of this nature develop between an athlete and coach, RA may at its discretion investigate whether any action against the coach or athlete is necessary. Factors that may be relevant to consider are the age and maturity of the athlete relative to the coach, the financial or emotional dependence of the athlete on the coach, and the likelihood of the relationship having any adverse impact on the athlete and/or other athletes. If it is determined that the relationship is inappropriate, action may be taken to stop the coaching relationship with the athlete. Action may include transfer, a request for resignation or dismissal from coaching duties.

In the event that an athlete attempts to initiate an intimate relationship with a coach, the coach must take personal responsibility for discouraging such approaches, explaining the ethical basis for such action. The coach may wish to approach an RA MPIO if they feel harassed.

The law is always the minimum standard for behaviour within RA which recognizes intimate relations with a child as a criminal offence that will not be tolerated.

8. Complaints Procedures

8.1 Complaints

RA aims to provide an easy to use, confidential and trustworthy procedure for complaints based on the principles of natural justice. Any person may report a complaint (complainant) about a person/s or organisation bound by this policy if they reasonably believe that a person/s or a sporting organisation has breached this policy. A complaint should be reported to an RA MPIO or CEO.

A complaint may be reported as an informal or formal complaint. The complainant decides whether the complaint will be dealt with informally or formally unless the CEO considers that the complaint falls outside the parameters of this policy and would be better dealt with another way.

All complaints will be dealt with promptly, seriously, sensitively and confidentially. Our complaint procedures are outlined in attachment C1 of this policy.

8.2 Vexatious Complaints and Victimisation

RA aims to ensure our complaints procedure has integrity and is free of unfair repercussions or victimisation. If at any point in the complaint process the CEO considers that a complainant has **knowingly** made an untrue complaint or the complaint is vexatious or malicious, the matter may be referred to the RA Hearings Tribunal (see attachment C5) for appropriate action which may include disciplinary action against the complainant.

RA will also take all necessary steps to make sure that people involved in a complaint are not victimised by anyone for coming forward with a complaint or for helping to resolve an issue. Disciplinary measures will be imposed on anyone who victimises another person for making a complaint.

8.3 Mediation

RA aims to resolve complaints as efficiently as possible. In many cases, complaints can be resolved by agreement between the people involved with no need for disciplinary action. The people involved in a formal complaint - the complainant and the person complained about (respondent) - may also seek the assistance of a neutral third person or a mediator. In complex matters lawyers may be consulted in order to negotiate on behalf of the complainant and/or respondent.

Mediation may occur either before or after an investigation of a complaint. If a complainant wishes to try and resolve the complaint with the assistance of a mediator, the CEO or MPIO will, in consultation with the complainant, arrange for a mediator to mediate the complaint. More information on the mediation process is outlined in attachment C2 of this policy.

8.4 Tribunals

A hearings tribunal may be formed to hear a formal complaint that has been referred by the CEO for an alleged breach of the policy. Our tribunal hearings procedure is outlined in attachment C5 of this policy.

A respondent may lodge one appeal only to the appeals tribunal in respect of a decision of a hearing tribunal. The decision of the appeal tribunal is final and binding on the people involved to the appeal. Our appeals process is outlined in attachment C5 of this policy.

Every organisation bound by this policy will recognise and enforce any decision made, and form of discipline imposed, by an appeals tribunal under this policy.

Members of hearing and appeal tribunals will be indemnified by the organisation that appointed them against any claim for loss, compensation or damages, and for costs incurred defending a claim made against them, because of their function as a member of a hearings or appeals tribunal.

9. What is a Breach of this Policy

It is a breach of this policy for any person or organisation to which this policy applies, to have been found to have:

- 9.1 Done anything contrary to this policy;
- 9.2 Breached the Code of Conduct and Role-Specific Codes of Conduct;
- 9.3 Brought the sport and/or RA into disrepute;
- 9.4 Failed to follow RA policies and procedures for the protection, safety and welfare of children;
- 9.5 Appointed or continued to appoint a person to a role that involves working with children and young people contrary to this policy;
- 9.6 Discriminated against or harassed any person;
- 9.7 Victimised another person for reporting a complaint;
- 9.8 Engaged in a sexually inappropriate relationship with a person that the person supervises, or has influence, authority or power over;
- 9.9 Disclosed to any unauthorised person or organisation any RA information that is of a private, confidential or privileged nature;
- 9.10 Made a complaint they **knew** to be untrue, vexatious, malicious or improper;
- 9.11 Failed to comply with a penalty imposed after a finding that the individual or organisation has breached this policy;
- 9.12 Failed to comply with a direction given to the individual or organisation during the discipline process.

10. Forms of Discipline

If an individual or organisation to which this policy applies breaches this policy, one or more forms of discipline may be imposed. These may include making a verbal or written apology, paying a fine, being suspended or de-registered or having a person's appointment or employment terminated. More information on the range of disciplinary measures and the factors that will be considered before imposing discipline is at attachment C6 of this policy.

11. Dictionary

This Dictionary sets out the meaning of words used in this policy and its attachments without limiting the ordinary and natural meaning of the words. State/Territory specific definitions and more detail on some of the words in this dictionary can be sourced from the relevant State/Territory child protection commissions or equal opportunity and anti-discrimination commissions.

Abuse is a form of harassment and includes physical abuse, emotional abuse, sexual abuse, neglect, and abuse of power. Examples of abusive behaviour include bullying, humiliation, verbal abuse and insults.

Affiliated club means a club or school affiliated with a State Association.

Child means a person who is under the age of 18 years (see also definition of young person).

Child abuse relates to children at risk of harm (usually by adults, sometimes by other children) and often by those they know and trust. It can take many forms. Children may be harmed by both verbal and physical actions and by people failing to provide them with basic care. Child abuse may include:

- Physical abuse by hurting a child or a child's development (e.g. hitting, shaking or other physical harm; giving a child alcohol or drugs; giving bad nutritional advice; or training that exceeds the child's development or maturity).
- Sexual abuse by adults or other children where a child is encouraged or forced to watch or engage in sexual activity or where a child is subject to any other inappropriate conduct of a sexual nature (e.g. sexual intercourse, masturbation, oral sex, pornography including child pornography or inappropriate touching or conversations).
- Emotional abuse by ill-treating a child (e.g. humiliation, taunting, sarcasm, yelling, negative criticism, name calling, ignoring or placing unrealistic expectations on a child).
- Neglect (e.g. failing to give food, water, shelter or clothing or to protect a child from danger or foreseeable risk of harm or injury).

Complaint means a complaint made under clause 8.1 of this policy.

Complainant means the person making a complaint.

Discrimination means treating or proposing to treat a person less favourably than someone else in certain areas of public life on the basis of an attribute or personal characteristic they have. The relevant attributes or characteristics are:

- Age;
- Disability;
- Gender;
- Marital status;
- Parental/carer status;
- Personal interests and memberships;
- Physical features;
- Political belief/activity;
- Pregnancy;
- Race;
- Religious belief/activity;
- Sexual orientation; and
- Transgender orientation.

Note: Some States and Territories may include additional discrimination characteristics.

Discrimination is not permitted in the areas of employment (including volunteer and unpaid employment); the provision of goods and services; the selection or otherwise of any person for competition or a team (domestic or international); the entry or otherwise of any player or other person to any competition; obtaining or retaining membership of an organisation (including the rights and privileges of membership).

Requesting, assisting, instructing, inducing or encouraging another person to engage in discrimination may also be discriminatory conduct.

Discrimination may be direct or indirect. **Direct discrimination** is treating, or proposing to treat someone less favourably because of a characteristic (such as race, sex, age etc), in the same or similar circumstances. **Indirect discrimination** is imposing or intending to impose a requirement, condition or practice that is the same for everyone but which has an unequal or disproportionate effect on particular individuals or groups.

Harassment is any type of behaviour that the other person does not want and does not return and that is offensive, abusive, belittling or threatening. The behaviour is unwelcome and of a type that a reasonable person would recognise as being unwelcome and likely to cause the recipient to feel offended, humiliated or intimidated.

Unlawful harassment includes the above but is either sexual or targets a person because of their race, sex, pregnancy, marital status, sexuality or other characteristic (see characteristic list under discrimination).

Whether or not the behaviour is harassment is determined from the point of view of the person receiving the harassment. The basic rule is if someone else finds it harassing then it could be harassment. Harassment may be a single incident or repeated. It may be explicit or implicit, verbal or non-verbal.

Junior means a person under the age of eighteen (18) years who is participating in an activity of RA.

Mediator means a person appointed to mediate complaints made under this policy. It is preferable that the mediator has relevant skills, qualifications and/or training in mediation.

Member means any State Association or Life Member.

Member protection is a term used by the Australian sport industry to describe the practices and procedures that protect members – both individual members such as players, coaches and officials, and

the member organisations such as clubs, state associations, other affiliated associations and the national body. Member protection involves:

- Protecting those that are involved in sport activities from harassment, abuse, discrimination and other forms of inappropriate behaviour
- Adopting appropriate measures to ensure the right people are involved in an organisation, particularly in relation to those involved with juniors, and
- Providing education.

Member Protection Information Officer (MPIO) means a person trained to be the first point of contact for a person reporting a complaint under, or a breach of, this policy. The MPIO provides confidential information and moral support to the person with the concern or who is alleging harassment or a breach of this policy. They help the complainant deal with any emotions they may have about what has happened and operate as a sounding board as the complainant decides what they want to do. The MPIO may accompany the complainant in anything they decide to do, if it feels appropriate and they are happy to do it.

Natural justice incorporates the following principles:

- A person who is the subject of a complaint must be fully informed of the allegations against them
- A person who is the subject of a complaint must be given full opportunity to respond to the allegations and raise any matters in their own defence
- All parties need to be heard and all relevant submissions considered
- Irrelevant matters should not be taken into account
- No person may judge their own case
- The decision maker/s must be unbiased, fair and just
- The penalties imposed must not outweigh the 'crime'

Police check means a national criminal history record check conducted as a prudent pre-employment or pre-engagement background check on a person.

Policy and this policy mean this Member Protection Policy.

Respondent means the person who is being complained about.

Role-specific codes of conduct means standards of conduct required of certain roles (e.g. coaches).

Sexual harassment means unwanted, unwelcome or uninvited behaviour of a sexual nature which makes a person feel humiliated, intimidated or offended. Sexual harassment can take many different forms and may include unwanted physical contact, verbal comments, jokes, propositions, display of pornographic or offensive material or other behaviour that creates a sexually hostile environment.

Sexual harassment is not behaviour based on mutual attraction, friendship and respect. If the interaction is between consenting adults, it is not sexual harassment.

Sexual offence means a criminal offence involving sexual activity or acts of indecency *including but not limited to (due to differences under state/territory legislation):*

- Rape
- Indecent assault
- Sexual assault
- Assault with intent to have sexual intercourse
- Incest
- Sexual penetration of child under the age of 16
- Indecent act with child under the age of 16
- Sexual relationship with child under the age of 16
- Sexual offences against people with impaired mental functioning
- Abduction and detention
- Procuring sexual penetration by threats or fraud
- Procuring sexual penetration of child under the age of 16
- Bestiality
- Soliciting acts of sexual penetration or indecent acts
- Promoting or engaging in acts of child prostitution

- Obtaining benefits from child prostitution
- Possession of child pornography
- Publishing child pornography and indecent articles.

Victimisation means subjecting a person or threatening to subject a person to any detriment or unfair treatment because that person has or intends to pursue their rights to make a complaint under government legislation (e.g. anti-discrimination) or under this policy, or for supporting another person to make a complaint.

Vilification involves a person or organisation doing public acts to incite hatred towards, serious contempt for, or severe ridicule of a person or group of persons having any of the attributes or characteristics within the meaning of discrimination. Public acts that may amount to vilification include any form of communication to the public and any conduct observable by the public.

Young People/person means people in the 13–18 year age group.

PART B: ROWING AUSTRALIA'S CHILD PROTECTION REQUIREMENTS

Background

Child Protection is about keeping children safe from abuse and protecting them from people who are unsuitable to work with children. Child abuse is illegal in all states and territories of Australia, with each having their own child protection laws that cover the reporting and investigation of cases of child abuse.

In New South Wales, Queensland and Western Australia child protection legislation places specific requirements upon individuals and organisations involved in a range of areas including sport and recreation. The Victorian, South Australian, Northern Territory and Tasmania governments are currently developing child protection legislation that will also impact upon sport. We will add these new requirements or any amendments to existing requirements to our Member Protection Policy as they are introduced.

Please be aware that state and territory child protection requirements also apply to individuals and organisations originating outside of the states with the legislation in place. For example, if one of our state associations or affiliated clubs takes junior players into New South Wales for training camps, competition or other activities, those travelling with the teams must comply with the NSW legislative requirements.

As part of RA's commitment to protecting the safety and welfare of children and young people involved in RA activities, RA requires the following measures to be met:

- Provide opportunities for juniors to contribute to and provide feedback on program development;
- Provide education and/or information on child abuse and child protection to those involved in our sport such as coaches, juniors, parents and officials; and
- Meet the requirements outlined in:
 - If QLD association/club, attachment B1;
 - If NSW association/club attachment B2;
 - If WA association/club, attachment B3;
 - Other state/territories, attachment B4 – until new child protection legislation relevant to that state/territory is introduced.

Attachment B1: QUEENSLAND CHILD PROTECTION REQUIREMENTS

This information is subject to change at any time. Refer to the Queensland Commission for Children and Young People and Child Guardian's website: www.ccypcg.qld.gov.au or contact 1800 113611. This information was updated on 1 June 2005.

In Queensland the *Commission for Children and Young People and Child Guardian Act 2000* requires people who work with children under 18 years of age in certain categories of paid or voluntary employment or those who operate child-related businesses, to undergo a Working with Children Check. The Working with Children Check is a comprehensive assessment of a person's suitability to work with children based on their criminal history and certain professional disciplinary information, if any. Those found suitable to work with children and young people are issued with a suitability card, or blue card. **The blue card must be renewed every two years.**

Association/club requirements

Rowing QLD and affiliated clubs are responsible for applying to the Queensland Commission for Children and Young People and Child Guardian (CCYPCG) for Working With Children Checks on employees and volunteers who work with children or young people. People carrying on a regulated business are responsible for applying for their own Working with Children Check. **These requirements apply despite the existence or absence of our member protection policy.**

All our volunteers and certain paid employees that work with children or young people in the following categories of employment must apply for a blue card:

- *schools - employees other than teachers including non-teaching staff
- private teaching, coaching or tutoring
- *education programs conducted outside of schools
- sport and active recreation

(Note that categories of employment not relevant to the activities of RA have not been listed above.)

Categories marked with * are retrospectively screened. This means all people who work in these categories of employment must hold a blue card regardless of when they started work.

Application forms for us to apply for a suitability notice for a paid employee, volunteer or person carrying on a regulated business can be downloaded from www.ccypcg.qld.gov.au. Screening for volunteers is free and for paid employees and people carrying on a regulated business is \$40.00. The fee is to be paid by the individual.

1. Employees who work, or are likely to work, with children and young people for at least:

- Eight consecutive days, or
- Once a week, each week, over four weeks, or
- Once a fortnight, each fortnight, over eight weeks, or
- Once a month, each month over six months

must undergo a criminal history check.

Paid employees can begin or continue to work in regulated employment while waiting for the outcome of their blue card application.

People working in regulated employment, which is 'one-off' or on a short-term basis (where the duration of their employment is less than that listed above) are not required to undergo a criminal history check.

If RA knows or reasonably suspects that an employee who is not retrospectively checked has a criminal history relevant to the working with children or young people, RA can apply for a blue card for that person. The application form for this is a 'Current Employee blue card application form'.

Recent amendments to the Act require Rowing Australia to develop and implement a risk management strategy to promote the well-being of children in their care and protect them from harm.

The strategy caters for the following types of employees:

- A person who has started work pending the outcome of their blue card application
- A blue card holder
- A person in regulated employment who is not required to hold a blue card, and
- A person who the Commissioner is reassessing.

2. **Volunteers** working with children in our association/club must have a criminal history check. Application forms for us to apply for a suitability notice for a volunteer can also be downloaded from www.ccypcg.qld.gov.au. Screening for volunteers is free.

Exemptions

The following people are exempt from the Working with Children Check:

- Children under 18 who are volunteers (except students required to work in regulated employment as part of their studies with RA);
- Parents who volunteer their services or conduct activities through RA or are involved in sport and active recreation activities where their child is also a member of RA.

(Only exemptions relevant to the activities of Rowing Australia have been listed above.)

3. **Businesses**: A person carrying on the following regulated businesses within RA must also apply for a blue card:

- Private teaching, coaching or tutoring
- Education programs conducted outside of schools
- Providers of recreational activities such as sporting camps and programs (excluding amusement parks)

(Only the regulated business which conduct activities of relevance to RA have been listed above.)

Attachment B2: NEW SOUTH WALES REQUIREMENTS FOR CHECKING PEOPLE TO WORK WITH CHILDREN

This information is subject to change at any time. Refer to the NSW Commission for Children and Young People website: www.kids.nsw.gov.au or contact 02 9286 7219.

All NSW clubs and associations who engage/employ people in child-related activities (in a paid or voluntary capacity) must meet the requirements of the Working With Children Check. This is a legal requirement. We are required to:

1. Register with the NSW Department of Sport and Recreation Employment Screening Unit;
2. Identify positions (paid and voluntary) which are **child-related positions**;
3. Obtain a Prohibited Employment Declaration (PED) from all existing employees in child-related positions. PED forms can be downloaded from www.kids.nsw.gov.au/check/resources.html. If the person is a **prohibited person** we must remove him/her from the child-related employment;
4. Keep the PED in a secure place for as long as the person is employed;
5. Ask preferred applicants for paid child-related positions to sign a Consent Form for a background check;
6. Include advice about the Working With Children Check in information being provided about child-related positions (e.g. coach of junior team);
7. Request a background check for preferred applicants for paid child-related employment before they start work;
8. Decide whether to offer the applicant the position, taking into account the result of the Working With Children Check and any other information we have available;
9. Where it is not practical to complete the background check prior to employment commencing, we must still complete the check as soon as possible. We must advise employees that their ongoing employment is conditional upon the satisfactory outcome of the check;
10. Notify the NSW Commission for Children and Young People of any person whose application for child-related employment has been rejected primarily because of a risk assessment in the Working With Children Check. We must do this even if we offer the person an alternative position;
11. Advise the person if their application was rejected primarily because of an adverse risk assessment in the Working With Children Check;
12. Notify the NSW Commission for Children and Young People of any person against whom **relevant employment proceedings** have been completed; and
13. Protect the privacy of any person who is checked and the confidentiality of any information obtained through the checking process.

Child-related employment is any work (paid or unpaid) that involves direct and unsupervised contact with children in several types of areas such as sporting clubs and associations that have a significant child membership or involvement.

Employment includes work done:

- Under a contract of employment;
- As a sub-contractor;
- As a volunteer for an organisation;
- As a minister of religion (whether or not ordained); and
- Undertaking practical training as part of an educational or vocational course.

Prohibited person is a person convicted of committing a serious sex offence or a registrable person.

Registrable person is someone who has been found guilty of the following offences against children:

- Murder
- Sexual offences
- Indecency offences
- Kidnapping

- Child prostitution
- Child pornography

Relevant employment proceedings are disciplinary proceedings completed in NSW, or elsewhere, where an employer or professional body that supervises the conduct of the employee has found that **'reportable conduct'** or an act of violence occurred, or there is some evidence that it occurred. An act of violence will be relevant only if it was committed by an employee in the course of employment and in the presence of a child.

Reportable conduct is:

- Any sexual offence, or sexual misconduct, committed against, with or in the presence of a child (including a child pornography offence);
- Any assault, ill treatment or neglect of a child; or
- Any behaviour that causes psychological harm to a child.

Attachment B3: WESTERN AUSTRALIA CHILD PROTECTION REQUIREMENTS

This information is subject to change at any time. Refer to the Department of Community Development Website: <http://community.wa.gov.au/> or contact 08 9476 2000. This information will need to be regularly updated. The following is based on information available as at June 2005.

*Details of the phasing-in arrangements for different types of child-related work and information regarding what is required and the process for applications will be posted on the Department of Community Services website <http://community.wa.gov.au/Resources/Child+Protection/> in the future. **Until this time RA will follow the screening process set out in Attachment B4: Child Protection Requirements***

From 1 January 2006, certain people working with children in Western Australia will be required to have a national criminal history check – a Working with Children Check. The Working with Children Check will be compulsory under the Working With Children (Criminal Record Checking) Act 2004 which was passed by State Parliament in November 2004.

The Check proposes to screen employees, self-employed persons and volunteers in defined categories of employment. The Check will take into account convictions and charges for serious sexual and violent offences. Assessment will be by a new screening unit within the Office for Children and Youth, of the Department for Community Development. Applicants will be issued with either an 'assessment notice' in the form of an ID card which allows that person to work or volunteer with children, or a negative notice. Assessment notices will be valid for three years.

The following groups will not need to have a Working With Children Check:

- Volunteers under 18 years
- Employers of children, or adult employees who have contact with a child-employee in the workplace (unless they are carrying-out child-related work)
- Registered teachers, who require a national criminal record check as part of their registration under the *Western Australian College of Teaching Act 2004*
- Parents who volunteer in activities in which their children are also involved.

Working with Children Checks will be phased in over a five year period according to the type of work being carried out. Once the checks begin for particular groups, employees, employers, self-employed people and volunteers working with children will have certain obligations to fulfill.

Attachment B4: CHILD PROTECTION REQUIREMENTS (generic)

This attachment sets out the screening process for people who currently occupy or who apply for any work (paid or voluntary) in our association/club that involves regular contact with people under the age of 18 years.

Screening under this policy is not a replacement for any other procedure required by law. If State or Territory legislation sets an equivalent or higher standard of screening, the requirement to screen people under the process outlined below need not be followed.

Association/club requirements

Under RA's Member Protection Policy, our association/club is required to:

1. Identify positions (paid and voluntary) that involve working with people under the age of 18 years.
2. Obtain a completed *Member Protection Declaration* or MPD (Attachment B5) from all people who are bound by this policy if they occupy or apply for a position that involves working with people under the age of 18 years. The MPD will be kept in a secure place.

If a MPD is not provided, or it reveals that a person does not satisfactorily meet with one or more of the clauses in the MPD (e.g. has a relevant criminal conviction), the State Association/Club will:

- Provide an opportunity for the person to respond/provide an explanation, and
- Make an assessment as to whether the person may pose a risk to or be unsuitable to work with people under the age of 18 years.

If unsatisfied, then the State Association will:

- In the case of an existing employee/volunteer, transfer the person to another role which does not require them to work [directly and unsupervised] with people under the age of 18 years. If this is not possible, then end the appointment. **Note: legal advice should be obtained before the termination process begins.**
 - In the case of a someone applying for the position/role, not appoint them.
3. Check a person's referees (verbal or written) and interview a person about his/her suitability for the role and his/her suitability for working with children for both paid and voluntary positions.
 4. Ask people applying for and people who currently occupy a position that involves regular contact with people under the age of 18 years to **sign a consent form** for a national police check. (Information on police checks and forms can be found at www.ausport.gov.au/ethics/policechecks.asp).
 5. Request a national police check from our relevant police jurisdiction for people applying for and people who currently occupy paid and voluntary positions that involves regular contact with people under the age of 18 years.

In most police jurisdictions a 'Part Exclusion' check for people working with children can be requested. This check excludes irrelevant records.

If the police check indicates a relevant offence, the State Association/Club will:

- Provide an opportunity for the person to respond/provide an explanation, and
- Make an assessment as to whether the person may pose a risk to or be unsuitable to work with people under the age of 18 years.

If unsatisfied, then the State Association/Club will:

- In the case of an existing employee/volunteer, transfer the person to another role which does not require them to work [directly and unsupervised] with people under the age of 18 years. If this is not possible, then end the appointment. **Note: legal advice should be obtained before the termination process begins.**
- In the case of a someone applying for the position/role, not appoint them.

If the person does not agree to a national police check after explaining why it is a requirement, the State Association/Club shall make an assessment as to whether the person may pose a risk to or be unsuitable to work with people under the age of 18 years. If unsatisfied, the State Association/Club will:

- In the case of an existing employee/volunteer, transfer the person to another role which does not require them to work [directly and unsupervised] with people under the age of 18 years. If this is not possible, then end the appointment. **Note: legal advice should be obtained before the termination process begins.**
 - In the case of a someone applying for the position/role, not appoint them.
6. Decide whether to offer the person the position or retain the person in the position, taking into account the result of the police check and any other information RA has available. Where it is not practical to complete the police check prior to employment commencing, RA must still complete the check as soon as possible. RA will advise the person that their ongoing employment is conditional upon the satisfactory outcome of the check.
 7. Where a national police check is obtained under this member protection policy, another organisation which is also required to screen may obtain a copy of the national police check provided that the consent of the relevant person is obtained and the national police check was performed in the immediately preceding two years.
 8. Protect the privacy of any person who is checked and the confidentiality of any information obtained through the checking process. Information collected during screening (such as a completed MPD form, police records and referee reports) will be returned to the relevant person if that person is not appointed to/will not remain in the position, or otherwise be destroyed with the consent of the person concerned.

Attachment B5: MEMBER PROTECTION DECLARATION

RA, State Associations and Clubs have a duty of care to its members and to the general public who interact with its employees, volunteers, members and others involved with RA activities. As part of this duty of care and as a requirement of the RA's Member Protection Policy, RA must enquire into the background of those applying for, undertaking or remaining in any work (paid or voluntary) that involves regular contact with people under the age of 18 years

I(name) of

.....(address) born/...../.....

sincerely declare:

1. I do not have any criminal charge pending before the courts.
2. I do not have any criminal convictions or findings of guilt for sexual offences, acts of indecency, child abuse, narcotics or murder.
3. I have not had any disciplinary proceedings brought against me by an employer, sporting organisation or similar body involving child abuse, sexual misconduct or harassment, acts of violence, intimidation or other forms of harassment.
4. I have never been sanctioned for an anti-doping rule violation under any anti-doping policy applicable to me.
5. I have never participated in, facilitated or encouraged any practice prohibited by the World Anti-Doping Agency Code or any other anti-doping policy applicable to me.
6. To my knowledge there is no other matter that RA may consider to constitute a risk to its members, employees, volunteers, athletes or reputation by engaging me.
7. I will notify the CEO of the organisation(s) engaging me immediately upon becoming aware that any of the matters set out in clauses 1 to 6 above has changed for whatever reason.

Declared in the State/Territory of

on/...../.....(date) Signature

Parent/Guardian Consent (in respect of person under the age of 18 years)

I have read and understood the declaration provided by my child. I confirm and warrant that the contents of the declaration provided by my child are true and correct in every particular.

Name:.....

Signature:.....

Date:.....

PART C: PROCEDURES

To ensure consistency and that the principles of natural justice are followed in all aspects of handling or conducting complaints, allegations, investigations, tribunals and disciplinary measures, RA will follow and implement the following procedures:

- C1 Complaints Procedure
- C2 Mediation Procedure
- C3 Investigation Procedure
- C4 Investigation Procedure for allegations of child abuse
- C5 Hearings and Appeals Tribunal Procedure
- C6 Disciplinary Measures

Attachment C1: OVERVIEW OF COMPLAINTS PROCEDURE

A complaint can be about an act, behaviour, omission, situation or decision that someone thinks is unfair, unjustified, unlawful and/or a breach of this policy. Complaints will always vary. They may be about individual or group behaviour; they may be extremely serious or relatively minor; they may be about a single incident or a series of incidents; and the person about who the allegation is made may admit to the allegations or emphatically deny them.

Given all of the variables that can arise, RA provides a step-by-step complaint procedure that people may use/enter at any stage. Individuals and organisations to which this policy applies may also pursue their complaint externally under anti-discrimination, child-protection or other relevant legislation.

If at any point in the complaint process the CEO considers that a complainant has **knowingly** made an untrue complaint or the complaint is vexatious or malicious, the matter will be referred to the RA Hearings Tribunal for appropriate action. All complaints will be kept confidential and will not be disclosed to another person without the complainant's consent except if law requires disclosure or if disclosure is necessary to effectively deal with the complaint.

Step 1

As a first step you (the complainant) should try to resolve the problem with the person or people involved if you feel able to do so.

Step 2

If:

- The first step is not possible/reasonable; or
- You are not sure how to handle the problem by yourself; or
- You just want to talk confidentially about the problem with someone and get some more information about what you can do; or
- The problem continues after you tried to approach the person or people involved; then

talk with one of our Member Protection Information Officers (MPIOs). A list of MPIOs is available on the RA website- www.rowingaustralia.com.au

The MPIO will:

- Take notes about your complaint (who will keep in a secure and confidential place);
- Try to sort out the facts of the problem;
- Ask what outcome/how you want the problem resolved and if you need support;
- Provide possible options for you to resolve the problem;
- Explain how our complaints procedure works;
- Act as a support person if you so wish;
- Refer you to an appropriate person to help you resolve the problem, if necessary;
- Inform the relevant government authorities and/or police if required by law to do so; and
- Maintain strict confidentiality.

Step 3

After talking with the MPIO, you may decide:

- There is no problem;
- The problem is minor and you do not wish to take the matter forward;
- To try and work out your own resolution (with or without a support person such as a MPIO); or
- To seek an informal mediated resolution with the help of a third person (such as a mediator).

If you wish to remain anonymous, RA can't assist you to resolve your complaint. We have to follow the principles of natural justice and be fair to both sides. This means that RA or you may be required to provide the person/people you have complained about with full details of the complaint so they have a fair chance to respond to all the allegations.

Step 4

If your complaint is not resolved to your satisfaction, you may:

- Make a formal complaint in writing to the RA Chief Executive Officer or
- Approach a relevant external agency such as an equal opportunity commission, for advice.

Step 5

If you decide to make a formal complaint in writing under Step 4, the CEO will, on receiving the formal complaint and based on the material you have provided, decide whether:

- They are the most appropriate person to receive and handle the complaint;
- The nature and seriousness of the complaint warrants a formal resolution procedure. Some complaints may be of a minor and/or purely personal nature with no connection to the activities of RA. In these cases, the CEO may determine that the complaint does not warrant a formal resolution procedure;
- To appoint a person to investigate the complaint;
- To refer the complaint to an informal or formal mediation session;
- To refer the complaint to a hearings tribunal;
- To refer the matter to the police or other appropriate authority; and/or
- To implement any interim administrative or other arrangements that will apply until the complaint process set out in these Procedures is completed.

In making the decision(s) outlined above, the CEO will take into account:

- Whether they have had any personal involvement in the circumstances giving rise to the complaint and, if so, whether their ability to impartially manage the complaint is compromised or may appear to be compromised;
- Whether, due to the nature of the complaint, specific expertise or experience may be required to manage the complaint;
- Your wishes, and the wishes of the respondent, regarding the manner in which the complaint should be handled;
- Whether, due to the nature of the complaint, the relationship between you and the respondent and any other relevant factors, the complaint should be referred (or should not be referred) to informal or formal mediation or to a hearings tribunal. Relevant factors may include an actual or perceived power imbalance between you and the respondent, the nature of any ongoing working relationship between you and the respondent, and the personal attributes of you and the respondent (for example, if one party does not speak English fluently, some of the possible complaints resolution mechanisms may not be appropriate);
- The nature and sensitivity of any information or other material that must be provided by you, the respondent, and any of the other people involved in the complaint;
- Whether the facts of the complaint are in dispute; and
- The urgency of the complaint, including the likelihood and the consequences (if the complaint is ultimately proven) that you will be subject to further unacceptable behaviour while the complaint process set out in these Procedures is being conducted.

If the CEO is the appropriate person to handle the complaint they will, to the extent that these steps are necessary:

- Get full information from you (the complainant) about your complaint and how you want it resolved (if this information has not already been obtained through earlier steps);
- Put the information they've received from you to the person/people you're complaining about and ask them to provide their side of the story;
- Decide whether they have enough information to determine whether the matter alleged in your complaint did or didn't happen; and/or
- Determine what, if any, further action to take. This action may include disciplinary action in accordance with Attachment C6, appointing a person to investigate the complaint, referring the complaint to an informal or a formal mediation session or a hearings tribunal and/or referring the complaint to the police or other appropriate authority.

Step 6

If:

- A person is appointed to investigate the complaint under **Step 5**, the investigator will conduct the investigation and provide a written report to the CEO who will determine what, if any, further action to take. This action may include a direction to the investigator to make further enquiries and obtain additional information, disciplinary action in accordance with Attachment C6, and referring the complaint to an informal or a formal mediation session, a hearings tribunal and/or the police or other appropriate authority;
- The complaint is referred to an informal or a formal mediation session under **Step 5**, the mediation session will be conducted in accordance with Attachment C2 or as otherwise agreed by you and the respondent;
- The complaint is referred to a hearings tribunal under **Step 5**, the hearing will be conducted in accordance with Attachment C5;
- The complaint is referred to the police or other appropriate authority under **Step 5**, RA will use its best endeavours to provide all reasonable assistance lawfully required by the police or other appropriate authority; and
- Interim administrative or other arrangements are implemented under **Step 5**, RA will periodically review these arrangements to ensure that they are effective.

Any costs relating to the complaint process set out in this Policy (e.g. investigation and/or mediation and/or hearings tribunal) are to be met by the individual.

Step 7

If, under **Step 6**, an informal or formal mediation session is conducted, and you and the respondent(s) can not reach a mutually acceptable mediated solution to the complaint, you may request that the CEO reconsider the complaint in accordance with **Step 5**.

You or the respondent(s) may be entitled to appeal where:

- Under **Step 5**, a decision was made by the CEO:
 - Not to take any action; or
 - To take disciplinary action; or
- Under **Step 6**, a decision was made by the RA Hearings Tribunal:
 - Not to take any action; or
 - To take disciplinary action.

The grounds for appeal and the process for appeals under this Policy are set out in Attachment C5.

If the internal complaints processes set out in this Policy do not achieve a satisfactory resolution/outcome for you, or if you believe it would be impossible to get an impartial resolution within Rowing Australia, you may choose to approach an external agency such as an equal opportunity commission to assist with a resolution.

Step 8

The CEO will document the complaint, the process followed and the outcome. This document will be stored in a confidential and secure place. If the complaint was dealt with at a state/district level, the information will be stored in the state association office. If the matter is of a serious nature, or if the matter was escalated to and/or dealt with at the national level, the original document will be stored at the national office with a copy stored at the state office.

External procedure

There may be a range of external options available to you depending on the nature of your complaint. If you feel that you have been harassed or discriminated against, you can seek advice from your State or Territory equal opportunity commission without being obliged to make a formal complaint. If the commission advises you that the problem appears to be a type of harassment that comes within its jurisdiction, you may then make a decision as to whether or not to lodge a formal complaint with the commission.

Once a complaint is received by an anti-discrimination commission, an investigation will be conducted. If it appears that unlawful harassment or discrimination has occurred, there will usually be an attempt to conciliate the complaint confidentially first. If this fails, or is inappropriate, the complaint may go to a formal hearing where a finding will be made as to whether unlawful harassment or discrimination occurred. The tribunal will decide upon what action, if any, will be taken. This could include financial compensation for such things as distress, lost earnings or medical and counselling expenses incurred.

An anti-discrimination commission can decline to investigate a complaint, or dismiss a complaint at any point in the investigation, conciliation or public hearing stages.

If you do lodge a complaint under anti-discrimination law, you may use an appropriate person (e.g. an MPIO) as a support person throughout the process. It is also common to have a legal representative, particularly at the hearing stage of a complaint.

Attachment C2: MEDIATION

Mediation is a process by which people who are in conflict can be helped to communicate with each other about what is important for them and how to make decisions about resolving their dispute. Mediators provide a supportive atmosphere and method of talking to one another, to assist in sorting out the issues, coming up with acceptable solutions and making mutually satisfactory agreements.

This attachment outlines the general procedure of mediation that will be followed by Rowing Australia.

1. The people involved in a formal complaint (complainant and respondent(s)) may work out their own resolution of the complaint or seek the assistance of a neutral third person or a mediator. Mediation may occur either before or after an investigation of the complaint.
2. Mediation (getting those involved to come to a joint agreement about how the complaint should be resolved) will only be recommended:
 - a. After the complainant and respondent have had their chance to tell their version of events to the MPIO on their own; *and*
 - b. The CEO, does not believe that any of the allegations warrant any form of disciplinary action - proven serious allegations will not be mediated, no matter what the complainant desires; and
 - c. Mediation looks like it will work (i.e. the versions given by the complainant and respondent tally or almost tally and/or at the very least, it looks as though it will be possible for each party to understand the other party's point of view).
3. Mediation will **not** be recommended if:
 - a. The respondent has a completely different version of the events and they won't deviate from these;
 - b. The complainant or respondent are unwilling to attempt mediation; or
 - c. Due to the nature of the complaint, the relationship between you and the respondent(s) and any other relevant factors, the complaint is not suitable for mediation.
4. If mediation is chosen to try and resolve the complaint, the CEO will, in consultation with the complainant and the respondent(s), arrange for a mediator to mediate the complaint.
5. The CEO will notify the respondent(s) that a formal complaint has been made, provide them with details of the complaint and notify them RA has decided to refer the matter to mediation to resolve the complaint.
6. The mediator's role is to assist the complainant and respondent(s) reach an agreement on how to resolve the problem. The mediator, in consultation with the complainant and respondent(s), will choose the procedures to be followed during the mediation. At a minimum, an agenda of issues for discussion will be prepared by the mediator.
7. The mediation will be conducted confidentially and without prejudice to the rights of the complainant and the respondent(s) to pursue an alternative process if the complaint is not resolved.
8. At the end of a successful mediation the mediator will prepare a document that sets out the agreement reached between the complainant and respondent(s) and it will be signed by them as their agreement.
9. If the formal complaint is not resolved by mediation, the complainant may:
 - a. Write to the CEO to request that the CEO reconsider the complaint in accordance with **Step 5**; *or*
 - b. Approach an external agency such as an anti-discrimination commission.

Attachment C3: INVESTIGATION PROCEDURE — GENERAL

If an investigation needs to be conducted the following steps are to be followed:

1. A written brief will be provided to the investigator to ensure the terms of engagement and scope of the investigator's role and responsibilities are clear.
2. The complainant will be interviewed and the complaint documented in writing.
3. The details of the complaint will be conveyed to the person/people complained about (respondent(s) in full. The respondent(s) must be given sufficient information to enable them to properly respond to the complaint.
4. The respondent(s) will be interviewed and given the opportunity to respond. The respondent(s) response to the complaint will be documented in writing.
5. If there is a dispute over the facts, then statements from witnesses and other relevant evidence will be obtained to assist in a determination.
6. The investigator will make a finding as to whether the complaint is:
 - Substantiated (there is sufficient evidence to support the complaint);
 - Inconclusive (there is insufficient evidence either way);
 - Unsubstantiated (there is sufficient evidence to show that the complaint is unfounded); and/or
 - Mischievous, vexatious or knowingly untrue.
7. A report documenting the complaint, investigation process, evidence, finding and, if requested, recommendations, will be given to the CEO.
8. A report documenting the complaint and summarising the investigation process and key points that were found to be substantiated, inconclusive, unsubstantiated and/or mischievous will be provided to the complainant and the respondent(s).
9. Both the complainant and the respondent(s) are entitled to support throughout this process from their chosen support person/adviser (e.g. MPIO or other person).
10. The complainant and the respondent(s) may have the right to appeal against any decision based on the investigation. Information on our appeals process is in Attachment C5.

More detailed information on conducting internal investigations can be found at www.ausport.gov.au/ethics/policy.asp

Attachment C4: INVESTIGATION PROCEDURE — CHILD ABUSE

An allegation of child abuse is a very serious matter and must be handled with a high degree of sensitivity. The initial response to a complaint that a child has allegedly been abused should be immediate if the incident/s are serious or criminal in nature while less serious/urgent allegations should be actioned as soon as possible, preferably within 24 hours.

The following is a basic outline of the key processes to follow. More information can be obtained from your relevant State or Territory government agency.

Step 1 — Clarify basic details of the allegation

- Any complaints, concerns or allegations of child abuse should be made or referred to the CEO of Rowing Australia.
- The initial response of the person that receives the complaint from the child (or person on behalf of the child) is crucial to the well-being of the child. It is important for the person receiving the information to:
 - Listen to, be supportive and do not dispute what the child says;
 - Reassure the child that what has occurred is not the fault of the child;
 - Ensure the child is safe;
 - Be honest with the child and explain that other people may need to be told in order to stop what is happening; and
 - Ensure that what the child says is quite clear but do not elicit detailed information about the abuse. You should avoid suggestive or leading questions.
- The person receiving the complaint should obtain and clarify basic details (if possible) such as:
 - Child's name, age and address;
 - Person's reason for suspecting abuse (observation, injury or other); and
 - Names and contact details of all people involved, including witnesses.

Step 2 — Report allegations of a serious or criminal nature

- Any individual or organisation to which this policy applies, should immediately report any incident of a serious or a criminal nature to the police and other appropriate authority.
- If the allegation involves a child at risk of harm, the incident should immediately be reported to the police or other appropriate government agency. You may need to report to both the police and the relevant government agency.
- The relevant State or Territory authority should be contacted for advice if there is **any** doubt about whether the complaint should be reported.
- If the child's parent/s are suspected of committing the abuse, report the allegation to the relevant government agency.

Step 3 — Protect the child

- The CEO should assess the risks and take interim action to ensure the child's/children's safety. Some options could include redeployment of the alleged offender to a non-child related position, supervision of the alleged offender or removal/suspension from their duties until the allegations are finally determined.
- The CEO should also address the support needs of the person against whom the complaint is made. Supervision of the person should ideally occur with the knowledge of the person. If stood down, it should be made clear to all parties that are aware of the incident that this does not mean the person is guilty and a proper investigation still needs to be undertaken.

Step 4 — Further clarify and investigate allegation

For allegations of a serious or criminal nature (for example, sexual abuse):

- Seek advice from the police and relevant government agency as to whether the Rowing Australia should carry out its own internal investigation (in addition to any police or relevant government agency investigation).
- If the police and/or relevant government agency advises that it is appropriate, then appoint an independent person (where possible) with appropriate expertise to conduct an investigation. The investigator should:
 - Contact the parents/carers of the child at an appropriate time and as directed by the police or relevant government agency.
 - If appropriate, meet with parents/carers and the child to clarify the incident and offer support on behalf of RA if required (example, professional counselling).
 - Meet with the person against whom the allegation refers at an appropriate time and as directed by the relevant authority and give the person an opportunity to explain or respond to the allegation and identify any witnesses and supporting evidence. The person should have an opportunity to invite a support person/adviser to attend at a meeting and should be offered support (example, professional counselling) if necessary.
 - Obtain a signed statement and record of interview from the person.
 - Make contact with any witnesses and obtain written and signed statements outlining details of the allegation (what happened, when, how). This should only occur following advice from the relevant authority.
 - Obtain other information that could assist in making a decision on the allegation.
- The information collected during the investigation should be made available to the relevant authorities.
- Strict confidentiality, impartiality, fairness and due process must be maintained at all times.

For allegations of a less serious nature (e.g. verbal abuse):

- Where possible, appoint an independent person with appropriate expertise to make contact and meet with each of the people involved to obtain details of the allegation.
- The investigator should follow the procedure set out in Attachment C3.
- Strict confidentiality, impartiality, fairness and due process must be maintained at all times.

Step 5 — Record and analyse all information

- If an internal investigation was conducted under **Step 4**, the investigator will provide a report to the CEO.
- The decision-maker(s) will include the RA CEO & Board and will remain separate and at arm's length from the investigator.
- The RA CEO & Board will consider all the information and determine a finding. It will also recommend action and its rationale for the action.

Step 6 — Undertake disciplinary action

- For incidents of a serious or criminal nature, consideration must be given to the findings of the police and/or the government agency before making a decision on disciplinary proceedings.
- If disciplinary action is to be taken, follow the procedures outlined in Attachment C6 of the policy.
- Implement any disciplinary decision recommended by the RA CEO & Board. The action should be immediate.
- Check with the relevant state government authority to see if you need to forward a report (e.g. the NSW Commission for Children and Young People requires notification of relevant employment proceedings).
- Complete the appropriate report form in Part E of this policy. Retain the original in a secure place and forward a copy to the CEO of Rowing Australia.

Attachment C5: HEARINGS AND APPEALS TRIBUNAL PROCEDURE

The following Hearing procedures will be followed by Hearings Tribunals established by RA.

Hearing Tribunal Formation and Notification

1. A Hearing Tribunal will be constituted to hear a complaint that has been referred to it by the CEO.
2. The CEO will organise for a Tribunal to be convened by notifying all Tribunal Panel members that they are required to hear a complaint. The Hearing Tribunal members will be provided with a copy of all the relevant correspondence, reports or information received and sent by the CEO relating to the complaint/allegations.
3. The Hearing will be scheduled as soon as practicable, but must allow adequate time for the person being complained about respondent(s) to prepare to respond to the complaint.
4. The number of Tribunal members required to be present throughout the Hearing will be three. The Tribunal will not include any person who has any actual or perceived conflict of interest, preconceived opinions, vested interests or personal involvement relating to the complaint.
 - 4.1 The Tribunal will comprise at least one person who has knowledge, and preferably experience, of any relevant laws relating to the complaint (e.g. anti-harassment).
 - 4.2 If a member of the Tribunal cannot continue once the Hearing has commenced, and the minimum number required for the Tribunal Hearing is still maintained, the discontinuing member will not be replaced.
 - 4.3 If the specific or minimum number is not maintained, the discontinuing member may be replaced if it is considered appropriate by the Tribunal Chairperson. Factors to consider should include the circumstances of the complaint and the ability of the new Tribunal member to be reasonably and impartially informed of the hearing evidence up until the time of their appointment. If the Tribunal Chairperson believes it is not appropriate for a new Tribunal member to be appointed then the Tribunal will be rescheduled to a later date. The Tribunal Chairperson will inform the CEO of the need to reschedule, and the CEO will organise for the Hearing, with a new Panel to be reconvened.
5. The CEO will inform the respondent(s) by written notification that a Hearing will take place. The written notification will outline:
 - That the person has a right to appear at the Hearing to defend the complaint/allegation;
 - Details of the complaint, including any relevant rules or regulations they are accused of breaching (if there is more than one complaint these should be set out separately);
 - The date, time and venue of the Hearing;
 - That they can make either verbal or written submissions to the Tribunal;
 - That they may arrange for witnesses to attend the Tribunal in support of their position;
 - An outline of any possible penalties that may be imposed if the complaint is found to be true; and
 - That legal representation will not be allowed. If the respondent is considered a minor, they should have a parent or guardian present.

A copy of any information / documents that have been given to the Tribunal (eg investigation report findings) will also be provided to the respondent.

The respondent(s) will be allowed to participate in all RA activities and events, pending the decision of the Tribunal, including any available appeal process, unless the CEO believes it is warranted to exclude the respondent(s) from all or some RA activities and events, after considering the nature of the complaint.

6. The CEO will inform the person making the complaint (complainant) by written notification that a Hearing will take place. The written notification will outline:
 - That the person has a right to appear at the Hearing to support their complaint;
 - Details of the complaint, including any relevant rules or regulations they are accused of breaching (if there is more than one complaint these should be set out separately);

- The date, time and venue of the Hearing;
- That they can make either verbal or written submissions to the Tribunal;
- That they may arrange for witnesses to attend the Tribunal in support of their position; and
- That legal representation will not be allowed. If complainant is considered a minor, they should have a parent or guardian present.

A copy of any information / documents that have been given to the Tribunal (eg investigation report findings) will also be provided to the complainant.

7. If the complainant believes the details of the complaint are incorrect or insufficient they should inform the CEO as soon as possible so that the respondent and the Tribunal members can be properly informed of the complaint.

Tribunal Hearing Procedure

8. The following people will be allowed to attend the Tribunal Hearing:
 - The Tribunal Panel members;
 - The respondent(s);
 - The complainant;
 - Any witnesses called by the respondent;
 - Any witnesses called by the complainant;
 - Any parent / guardian or support person required to support the respondent or the complainant.
9. The Tribunal Chairperson will call the hearing to order at the designated time and determine if the respondent(s) is present.
10. If the respondent(s) is not present and the Tribunal Chairperson considers that no valid reason has been presented for their absence, the Tribunal Hearing will continue subject to the Tribunal Chairperson being satisfied that all Tribunal notification requirements have been carried out correctly.
11. If the Tribunal Chairperson considers that a valid reason for the non-attendance of the respondent(s) is presented, or the Tribunal Chairperson does not believe the Tribunal notification requirements have been carried out correctly, then the Tribunal Hearing will be rescheduled to a later date.
12. The Tribunal Chairperson will inform the CEO of the need to reschedule, and the CEO will organise for the Tribunal Hearing to be reconvened.
13. The Tribunal Chairperson will read out the complaint that is to be judged, ask the respondent(s) if they understand the complaint being made against them, and if they agree or disagree with the complaint.
14. If the person agrees with the complaint, they will be asked to provide any evidence or witnesses that should be considered by the Tribunal Panel when determining any disciplinary measures.
15. If the person disagrees with the complaint, the complainant will be asked to describe the circumstances that lead to the complaint being made.
 - Brief notes may be referred to.
 - The complainant will be allowed to call witnesses.
 - The respondent(s) may be allowed to question the complainant and their witnesses.
16. The respondent(s) will then be asked to respond to the complaint.
 - Brief notes may be referred to.
 - The respondent will be allowed to call witnesses.
 - The complainant may be allowed to ask questions of the respondent and their witnesses.
17. Both the complainant and respondent will be allowed to be present when evidence is presented to the Tribunal. Witnesses may be asked to wait outside the Tribunal Hearing until required.

18. The Tribunal will be allowed to:

- Consider any evidence, and in any form, that it deems relevant.
- Question any person giving evidence.
- Limit the number of witnesses presented if it is agreed by all parties that they will support the person who requested them, but will not provide any new evidence.

19. Video evidence, if available, may be presented. The arrangements must be made entirely by the person/s wishing to offer this type of evidence.

20. If the Tribunal considers that at any time during the Tribunal Hearing that there is any unreasonable or intimidatory behaviour from anyone allowed to be present, the Tribunal Chairperson shall have the power to stop any further involvement of the person in the Tribunal Hearing.

21. After all of the evidence has been presented the Tribunal Panel will make its decision in private. If the Tribunal believes the complaint has been substantiated on the balance of probabilities (i.e. more probable than not), the respondent will then be given an opportunity to address the Tribunal Panel and make a submission on any disciplinary measures that may be imposed. Only those disciplinary measures outlined in Rowing Australia's Constitution, Member Protection Policy and Codes of Conduct will be considered. Any disciplinary measure imposed must be reasonable in the circumstances.

22. All decisions made by the Tribunal will be based on a majority vote.

23. The Tribunal Chairperson will announce the decision in the presence of all those involved in the Hearing and will declare the hearing closed.

24. Within 48 hours, the Tribunal Chairperson will:

24.1 Forward to the CEO a copy of the tribunal decision including any disciplinary measures imposed.

24.2 Forward a letter to the respondent(s) reconfirming the Tribunal's decision and any disciplinary measures imposed. The letter should also outline, if allowed, the process and grounds for an appeal to be made.

Appeals Procedure

Parties may appeal against the outcome of any Tribunal Hearing in line with the following procedures.

25. The sole grounds for any appeal are that:

- 25.1. A breach of the rules of natural justice by the Tribunal Hearing; or
- 25.2. That the decision of the Tribunal Hearing is otherwise wrong in law.

26. Any appeal against a decision of the Tribunal Hearing must be made in accordance with the following procedure:

26.1. The Appellant must give written notice of his or her appeal to the CEO within 48 hours of the announcement of the decision against which the appeal is made; and

26.2. Within five (5) working days of submitting his or her written notice of appeal, the Appellant must submit in writing to the CEO the grounds of that appeal accompanied by a non-refundable deposit of \$500 which may be refunded to the Appellant at the discretion of the Appeals Tribunal; and

26.3. The Appellant must appear in person or by teleconference before the Appeals Tribunal Chairperson (or an alternate Tribunal Chairperson) to seek permission to appeal.

27. The Appellant must establish to the satisfaction of the Tribunal Chairperson a prima facie case that the Hearing Tribunal made an error in making its decision, and summarise their complaint to the grounds of appeal specified in Paragraph 25 of this Policy.

27.1. If the Tribunal Chairperson is reasonably satisfied that the Appellant has established, on a prima facie basis, that there is an arguable ground or grounds of appeal then the Chairperson shall refer the matter for hearing to the Appeals Tribunal and the Chairperson

that heard the application for permission to appeal may at his or her discretion also act as Chairperson of the Appeals Tribunal that hears the appeal.

27.2. If the Chairperson is not so satisfied, but the Appellant confirms that he or she wishes to continue with the appeal within 48 hours of receipt of the Chairperson's determination, then the appeal will progress to the Appeals Tribunal. The Chairperson that declined permission to appeal may not act as chairperson or a member of the Appeals Tribunal that hears the Appeal.

28. The decision of the Appeals Tribunal will be binding on the parties and, subject only to any subsequent appeal to CAS, neither party may institute or maintain proceedings in any Court or Tribunal other than the said Appeals Tribunal.

RA Appeals Tribunal

29. RA will appoint a Permanent Appeals Tribunal Chairperson from time to time and one or more Alternate Tribunal Chairpersons to act from time to time as Chairperson of an Appeals Tribunal. RA reserves the right at any time and from time to time to replace or remove any Appeals Tribunal Chairperson or fill any casual vacancy, provided that each Appeals Tribunal Chairperson will be a Judge or have been admitted to practice as a Barrister or Solicitor in any State or Territory of Australia, or be a retired Judge, Barrister or Solicitor.

30. As and when required, RA or the Appeals Tribunal Chairperson at the request of RA will establish an Appeals Tribunal that will consist of the following persons:

- The Appeals Tribunal Chairperson or an Alternate Tribunal Chairperson who will act as Appeals Tribunal Chairperson;
- Two other persons of experience and skills suitable to the function of the Appeals Tribunal;

who will constitute a quorum for the purpose of hearing and determining any appeal, provided that with the consent of the Appellant and RA, the Appeals Tribunal may be constituted by two persons, one of whom must be the Appeals Tribunal Chairperson or an Alternate Tribunal Chairperson.

31. No person appointed to an Appeals Tribunal may hear and consider any appeal if he or she is a member of the RA Board or the Selectors or if by reason of his or her relationship with:

- The Appellant;
- Any member of the Board of RA;
- Any of the Selectors; or
- Any persons whose interests may be affected by the outcome of the appeal;

he or she would be reasonably considered to be other than impartial.

32. Should an Appellant or any other party to an appeal challenge the impartiality of any member of the Appeals Tribunal, the challenge will be determined by the Chairperson sitting alone.

33. Each Appeals Tribunal will be bound by the following requirements:

- 33.1. It must observe the principles of natural justice;
- 33.2. It is not bound by the rules of evidence and may inform itself as to any matter in such manner as it thinks fit;
- 33.3. It will conduct its hearings with as little formality and technicality and with as much expedition as the proper consideration of the matter permits;
- 33.4. Hearings may occur in such manner as the Appeals Tribunal Chairperson decides, including telephone or video conferencing;
- 33.5. Each Appellant must establish one or more grounds of appeal to the reasonable satisfaction of the Tribunal with full regard to the full importance and gravity of the issue;
- 33.6. The parties to an appeal will not be entitled to be represented by a Barrister or Solicitor save with the leave of the Appeals Tribunal Chairperson, which will only be given in exceptional circumstances and, if given, may be given unconditionally or on such conditions as the Tribunal Chairperson thinks fit;
- 33.7. If a question of law arises during the course of a hearing, the Tribunal may adjourn the hearing of the appeal in order to obtain legal advice;

- 33.8. The Appeals Tribunal Chairperson may require the parties to attend a directions hearing or hearings (whether in person or by any other means of communication determined upon by the Appeals Tribunal Chairperson) and the Appeals Tribunal Chairperson may give directions from time to time to assist in the efficient and expeditious conduct of the Hearing;
- 33.9. If the Appeals Tribunal Chairperson is of the view that the outcome of the appeal may affect the interests of any person in addition to the Appellant, the Appeals Tribunal Chairperson must, so far as practicable, require that notice be given to such other person or persons and will permit that person or those persons to appear at the hearing of the appeal and/or to make written submissions to the Appeals Tribunal;
- 33.10. The Appeals Tribunal will give its decision on any appeal as soon as practicable after the hearing and will provide the CEO, the Appellant and other parties to the appeal with a statement of the reasons for its decision; and
- 33.11. As a matter of usual practice, the Appeals Tribunal will in the case of any successful appeal refer the question or matter the subject of the appeal back to the RA CEO for determination in accordance with the RA Member Protection Policy.

Attachment C6: DISCIPLINARY MEASURES

Any disciplinary measure imposed by the RA Hearings Tribunal under this policy must:

- Observe any contractual and employment rules and requirements;
- Conform to the principles of natural justice;
- Be fair and reasonable;
- Be based on the evidence and information presented;
- Be within the powers of the RA Hearings Tribunal to impose the disciplinary measure.

Individual

Subject to contractual and employment requirements, if a finding is made that an individual has breached the RA Member Protection Policy (including the Codes of Conduct), one or more of the following forms of discipline may be imposed by The RA Hearings Tribunal:

1. A direction that the individual make a verbal and/or written apology;
2. A written warning;
3. A direction that the individual attend counselling to address their behaviour;
4. A withdrawal of any awards, placings, records, achievements bestowed in any tournaments, activities or events held or sanctioned by RA;
5. A demotion or transfer of the individual to another location, role or activity
6. A suspension of the individual's membership or participation or engagement in a role or activity;
7. Termination of the individual's membership, appointment or engagement;
8. Recommend that RA terminate the individual's membership, appointment or engagement;
9. In the case of a coach or official, a direction that the relevant organisation de-register the accreditation of the coach or official for a period of time or permanently;
10. Any other form of discipline that the RA Board considers appropriate.

When imposing any form of discipline, it will be accompanied by a warning that a similar breach of policy by that individual in the future may result in the imposition of a more serious form of discipline.

Organisations

If a finding is made that an RA member has breached the RA Member Protection Policy (including the Codes of Conduct), one or more of the following forms of discipline may be imposed by the RA Hearings Tribunal:

1. A written warning;
2. A monetary fine;
3. A direction that any rights, privileges and benefits provided to that organisation by the national body or other peak association be suspended for a specified period;
4. A direction that any funding granted or given to it by the Rowing Australia cease from a specified date;
5. A direction that the cease to sanction events held by or under the auspices of that organisation;
6. A recommendation to Rowing Australia that its membership of the national body be suspended or terminated in accordance with the relevant constitution or rules; and/or
7. Any other form of discipline the RA Board considers to be appropriate.

When imposing any form of discipline, it will be accompanied by a warning that a similar breach of policy by the organisation in the future may result in more serious form of discipline.

Factors to consider when imposing discipline

The form of discipline to be imposed on an individual or organisation will depend on factors such as:

- If the individual is a parent and/or spectator the ability to enforce a penalty may be difficult;

- Nature and seriousness of the behaviour or incidents;
- In a case where action is taken concurrently with or in lieu of a resolution of a formal complaint, the wishes of the complainant;
- If the individual concerned knew or should have known that the behaviour was a breach of the policy;
- Level of contrition of the respondent(s);
- The effect of the proposed disciplinary measures on the respondent(s) including any personal, professional or financial consequences;
- If there have been relevant prior warnings or disciplinary action; and/or
- If there are any mitigating circumstances such that the respondent(s) shouldn't be disciplined at all or not disciplined so seriously.

PART D: ROLE-SPECIFIC CODES OF CONDUCT

Attachment D1: GENERAL CODE OF BEHAVIOUR

Rowing Australia endorses the following code of conduct for members, service providers and employees, particularly those responsible for activities involving members under the age of 18 years.

As an Rowing Australia member, service provider or employee you should meet the following standard of conduct:

- Respect the rights, dignity and worth of others.
- Be fair, considerate and honest in all dealings with others.
- Be professional in, and accept responsibility for, your actions.
- Make a commitment to providing quality service.
- Be aware of, and maintain an uncompromising adherence to, Rowing Australia standards, rules and policies.
- Operate within the rules of rowing including national and international guidelines that govern Rowing Australia.

Rowing Australia expects all members, service providers and employees to abide by this code of conduct, which upholds the principles and values of the organisation. They should recognise that at all times they have a responsibility, and a duty of care to other members, service providers and Rowing Australia employees.

Specifically, they should:

- Understand the possible consequences of breaching Rowing Australia's member protection policy.
- Immediately report any breaches of the Rowing Australia member protection policy to the appropriate authority.
- Refrain from any form of abuse towards others.
- Refrain from any form of harassment toward others.
- Refrain from any form of discrimination toward others.
- Refrain from intimate relations with members with whom they have a supervisory role or power over.
- Refrain from any form of victimisation toward others.
- Provide a safe environment for the conduct of activities in accordance with any relevant Rowing Australia policy.
- Show concern and caution toward others that may be sick or injured.
- Be a positive role model.

Attachment D2: ADMINISTRATOR CODE OF BEHAVIOUR

Administrator/director/officer/employee/contractor will:

- Agree to abide by the code of conduct.
- Be fair, considerate and honest with others.
- Operate within the rules of Rowing Australia
- Be professional in their actions, language, presentation, manner and punctuality in order to reflect high standards.
- Maintain confidentiality in regards to sensitive and /or commercial information.
- Resolve conflicts fairly and promptly through established procedures.
- Maintain strict impartiality in matters relating to the RA Member Protection Policy.
- Maintain a safe environment for others.
- Show concern and caution towards others.
- Be a positive role model for others.

Attachment D3: COACH AND MANAGER CODE OF BEHAVIOUR

A coach or team official* will:

- Agree to abide by the code of conduct.
- Be responsible for matters concerning the coaching, training and development of members.
- Maintain a 'duty of care' towards others and accountability for matters relating to training and competition.
- Have a sound working knowledge of Rowing Australia's policies, rules and coaching techniques.
- Ensure that any physical contact with others is appropriate to the situation and necessary for the persons skill development
- Provide a safe environment for training and competition.
- Be a positive role model for members of Rowing Australia
- Make a commitment to providing a quality service.

* this also applies to team support staff (e.g.. medical, physiotherapy and dietician staff)

A team manager/age manager will:

- Agree to abide by the code of conduct.
- Be responsible for the overall welfare and well being of team members and officials when travelling with a team.
- Maintain a 'duty of care' towards team members and accountability for the management of the team.
- Have a sound knowledge of Rowing Australia's policies, responsibilities and competition rules, and ensure that the conduct of the affairs of the team is in accordance with these policies and guidelines.
- Foster a collaborative approach to the management of the team.

Attachment D4: ATHLETE CODE OF BEHAVIOUR

- Play by the rules.
- Never argue with an official. Always use the appropriate rules and guidelines to resolve a dispute.
- Control your temper. Verbal abuse of officials and sledging other players, deliberately distracting or provoking an opponent are not acceptable or permitted behaviours in any sport.
- Work equally hard for yourself and/or your team.
- Be a good sport. Applaud all good performances whether they are made by your team or the opposition.
- Treat all participants in your sport as you like to be treated. Do not bully or take unfair advantage of another competitor.
- Cooperate with your coach, team mates and opponents.
- Participate for your own enjoyment and benefit, not just to please parents and coaches.
- Respect the rights, dignity and worth of all participants regardless of their gender, ability, cultural background or religion.

Attachment D5: TECHNICAL OFFICIAL CODE OF BEHAVIOUR

- Compliment and encourage all participants.
- Be consistent, objective and courteous when making decisions.
- Condemn unsporting behaviour and promote respect for all opponents.
- Emphasise the spirit of competition rather than the errors.
- Encourage and promote rule changes, which will make participation more enjoyable.
- Be a good sport yourself. Actions speak louder than words.
- Keep up to date with the latest trends in officiating and the principles of growth and development of young people.
- Remember, you set an example. Your behaviour and comments should be positive and supportive.
- Place the safety and welfare of the participants above all else.

Give all young people a 'fair go' regardless of their gender, ability, cultural background or religion.

Attachment D6: BOARD/COUNCIL MEMBER CODE OF CONDUCT

- Agree to abide by the code of conduct.
- Be fair, considerate and honest with others.
- Operate within the rules of Rowing Australia.
- Be professional in their actions, language, presentation, manner and punctuality in order to reflect high standards.
- Maintain confidentiality in regards to sensitive and /or commercial information.
- Resolve conflicts fairly and promptly through established procedures.
- Maintain strict impartiality in matters relating to the RA Member Protection Policy.
- Maintain a safe environment for others.
- Show concern and caution towards others.
- Be a positive role model for others.

Attachment D7: PARENT/GUARDIAN CODE OF CONDUCT

- Remember that children participate in sport for their enjoyment, not yours.
- Encourage children to participate, do not force them.
- Focus on the child's efforts and performance rather than winning or losing.
- Encourage children always to play according to the rules and to settle disagreements without resorting to hostility or violence.
- Never ridicule or yell at a child for making a mistake or losing a competition.
- Remember that children learn best by example. Appreciate good performances and skilful plays by all participants.
- Support all efforts to remove verbal and physical abuse from sporting activities.
- Respect officials' decisions and teach children to do likewise.
- Show appreciation for coaches, officials and administrators. Without them, your child could not participate.
- Respect the rights, dignity and worth of every young person regardless of their gender, ability, cultural background or religion.

Attachment D8: SPECTATOR CODE OF CONDUCT

- Remember that young people participate in sport for their enjoyment and benefit, not yours.
- Applaud good performance and efforts from all individuals and teams. Congratulate all participants on their performance regardless of the game's outcome.
- Respect the decisions of officials and teach young people to do the same.
- Never ridicule or scold a young athlete for making a mistake. Positive comments are motivational.
- Condemn the use of violence in any form, whether it is by spectators, coaches, officials or competitors.
- Show respect for your opponents. Without them there would be no competition.
- Encourage competitors to follow the rules and the officials' decisions.
- Do not use foul language, sledge or harass other competitors, coaches or officials.
- Respect the rights, dignity and worth of every young person regardless of their gender, ability, cultural background or religion.

PART E: REPORTING DOCUMENTS/FORMS

To assist in consistency and accuracy in following procedure and reporting on the issues covered by RA's Member Protection Policy the following documents are to be used:

E1 Confidential Record of Informal Complaint — to be used by MPIOs, CEO or others who receive a complaint or allegation.

E2 Confidential Record of Formal Complaint — to be used when a formal complaint is received by Rowing Australia.

E3 Confidential Record of Child Abuse Allegation — to be used by CEO when receiving complaints/allegations of child abuse.

E4 Record of Mediation — to be used by those who conduct a mediation.

E5 Record of Tribunal Decision

General principles to be followed when completing a report of a complaint:

- Treat all complaints seriously.
- Deal with complaints promptly, sensitively and confidentially.
- Maintain a calm attitude.
- Ask the complainant if they will consent to you taking notes.
- Write the description of the complaint /problem using the complainants own words (as much as is possible).
- Find out the nature of the relationship between the complainant and the person complained about (for example, coach/competitor, team members, etc) and if there is any relevant history.
- Take a note of the facts and do not pre-judge the situation.
- Ask the complainant whether they fear victimisation or other consequences.
- Find out what outcome the complainant wants and if they need any support.
- Ask the complainant how they want the complaint to be dealt with under the policy.
- Keep the complaint confidential and do not disclose it to another person without the complainant's consent except if disclosure is required by law (for example, a report to government authorities) or if disclosure is necessary to effectively deal with the complaint.

<p>Feelings expressed by complainant</p> <p>(completing this may help to separate emotional content from facts)</p>	
<p>What they want to happen to fix issue</p>	
<p>What information I provided</p>	
<p>What they are going to do now</p>	

This record and any notes must be kept in a confidential place – do not enter it on a computer system. If the issue becomes a formal complaint, this record is to be sent to the CEO of Rowing Australia.

Methods (if any) of attempted informal resolution	
Support person (if any)	
Formal resolution procedures followed (outline)	
If investigated: Finding -	
If went to hearing tribunal: Decision - Action recommended -	
If mediated: Date of mediation - Were both parties present - Terms of Agreement - Any other action taken -	
If went to appeals tribunal: Decision Action recommended	
Resolution	<input type="checkbox"/> Less than 3 months to resolve <input type="checkbox"/> Between 3–8 months to resolve <input type="checkbox"/> More than 8 months to resolve
Completed by	Name: Position in Rowing: Signature: / /

Signed by:	Complainant: Respondent:
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This record and any notes must be kept in a confidential place. If the complaint is of a serious nature, or is escalated to and/or dealt with at the national level, the original must be forwarded to the national body and a copy kept at the club/state/district level (whatever level the complaint was made).

Government agency contacted	Who: When: Advice provided:
CEO contacted	Who: When:
Police and/or government agency investigation	Finding:
Internal investigation (if any)	Finding:
Action taken	
Completed by	Name: Position in Rowing: Signature: / /
Signed by	Complainant (if not a child)

This record and any notes must be kept in a confidential place and provided to the relevant authorities (police and government) should they require them.

Attachment E4: RECORD OF MEDIATION

Present at Mediation	
Date of mediation	
Venue of mediation	
Mediator	
Summary of mediation (minutes attached)	
Outcome of mediation	
Follow-up to occur (if required)	
Completed by: (signature)	

Signed by:	
Complainant (signature)	
Respondent (signature)	

Original copy of report to be given to the CEO of Rowing Australia and stored at Rowing Australia.

Support person (if any)	
Tribunal Members	
Tribunal Hearing Date and venue	
Tribunal Decision (attach report)	
Action recommended and any follow up report required	
Decision Appealed Date of Appeal lodged	
Appeal Hearing Date	
Appeal Decision (attach report)	
Action Recommended	
Completed by	Name: Position in Rowing: Signature: / /
Signed by:	Complainant Respondent