



CENTRAL COAST DISTRICT GOLF ASSOCIATION INC.

MEMBER PROTECTION POLICY (incorporating Code of Conduct)

Contents

PREFACE

PART A: MEMBER PROTECTION POLICY

1. Introduction
2. Purpose of this policy
3. Who is bound by this policy
4. Organisational responsibilities
5. Individual responsibilities
6. Position Statements
 - 6.1 Child Protection
 - 6.2 Taking Images of Children
 - 6.3 Anti-Discrimination and harassment
 - 6.4 Sexual Relationships
 - 6.5 Gender Identity
 - 6.6 Responsible service and consumption of alcohol
 - 6.7 Smoke free environment
 - 6.8 Cyber-bullying
 - 6.9 Social networking sites
7. Complaints procedures
 - 7.1 Handling complaints
 - 7.2 Improper complaints & victimisation
 - 7.3 Mediation
 - 7.4 Tribunals
8. What is a breach of this policy?
9. Disciplinary measures
 - 9.1 Individual
 - 9.2 Organisation
 - 9.3 Factors to consider
10. Dictionary of terms

PART B: CODES OF BEHAVIOUR

Attachment B1: Player/Caddie Code of Conduct

Attachment B2: Manager/Coach Code of Conduct

Attachment B3: Member Code of Conduct

Attachment B4: Administrator (Volunteer) Code of Conduct

Attachment B5: Parent/Guardian Code of Conduct

Attachment B6: Spectator Code of Conduct

PART C: EMPLOYMENT SCREENING / WORKING WITH CHILDREN CHECK REQUIREMENTS

Attachment C1: Employment Screening Requirements

Attachment C2: Member Protection Declaration

Attachment C3: Working With Children Check Requirements

PART D: COMPLAINT HANDLING PROCEDURES

Attachment D1: Complaints Procedure

Attachment D2: Mediation

Attachment D3: Investigation Procedure

Attachment D4: Tribunal Procedures

PART E: REPORTING REQUIREMENT AND DOCUMENTS

Attachment E1: Confidential Record Of Informal Complaint

Attachment E2: Confidential Record Of Formal Complaint

Attachment E3: Procedure for Handling Allegations Of Child Abuse

Attachment E4: Confidential Record Of Child Abuse Allegation

Attachment E5: Record Of Mediation

Attachment E6: Record Of Disciplinary Committee Decision

Attachment E7: Consent To Be Photographed

PREFACE

Central Coast District Golf Association Inc. ("CCDGA") is the governing body of male golf for the Central Coast region of New South Wales responsible to encourage, conduct and promote golf throughout the Central Coast. This Policy is made for the purpose of governing the conduct and administration of the sport of golf on the Central Coast and to promote the objectives of CCDGA in its Statement of Purposes and Rules ('the Constitution').

CCDGA is committed to provide an environment that is safe for children, free from harassment and abuse for everyone, and promotes respectful and positive behaviour and values.

This Policy provides a Code of Conduct forming the basis of appropriate and ethical conduct which everyone must abide by.

This Policy is an essential part of CCDGA's proactive and preventative approach to tackling inappropriate behaviour.

The Executive of CCDGA are committed to ensuring that everyone associated with the organisation complies with the Policy.

Signed by the Chairman:

John Witten
Date: 30 March 2016

PART A: MEMBER PROTECTION POLICY

1. Introduction

CCDGA is committed to participation in all aspects of the sport of golf in an environment that respects the worth, dignity and equality of opportunity of all people.

CCDGA is committed to the advancement of participation in playing, coaching, administering and working in and with organisations devoted to golf, based on merit and equal opportunity. CCDGA intends, by this Policy, to ensure that in all their dealings member clubs and members of member clubs (hereafter collectively referred to as “members”) shall be treated fairly, with respect, and in a manner appropriate to their innate worth and dignity as human beings.

CCDGA is committed to providing an environment in which all members feel free to participate and considers that it is sometimes proper to make special provision for disadvantaged groups, and to establish special programs designed to enable their members to overcome any disadvantage and participate in the community on conditions of equality.

2. Purpose of this policy

This CCDGA Member Protection Policy (“policy”) aims to assist CCDGA to uphold its core values and create a safe, fair and inclusive environment for everyone associated with our sport. It sets out our commitment to ensure that every person involved in our sport is treated with respect and dignity and protected from discrimination, harassment and abuse. It also ensures that everyone involved in our sport is aware of their legal and ethical rights and responsibilities, as well as the standards of behaviour expected of them.

The policy attachments describe the practical steps we will take to eliminate discrimination, harassment, child abuse and other forms of inappropriate behaviour from our sport. As part of this commitment, CCDGA will take disciplinary action against any person or organisation bound by this policy if they breach it.

This policy has been endorsed by the CCDGA Executive. The policy commenced on 30 March 2016. This policy will operate until replaced.

3. Who is bound by this policy

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

- 3.1 persons appointed or elected to CCDGA boards, committees and sub-committees;
- 3.2 employees of CCDGA;
- 3.3 members of the CCDGA Executive;
- 3.4 support personnel, including managers, physiotherapists, psychologists, masseurs, sports trainers and others;
- 3.5 CCDGA appointed coaches and assistant coaches;
- 3.6 CCDGA representative players
- 3.7 referees, match and other officials involved in the regulation of the sport;
- 3.8 members, including life members of CCDGA;
- 3.9 athletes, coaches, officials and other personnel participating in events and activities, including camps and training sessions, held or sanctioned by CCDGA;
- 3.10 any other person including spectators, parents/guardians and sponsors, who or which agrees in writing (whether on a ticket, entry form or otherwise) to be bound by this policy.

This policy will continue to apply to a person, even after they have stopped their association or employment with CCDGA, if disciplinary action against that person has commenced.

4. Organisational responsibilities

CCDGA and Member Clubs must:

- 4.1 adopt, implement and comply with this policy;
- 4.2 ensure that the Constitution, By-laws or other rules and policies include the necessary clauses for this policy to be enforceable;
- 4.3 publish, distribute and promote this policy and the consequences of any breaches;
- 4.4 promote and model appropriate standards of behaviour at all times;
- 4.5 deal with any breaches or complaints made under this policy in a sensitive, fair, timely and confidential manner;
- 4.6 apply this policy consistently;
- 4.7 recognise and enforce any penalty imposed under this policy;
- 4.8 ensure that a copy of this policy is available or accessible to the persons and associations to whom this policy applies;
- 4.9 use appropriately trained people to receive and manage complaints and allegations (e.g. Member Protection Information Officers (MPIOs));
- 4.10 monitor and review this policy at least annually.

5. Individual responsibilities

Individuals bound by this policy are responsible for:

- 5.1 making themselves aware of the policy and complying with the codes of behaviour it sets out;
- 5.2 consenting to our screening requirements and any State Working with Children Checks if the person holds or applies for a role that involves regular unsupervised contact with a child or young person under the age of 18;
- 5.3 placing the safety and welfare of children above other considerations;
- 5.4 being accountable for their behaviour;
- 5.5 following the steps outlined in this policy for making a complaint or reporting possible child abuse; and
- 5.6 complying with any decisions and/or disciplinary measures imposed under this policy.

6. Position Statements

6.1 Child Protection

CCDGA is committed to the safety and wellbeing of all children and young people who participate in our sport and access our services. We support the rights of the child and will act at all times to ensure that a child safe environment is maintained.

We acknowledge the valuable contribution made by our members and volunteers and we encourage their active participation in providing a safe, fair and inclusive environment for all participants.

6.1.1: Identify and analyse risk of harm

We will develop and implement a risk management strategy, including a review of our existing child protection practices, to determine how child-safe and child-friendly our organisation is and to identify any additional steps we can take to minimise and prevent risk of harm to children because of the action of an employee, volunteer or another person.

6.1.2: Develop codes of behavior

We will develop and promote a code of behaviour that sets out the conduct we expect of adults when they deal and interact with children involved in our sport, especially those in our care. We will also implement a code of behaviour to address appropriate conduct between children.

These codes will clearly describe the professional boundaries, ethical behaviour and unacceptable behaviour. (Refer to the attachments in Part B of this policy)

6.1.3: Choose suitable employees and volunteer

We will take all reasonable steps to ensure that our organisation engages suitable and appropriate people to work with children, especially those in positions that involve regular unsupervised contact with children. This will include using a range of screening measures.

We will ensure that Working with Children Checks are conducted for all volunteers who work with children, where an assessment is required by law. If a criminal history report is obtained as part of their screening process, we will handle this information confidentially and in accordance with the relevant legal requirements (Refer to the attachments in Part C of this policy.)

6.1.4: Support, train, supervise and enhance performance

We will ensure that all our employees and volunteers who work with children or their records have ongoing supervision, support and training. Our goal is to develop their skills and capacity and to enhance their performance so we can maintain a child-safe environment.

6.1.5: Empower and promote the participation of children

We will encourage children and young people to be involved in developing and maintaining child-safe environment for our sport.

6.1.4: Report and respond appropriately to suspected abuse and neglect

We will ensure that all our volunteers are able to identify and respond appropriately to children at risk of harm and that they are aware of their responsibilities under state laws to make a report if they suspect on reasonable grounds that a child has been, or is being, abused or neglected. (Refer to the attachments in Part E of this policy.)

Further, if any person believes that another person or organization bound by this policy is acting inappropriately towards a child, or is in breach of this policy, he or she may make an internal complaint. (Refer to the attachments in Part D of this policy)

6.2 Taking Images of Children

Images of children can be used inappropriately or illegally. CCDGA requires that individuals and associations, wherever possible, obtain permission from a child's parent/guardian before taking an image of a child that is not their own. They should also make sure the parent/guardian understands how the image will be used.

To respect people's privacy, we do not allow camera phones, videos and cameras to be used inside changing areas, showers and toilets.

When using a photo of a child, we will not name or identify the child or publish personal information, such as residential address, email address or telephone number, without the consent of the parent/guardian. We will not display information about a child's hobbies, interests, school or the like, as this can be used by pedophiles or other persons to "groom" a child.

We will only use images of children that are relevant to our sport and we will ensure that they are suitably clothed in a manner that promotes the sport. We will seek permission from the parents/guardians of the children before using these images. We require our member clubs to do likewise.

6.3 Anti-Discrimination and harassment

CCDGA aims to provide an environment where all those involved in our activities and events are treated with respect.

We recognise that people cannot participate, enjoy themselves or perform at their best if they are treated unfairly, discriminated against or harassed.

We prohibit all forms of harassment, discrimination and bullying based on the personal characteristics listed in the "Definitions" set out in our Dictionary of Terms (see clause 10). In most circumstances, this behaviour is against the law.

If any person feels they are being harassed or discriminated against by another person or organisation bound by this policy, they may make an internal complaint. In some circumstances, they may also be able to make a complaint to an external organisation. (Refer to the attachments in Part D of this policy).

6.4 Sexual Relationships

CCDGA takes the position that consensual intimate relationships (whether or not of a sexual nature) between coaches and the adult athletes they coach should be avoided as they can have harmful effects on the athlete involved, on other athletes and coaches and on the sport's public image.

These relationships can also be perceived to be exploitative due to the differences in authority, power, maturity, status, influence and dependence between the coach and the athlete

If an athlete attempts to initiate an intimate relationship with a coach, it is the coach's responsibility to discourage the approach and to explain why such a relationship is not appropriate.

The coach or athlete may wish to seek advice or support from CCDGA's MPIO or complaints officer or other designated person if they feel harassed. Our complaints procedure is outlined in Part D of this policy.

6.5 Gender Identity

CCDGA is committed to providing a safe, fair and inclusive sporting environment where people of all backgrounds can contribute and participate. People who identify as transgender or transsexual sensitivity when a person is undergoing gender transition.

We will not tolerate any unlawful discrimination or harassment of a person who identifies as transgender or transsexual or who is thought to be transgender or transsexual. If a transgender or transsexual person feels he or she has been harassed or discriminated against by another person or organisation bound by this policy, he or she may make a complaint. (Refer to the attachments in Part D of this policy.)

CCDGA recognises that excluding transgender and transsexual people from participating in sporting events and activities has significant implications for their health, well-being and involvement in community life. In general, we will support their participation in our sport on the basis of the gender with which they identify.

We also recognise that there is debate over whether a male-to-female transgender person obtains any physical advantage over other female participants. This debate is reflected in the divergent discrimination laws across the country. If issues of performance advantage arise, we will seek advice on the application of those laws in the particular circumstances.

CCDGA has its own Gender Policy for male to female transgendered persons only. The Gender Policy is available on the website.

Drug testing procedures and prohibitions also apply to people who identify as transgender. A person receiving treatment involving a Prohibited Substance or Method, as described on the World Anti-Doping Agency's Prohibited List, should apply for a standard Therapeutic Use Exemption.

6.6 Responsible service and consumption of alcohol

CCDGA is committed to conducting sporting and social events in a manner that promotes the responsible service and consumption of alcohol. We also recommend that member clubs follow strict guidelines regarding the service and consumption of alcohol.

In general, our policy is that:

- alcohol should not be available or consumed at sporting events involving children and young people under the age of 18
- alcohol-free events will be provided for young people and families
- food and low-alcohol and non-alcoholic drinks will be available at events we hold or endorse where alcohol is served
- a committee member will be present at events we hold or endorse where alcohol is served to ensure appropriate practices are followed
- safe transport options will be promoted as part of any event we hold or endorse where alcohol is served.
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6.7 Smoke free environment

CCDGA recommends that the following policies be applied to sporting and social events that we hold or endorse:

- No smoking should occur at or near sporting events involving young children and young people under the age of 18. This policy shall apply to coaches, players, trainers, officials and volunteers;
- Social events shall be smoke free, with smoking permitted at designated outdoor smoking areas;
- Coaches, officials, trainers, volunteers and players will refrain from smoking and remain smoke-free while they are involved in an official capacity in our sport, both on and off the field.

6.9 Cyber-bullying

CCDGA regards bullying and harassment in all forms as unacceptable in our sport. Bullying has the potential to cause great anxiety and distress to the person targeted by hurtful or derogatory comments or statements.

New technologies and communication tools, such as smart phones and social networking websites, have greatly increased the potential for people to be bullied through unwanted and inappropriate comments.

CCDGA will not tolerate abusive, discriminatory, intimidating or offensive statements being made online. In some cases, bullying is a criminal offence.

Frustration at a referee, teammate, coach, or sporting body should never be communicated on social networking websites. These issues should instead be addressed – in a written or verbal statement or a complaint - to the relevant controlling club or sporting body.

6.10 Social networking sites

CCDGA acknowledges the enormous value of social networking websites, such as Facebook and Twitter, to promote our sport and celebrate the achievements and success of the people involved in our sport.

We expect all people bound by this policy to conduct themselves appropriately when using social networking sites to share information related to our sport.

Social media postings, blogs, status updates and tweets:

- must not use offensive, provocative or hateful language;
- must not be misleading, false or injure the reputation of another person;
- should respect and maintain the privacy of others;
- should promote the sport in a positive way.

7. Complaints procedures

7.1 Handling complaints

CCDGA aims to provide a simple, confidential and trustworthy procedure for resolving complaints based on the principles of natural justice.

Any person (a complainant) may report a complaint about a person, people or organisation bound by this policy (respondent) if they feel they have been harassed, bullied or discriminated against or there has been a breach of this policy.

In the first instance, complaints should be reported to the Secretary of CCDGA or the member club of which the complainant is a member.

The lowest level at which a matter can be dealt with shall always be preferred. Therefore, if a complaint relates to behaviour or an incident that occurred at the:

- District level or involves people operating at the district level, then the complaint should be reported to and handled by the CCDGA in the first instance; or
- club level or involves people operating at the club level, then the complaint should be reported to and handled by the relevant club in the first instance.

A complaint may be handled informally or formally. The complainant will usually indicate his or her preferred option unless the Secretary of CCDGA or the respective Member Club considers that the complaint falls outside this policy and should be handled another way. For example, the law may require that the complaint/allegation be reported to an appropriate authority.

All complaints will be dealt with promptly, seriously, sensitively and confidentially. Our procedures for handling and resolving complaints are outlined in attachment D1.

Individuals and organisations may also seek to have their complaint handled by an external agency under anti-discrimination, child protection, criminal or other relevant legislation.

7.2 Improper complaints & victimisation

CCDGA aims to ensure that our complaints procedure has integrity and is free of unfair repercussions or victimisation against the person making the complaint.

We will take all necessary steps to make sure that people involved in a complaint are not victimised. Disciplinary measures can be imposed on anyone who harasses or victimises another person for making a complaint or supporting another person's complaint.

If at any point in the complaint handling process the Secretary of CCDGA or the respective Member Club considers that a complainant has knowingly made an untrue complaint, or the complaint is malicious or intended to cause distress to the respondent, the matter may be referred to CCDGA for review and appropriate action, including disciplinary action against the complainant.

7.3 Mediation

CCDGA aims to resolve complaints quickly and fairly. Complaints may be resolved by agreement between the people involved with no need for disciplinary action.

Mediation is a confidential process that allows those involved in a complaint to discuss the issues or incident in question and come up with mutually agreed solutions. It may occur before or after the investigation of a complaint.

If a complainant wishes to resolve the complaint with the help of a mediator, the Secretary of CCDGA or the respective Member Club will, in consultation with the complainant, arrange for an independent mediator where possible. We will not allow lawyers to negotiate on behalf of the complainant and/or the respondent.

More information on the mediation process is outlined in Attachment D2.

7.4 Tribunals

A Tribunal may be convened to hear a formal complaint:

- referred to it by the Secretary of CCDGA;
- referred to it or escalated by a Member Club because of the serious nature of the complaint or inability to be resolved at the club level; and/or
- for an alleged breach of this policy.

Our Tribunal procedure is outlined in Attachment D4

A respondent may only lodge an appeal to the Appeal Tribunal in respect of a Tribunal decision. The decision of the Appeal Tribunal is final and binding on the people involved. Our appeals process is outlined in Attachment D4.

Every organisation bound by this policy will recognise and enforce any decision of a Disciplinary Committee or Appeal Tribunal under this policy.

8. What is a breach of this policy?

It is a breach of this policy for any person or organisation bound by this policy to do anything contrary to this policy, including but not limited to:

- 8.1 breaching the codes of behaviour (see Part B of this policy);
- 8.2 bringing the sport and/or CCDGA into disrepute, or acting in a manner likely to bring the sport and/or CCDGA into disrepute;
- 8.3 failing to follow CCDGA policies (including this policy) and our procedures for the protection, safety and well-being of children;
- 8.4 discriminating against, harassing or bullying (including cyber bullying) any person;
- 8.5 victimising another person for making or supporting a complaint;
- 8.6 engaging in a sexually inappropriate relationship with a person that he supervises, or has influence, authority or power over;
- 8.7 verbally or physically assaulting another person, intimidating another person or creating a hostile environment within the sport;
- 8.8 disclosing to any unauthorised person or organisation any CCDGA information that is of a private, confidential or privileged nature;
- 8.9 making a complaint they know to be untrue, vexatious, malicious or improper;
- 8.10 failing to comply with a penalty imposed after a finding that the individual or organisation has breached this policy; or
- 8.11 failing to comply with a direction given to the individual or organisation as part of the disciplinary process.

9. Disciplinary measures

CCDGA may impose disciplinary measures on an individual or member club for a breach of this policy.

Any disciplinary measure imposed will be:

- fair and reasonable;
- applied consistent with any contractual requirements;
- based on the evidence and information presented and the seriousness of the breach; and
- determined in accordance with our Constitution, By Laws, this policy and/or Rules of the sport.

9.1 Individual

Subject to contractual requirements, if a finding is made by a Tribunal that an individual has breached this policy, one or more of the following forms of discipline may be imposed:

- 9.1.1 a direction that the individual make a verbal and/or written apology;
- 9.1.2 a written warning;
- 9.1.3 a direction that the individual attend counselling to address their behaviour;
- 9.1.4 a withdrawal of any awards, scholarships, placing, records, achievements bestowed in any tournaments, activities or events held or sanctioned by CCDGA;
- 9.1.5 a transfer of the individual to another role or activity;
- 9.1.6 a suspension of the individual's membership or participation or engagement in a role or activity;
- 9.1.7 termination of the individual's membership, appointment or engagement;
- 9.1.8 a recommendation that CCDGA terminate the individual's membership, appointment or engagement;
- 9.1.9 in the case of a coach or official, a direction that the relevant member club de-register the accreditation of the coach or official for a period of time or permanently;
- 9.1.10 a fine;
- 9.1.11 any other form of discipline that the Tribunal considers appropriate.

9.2 Organisation

If a finding is made that a Member Club has breached its own or this Member Protection Policy, one or more of the following forms of discipline may be imposed by the relevant Tribunal:

- 9.2.1 a written warning;
- 9.2.2 a fine;
- 9.2.3 a direction that any rights, privileges and benefits provided to that member club by CCDGA be suspended for a specified period;

- 9.2.4 a direction that any funding granted or given to it by CCDGA cease from a specified date;
- 9.2.5 a direction that CCDGA cease to sanction events held by or under the auspices of that organisation;
- 9.2.6 a recommendation to CCDGA that its membership of CCDGA be suspended or terminated in accordance with the relevant constitution or rules; and/or any other form of discipline that CCDGA considers to be reasonable and appropriate.

9.3 Factors to consider

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

- the nature and seriousness of the breach;
- if the person knew, or should have known, that the behaviour was a breach of the policy;
- the person's level of contrition;
- the effect of the proposed disciplinary measures on the person including any personal, professional or financial consequences;
- if there have been relevant prior warnings or disciplinary action;
- the ability to enforce disciplinary measures if the person is a parent or spectator (even if they are bound by the policy); and/or
- any other mitigating circumstances.

10. Dictionary of terms

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.

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.

Member Clubs means those clubs affiliated with CCDGA.

Child means a person who is under the age of 18 years

Child abuse involves conduct which puts a child at risk of harm and 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; 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 7 of this policy.

Complainant means a person making a complaint.

Complaint handler/manager means a person appointed under this policy to investigate a Complaint

Discrimination occurs when someone is treated unfairly or less favourably than another person in the same or similar circumstances because of a particular characteristic. This is known as direct discrimination. Indirect discrimination occurs when a rule, policy or practice disadvantages one group of people in comparison with others, even though it appears to treat all people the same. In Australia it is against the law to discriminate against someone because of their:

- age;
- disability;
- family/carer responsibilities;

- gender identity/transgender status;
- homosexuality and sexual orientation;
- irrelevant medical record;
- irrelevant criminal record;
- political belief/activity;
- pregnancy and breastfeeding;
- race;
- religious belief/activity;
- sex or gender;
- social origin;
- trade union membership/activity.

Some states and territories include additional protected characteristics such as physical features or association with a person with one or more of the characteristics listed above.

Some exceptions to state and federal anti-discrimination law apply, such as:

- holding a competitive sporting activity for boys and girls who are under the age of 12, or of any age where strength, stamina and physique is relevant.
- not selecting a participant if the person's disability means he or she is not reasonably capable of performing the actions reasonably required for that particular activity.

Harassment is any type of behaviour that the other person does not want and is likely to make the person feel intimidated, insulted or humiliated. Unlawful harassment can target a person because of their race, sex, pregnancy, marital status, sexual orientation or some other personal characteristic protected by law (see the list under "Discrimination").

Public acts of racial hatred which are reasonably likely to offend, insult, humiliate or intimidate are also prohibited. This applies to spectators, participants or any other person who engages in such an act in public. Some states and territories also prohibit public acts that vilify people on other grounds such as homosexuality, gender identity, HIV/AIDS, religion and disability (see also "Vilification").

Mediator means an impartial person appointed to help those people involved in a complaint to talk through the issues and resolve the matter on mutually agreeable terms.

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. He or she provides impartial and confidential support to the person making the complaint.

Natural justice (or procedural fairness) requires that:

- both the complainant and the respondent must know the full details of what is being said against them and have the opportunity to respond;
- all relevant submissions must be considered;
- no person may judge their own case;
- the decision-maker/s must be unbiased, fair and just;
- the penalties imposed must be fair.

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

Policy, policy and this policy means this Member Protection Policy.

Respondent means the person whose behaviour is the subject of the complaint.

Role-specific codes of conduct (or behaviour) means standards of conduct required of people holding certain roles in our organisation (e.g. coaches, officials, umpires).

Sexual harassment means unwanted, unwelcome or uninvited behaviour of a sexual nature which could reasonably be anticipated to make 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. Because of differences under state and territory laws, this can include but not limited to:

- 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.

Transgender is a general term applied to individuals and behaviours that differ from the gender role commonly, but not always, assigned at birth. It does not imply any specific form of sexual orientation.

Victimisation means subjecting a person, or threatening to subject a person, to any unfair treatment because that person has or intends to pursue their right to make any complaint, including a complaint under government legislation (e.g. anti-discrimination) or under this policy, or for supporting another person to make 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 people having any of the characteristics listed under the definition of "Discrimination".

PART B: CODES OF BEHAVIOUR

We seek to provide a safe, fair and inclusive environment for everyone involved in our organisation and in our sport.

To achieve this, we require certain standards of behavior of players/athletes, coaches, officials, administrators, parents/guardians (of child participants) and spectators.

Our codes of behaviour are underpinned by the following core values.

- To act within the rules and spirit of our sport.
- To display respect and courtesy towards everyone involved in our sport and prevent discrimination and harassment.
- To prioritise the safety and well-being of children and young people involved in our sport.
- To encourage and support opportunities for participation in all aspects of our sport.

Attachment B1: Player/Caddie Code of Conduct

This Code of Conduct applies to amateur golfers and caddies, in all Championships, major activities, events and competitions conducted by CCDGA or its Member Clubs in addition to any other requirements of Players and Caddies as set out in tournament conditions, local rules or by-laws of clubs hosting CCDGA events.

NB: Parents/Guardians are subject to the Code of Conduct in Attachment B5.

Each Player or Caddie in a competition must adhere to commonly-accepted standards of golfing etiquette and sportsmanship.

In order to ensure proper standards of behaviour during a competition a Player or Caddie, who commits an offence under this Code will face disciplinary proceedings.

1 DEFINITIONS

In this code, unless the context otherwise requires:

Term	Definition
Appeal Tribunal Board	means the tribunal referred to in attachment D
Caddie Code	means the Executive of CCDGA
Competition	means the definition as per the Rules of Golf
Conduct Officers	means this Code of Conduct
CCDGA	means a Championship, event, competition, practice session or major activity conducted or sanctioned by CCDGA
Investigative Officer District Squad	means two officials of CCDGA appointed at any time to consider, hear and determine a report during or after the conclusion of a competition
Notice	means Central Coast District Golf Association Inc.
Player Report	means a person appointed by CCDGA to administer a report
	means the squad by that name comprising a number (determined from time to time by CCDGA) of the Districts best male amateur players
	means notice in writing by letter, facsimile, other written means of communication, or email
	means a player or participant in a competition.
	means any oral or written statement by any person of an alleged offence by a player under this Code

An act is deemed to occur “*during a competition*” if it occurs:

- a) when travelling to or from a competition;
- b) on any qualifying or practice day for a competition;
- c) when playing at a specific course for the purpose of practicing for an upcoming event at that course; or
- d) on any day during which the competition is conducted.

2 OFFENCES

NOTE: The use of any narcotic or other substance may constitute an offence under the Doping Policy of CCDGA.

2.1 A Player or Caddie is guilty of a Category A offence under this Code if the Player or Caddie: physically attacks or abuses, in any way, a player, an official, or person during a competition:

- a) verbally threatens a player, an official, or person during a competition;
- b) racially vilifies a player, an official, or person during a competition;
- c) wrongfully damages the facilities, including the course and the clubhouse, of the competition golf course; wrongfully removes or damages property belonging to another player, an official, the tournament organiser, or the competition golf club;
- d) deliberately breaks a Rule (as defined in the Rules of Golf);
- e) deliberately returns a false score card;
- f) during a competition, deliberately seeks to manipulate the player’s Australian handicap;

- g) fails or refuses to co-operate with, or obstructs, any investigation by the Investigative Officer of the Player or Caddie's conduct or the conduct of another person;
- h) fails or refuses to co-operate with, or obstructs, a hearing by the Conduct Officers or the Appeal Tribunal;
- i) behaves in a manner detrimental to the good name and reputation of CCDGA; or
- j) brings the game of golf into disrepute.

2.2 A Player or Caddie is guilty of a Category B offence under this Code if the Player or Caddie:

- a) in relation to a competition, publicly criticises:
 - i. the competition golf course;
 - ii. the competition itself;
 - iii. the organisers of the competition;
 - iv. the sponsors of the competition; or
 - v. any official supervising or organising the competition during a competition;
- b) throws or deliberately or in anger breaks golf equipment (including golf balls) during a competition;
- c) uses abusive or profane language towards another player, an official, or person during a competition;
- d) utters audible obscenities during a competition;
- e) consumes any alcohol or a prohibited substance under the CCDGA Doping Policy during the course of any round played in a competition;
- f) is unable to play golf to the best of their ability without just cause; or
- g) behaves in a manner detrimental to the performance of other players.

2.3 A Player or Caddie is guilty of a Category C offence if the Player or Caddie:

- a) fails to comply with the Rules of Golf as amended by Local Rules in force at any competition, or fails to comply with any other rules, by-laws, directions or instructions, including dress regulations, as specified by CCDGA or the Match Committee for that competition or any other duly authorised official;
- b) fails to comply with the Rules of Golf with respect to Section I – Etiquette. NB Etiquette includes the continual failure to fill in divots or repair pitch marks;
- c) continually fails to play without undue delay;
- d) commits an act to deliberately disqualify the player from a competition or, during the course of a round picks up the player's own ball without playing out a hole;
- e) misses a tee time or withdraws from a competition before the completion of that competition without providing good reason in writing for doing so;
- f) uses a radio (of any kind), recorder or mobile telephone during the course of play in a competition or allows the player's caddy to do so;
- g) fails, without good reason, to attend the trophy presentation at the completion of a competition where the player is:
 - i. in the case of a stroke play event, a trophy winner; or
 - ii. in the case of a match play event, a finalist or semi-finalist.

If a Player or Caddie commits two or more Category C offences during a competition, the Player or Caddie is deemed to have committed a Category B offence and is subject to penalties prescribed for a Category B offence. If a Player or Caddie commits two or more Category B offences during a competition, the Player or Caddie is deemed to have committed a Category A offence and is subject to penalties prescribed for a Category A offence.

2.4 Subsequent breaches of the Code within a 24 month period will result in a penalty prescribed for the Category one above the highest Category of the previous breach. For sake of clarity, should a Player or Caddie commit a Category B offence originally, and then commit a Category B offence 6 months later, the player is deemed to have committed a Category A offence and is subject to penalties prescribed for a Category A offence. Should the original breach be a Category A offence, the penalty imposed will be as the Conduct Officers see fit.

3. DISCIPLINARY PROCEDURE

- 3.1 Any report made to CCDGA or the Match Committee during a competition or after the conclusion of the competition must be referred to CCDGA.
- 3.2 Upon receiving a report under clause 3.1, CCDGA must determine whether:
- a) no further action should be taken; or
 - b) if in the course of such investigation it is evident that, in the opinion of the CCDGA, a breach has occurred, an appropriate penalty may be imposed, and communicated to the Player or Caddie by CCDGA (Notice).
- 3.3 The appeal procedure for determination of breach by a Player or Caddie is outlined in attachment D.

4 PENALTIES

- 4.1 If a Player or Caddie is found guilty of a Category A offence, any of the following penalties, minimum 3 months and not normally exceeding more than 2 years duration, may be imposed:
- a) disqualify the player from the competition;
 - b) an order that the player attend appropriate counselling sessions as specified by CCDGA;
 - c) a recommendation to the player's home club that the player's membership be suspended for a set period of time;
 - d) a recommendation to the player's State Association that the player not be permitted to enter State Events;
 - e) a recommendation to the player's State Association that the player be suspended from a State Squad;
 - f) suspension of the player's Australian Handicap;
 - g) in the case of an offence under clauses 2.1(d) or (e) of this Code, an order that the player should pay compensation to the player, official, tournament organiser or club who suffered loss as a result of the accused player's conduct, or
 - h) such other penalty as determined from time to time.
- 4.2 If a Player or Caddie is found guilty of a Category B offence, any of the following penalties, minimum 1 month but not more than 3 months for any one offence, may be imposed:
- a) disqualify the player from the competition;
 - b) an order that the player attend appropriate counselling sessions as specified by CCDGA;
 - c) a recommendation to the player's home club that the player's membership be suspended for a set period of time;
 - d) a recommendation to the player's State Association that the player not be permitted to enter State Events;
 - e) a recommendation to the player's State Association that the player be suspended from a State Squad;
 - f) a penalty under the Doping Policy of CCDGA (if applicable);
 - g) suspension of the player's Australian Handicap;
 - h) such other penalty as determined from time to time.
- 4.3 If a Player or Caddie is found guilty of a Category C offence, any of the following penalties may be imposed:
- a) a severe reprimand;
 - b) an order that the player attend appropriate counselling sessions as specified by CCDGA;
 - c) suspension of the player's Australian Handicap (recommendation: no more than 1 month);
 - d) such other penalty as determined from time to time.

5. CENTRAL REGISTER

- 5.1 CCDGA will retain a record of all breaches that have been found against a Player, the results of any appeals from such findings and any pending appeals.
- 5.2 Where a Player commits a breach, CCDGA must forward a copy of the Notice and notice of any appeals in relation to the breach to the Player's Home Club which must be kept on register.
- 5.3 A breach is only to be kept on a Player's record for a period of 24 months from the date such breach was committed or, in the case where the breach is the subject of an appeal, from the date the appeal is upheld.

5.4 CCDGA will comply with the Privacy Act 1988 (Cth) when collecting or receiving information under this Code

Attachment B2: Manager / Coach Code of Conduct

In addition to CCDGA General Code of Behaviour, you must meet the following requirements in regard to your conduct during any activity held or sanctioned by CCDGA or a member club and in your role as a manager / coach appointed by CCDGA or member club:

1. Do not tolerate acts of aggression.
2. Provide feedback to players and other participants in a manner sensitive to their needs. Avoid overly negative feedback and enforce that coming first is not always the priority.
3. Recognise players' rights to consult with other coaches and advisers. Cooperate fully with other specialists (for example, sports scientists, doctors and physiotherapists).
4. Treat all players fairly within the context of their sporting activities, regardless of gender, race, place of origin, athletic potential, colour, sexual orientation, religion, political beliefs, socio-economic status and other conditions.
5. Encourage and facilitate players' independence and responsibility for their own behaviour, performance, decisions and actions.
6. Involve the players in decisions that affect them.
7. Encourage players to respect one another and to expect respect for their worth as individuals regardless of their level of play.
8. Ensure that the tasks and/or training set are suitable for age, experience, ability, and physical and psychological conditions of the players.
9. Ensure any physical contact with players is appropriate to the situation and necessary for the player's skill development.
10. Be acutely aware of the power that you as a manager / coach develop with your players in the coaching relationship and avoid any sexual intimacy with players that could develop as a result.
11. Avoid situations with your players that could be construed as compromising.
12. Actively discourage the use of performance enhancing drugs, and the use of illegal substances.
13. Actively discourage the regular use of alcohol and tobacco.
14. Abide by the relevant Child Protection Requirements and Legislation in the State of New South Wales.
15. Do not exploit any managerial / coaching relationship to further personal, political or business interests at the expense of the best interest of your players.
16. Accept and respect the role of officials in ensuring that competitions are conducted fairly and according to established rules.
17. Know and abide by rules, regulations and standards, and encourage players to do likewise. Accept both the letter and the spirit of the rules.
18. Be honest and ensure that qualifications are not misrepresented.

Attachment B3: Member Code of Conduct

In addition to CCDGA's General Code of Behaviour, you must meet the following requirements in regard to your conduct during any activity held or sanctioned by CCDGA or member club and in your role as an official appointed by CCDGA or a member club:

1. Place the safety and welfare of the players/participants above all else.
2. Accept responsibility for all actions taken.
3. Be impartial.
4. Avoid any situation which may lead to a conflict of interest.
5. Be courteous, respectful and open to discussion and interaction.
6. Value the individual in sport.
7. Abide by the relevant Child Protection Requirements and Legislation in the State of New South Wales.

Attachment B4: Administrator (Volunteer) Code of Conduct

In addition to CCDGA's General Code of Behaviour, you must meet the following requirements in regard to your conduct during any activity held by or under the auspices of CCDGA or member club and in your role as an administrator of CCDGA or a member club:

1. Resolve conflicts fairly and promptly through established procedures.
2. Maintain strict impartiality.
3. Be aware of your legal responsibilities.
4. Abide by the relevant Child Protection Requirements and Legislation in the State you perform your duties.
5. Act honestly, in good faith and in the best interests of the sport as a whole.
6. Ensure that any information acquired or advantage gained from the position is not used improperly.
7. Help coaches and officials highlight appropriate behavior and skill development, and help improve the standards of coaching and officiating.

Attachment B5: Parent/Guardian Code of Conduct

As a parent/guardian of a player/participant in any activity held by or under the auspices of CCDGA or member club, you must meet the following requirements in regard to your conduct during any such activity or event:

1. Respect the rights, dignity and worth of others.
2. Remember that your child participates in sport for their own enjoyment, not yours. Do not pressure them.
3. Focus on your child's efforts and performance rather than winning or losing.
4. Never ridicule or yell at your child and other children for making a mistake or losing a competition.
5. Show appreciation for good performance and skilful plays by all players (including opposing players).
6. Demonstrate a high degree of individual responsibility especially when dealing with or in the vicinity of persons under 18 years of age, as your words and actions are an example.
7. Respect officials' decisions and teach children to do likewise.
8. Do not physically or verbally abuse or harass anyone associated with the sport (player, coach, umpire and so on).
9. Respect the rights, dignity and worth of every young person regardless of their gender, ability, cultural background or religion.
10. Be a positive role model.
11. Understand the repercussions if you breach, or are aware of any breaches of, this code of behaviour.
12. Respect officials' decisions and teach children to do likewise.

Attachment B6: Spectator Code of Conduct

As a spectator of an activity held by or under the auspices of CCDGA or a member club, you must meet the following requirements in regard to your conduct during any such activity or event:

1. Respect the performances and efforts of all people
2. Reject the use of violence in any form, whether it is by spectators, coaches, officials or athletes.
3. Respect the decisions of officials and administrators.
4. Do not use foul language, sledge or harass players, coaches or officials.

PART C: EMPLOYMENT SCREENING / WORKING WITH CHILDREN CHECK REQUIREMENTS

We are committed to providing a child-safe environment. As part of this, we will recruit staff and volunteers who do not pose a risk to children.

Employment screening and Working with Children Checks can involve criminal history checks, signed declarations, referee checks and other appropriate checks that assess a person's suitability to work with children and young people.

Working with Children Check laws are currently in place in New South Wales, Queensland, Western Australia, Victoria, the Northern Territory and South Australia.

CCDGA and member clubs will meet the requirements of the relevant New South Wales legislation and, if necessary, the relevant legislation of other State and Territories.

Individuals travelling with children and young people to another state or territory in a work-related capacity must comply with the screening requirements of that particular state or territory.

ATTACHMENTS

Attachment C1: Employment Screening requirements (for the Australian Capital Territory and Tasmania)

Attachment C2: Member Protection Declaration

Attachment C3: Working with Children Check requirements

Attachment C1: Employment Screening Requirements **(for states/territories without Working With Children Checks such as ACT and Tasmania.)**

This attachment sets out the screening process for people in CCDGA or Member Clubs who work (paid or voluntary), coach, supervise or have regular unsupervised contact with people under the age of 18 years.

CCDGA will, and also requires member clubs to:

1. Identify positions that involve working, coaching, supervising or regular unsupervised contact with people under the age of 18 years.
2. Obtain a completed Member Protection Declaration (MPD) (Attachment C2) from all people who are identified in the above step and keep it in a secure place.
3. Provide an opportunity for a person to give an explanation if a MPD isn't provided or it reveals that the person doesn't satisfactorily meet any of the clauses in the MPD. We will then make an assessment as to whether the person may be unsuitable to work with people under the age of 18 years. If not satisfied we will not appoint them to the role/position.
4. Where possible, check a person's referees (verbal or written) about his/her suitability for the role.
5. Ask the people identified in step 1 to sign a consent form for a national police check.
6. Possibly request (or ask the person to request) a national 'Part Exclusion' police check from our relevant police jurisdiction. This check excludes irrelevant records. If the police check indicates a relevant offence, we will provide an opportunity for the person to give an explanation, and then we will 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 not satisfied we will not appoint them to the role/position.
7. Make an assessment as to whether the person may be unsuitable to work with people under the age of 18 years if the person does not agree to a national police check after explaining why it is a requirement under our policy. If unsatisfied, we will not appoint them.
8. Decide whether to offer the person the position taking into account the result of the police check and any other information the club has available to it. Where it is not practical to complete the police check prior to the person commencing in the position, we will complete the check as soon as possible, and if necessary, act immediately on the outcome.
9. Protect the privacy of any person who is checked and maintain confidentiality of any information obtained through the checking process.
10. Return information collected during screening (such as a completed MPD form, police records and referee reports) to the relevant person if that person is not appointed to the position, or otherwise be destroyed within 28 days of the date of the decision or the expiry of any appeal period, unless within that time the person requests that the documents be returned to them. For appointed persons, information will be kept on file in a secure location.

Attachment C2: Member Protection Declaration

CCDGA has a duty of care to all those associated with the sport and to the individuals and organisations to whom our Member Protection Policy applies. As a requirement of our Member Protection Policy, CCDGA must enquire into the background of those who undertake any work, coaching or regular unsupervised 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, offences related to children or acts of violence or narcotics.
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, other forms of harassment or acts of violence or narcotics.
4. I am not currently serving a sanction for an anti-doping rule violation under an Australian Sports Anti-Doping Authority (ASADA) approved anti-doping policy applicable to me.
5. I will not participate in, facilitate or encourage any practice prohibited by the World Anti-Doping Agency Code or any other ASADA approved anti-doping policy applicable to me.
6. To my knowledge there is no other matter that CCDGA may consider to constitute a risk to its members, employers, volunteers, athletes or reputation by engaging me
7. I will notify the Secretary CCDGA or CEO of the organisation(s) engaging me immediately upon becoming aware that any of the matter set out above has changed.

Declared in the State/Territory of.....

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

Consent of parent/guardian (on behalf of a person under the age of 18)

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:.....

Attachment C3: Working With Children Check Requirements

Working with Children Checks aim to create a child-safe environment and to protect children and young people involved in our sport from physical and sexual harm.

They assess the suitability of people to work with children and young people and can involve:

- criminal history checks
- signed declarations
- referee checks, and
- other relevant background checks to assess a person's suitability to work with children and young people.

Working with Children Check requirements vary across Australia. [Fact Sheets](#) for each state and territory are available on the Play by the Rules website: www.playbytherules.net.

Detailed information, including the forms required to complete a Working with Children Check, are available from the relevant agencies in each state and territory.

New South Wales

Contact the Office of the Children Guardian

Website: www.kidsguardian.nsw.gov.au

Phone: 02 9286 7225

Northern Territory

Contact the Northern Territory Screening Authority

Website: www.workingwithchildren.nt.gov.au

Phone: 1800 SAFE NT (1800 723 368)

Queensland

Contact the Commission for Children and Young People and Child Guardian about the "Blue Card" system.

Website: www.ccypcg.qld.gov.au

Phone: 1800 113 611

South Australia

Contact the Department for Education and Child Development

Website: www.dcsi.sa.gov.au/pub/Default.aspx?tabid=281

Phone: 1800 003 305

Victoria

Contact the Department of Justice

Website: www.justice.vic.gov.au/workingwithchildren

Phone: 1300 652 879

Western Australia

Contact the Department for Child Protection

Website: www.checkwwc.wa.gov.au Phone:

1800 883 979

Travelling to other states or territories

It is important to remember that when travelling to other states or territories, representatives of sporting organisations must comply with the legislative requirements of that particular state or territory.

In October 2011 at the Standing Council on Community, Housing and Disability Services, Commonwealth, state and territory ministers agreed to introduce, by late 2012, national exemptions to Working with Children Checks for paid employees and volunteers who are required to cross state or territory borders for work related purposes.

These exemptions will be for up to 30 days in any 12 month period and will enable workers to participate in national and inter-jurisdictional activities on a short-term basis. This means that volunteers and workers with a valid check in their home state or territory will be able to participate in short-term activities across state and territory borders without the need for additional checks.

The Australian Sports Commission will provide more information as soon as it becomes available.

PART D: COMPLAINT HANDLING PROCEDURES

We will deal with all complaints in a fair, timely and transparent manner. All complaints will be treated seriously.

We will provide individuals with an informal and informal process to resolve the matter, along with access to an external complaint handling body, based on their preferences and the nature of the complaint.

We also provide an appeals process for those matters where it is required.

We will maintain confidentiality as far as possible and ensure that no one is victimised for making, supporting or providing information about a complaint.

ATTACHMENTS

- Attachment D1: Complaints procedure
- Attachment D2: Mediation
- Attachment D3: Investigation procedure
- Attachment D4: Tribunal procedure

Attachment D1: Complaints Procedure

CCDGA aims to support people associated with our sport to make and resolve any complaints they may have in a fair, timely and effective way.

We will keep all complaints confidential. We will not provide information about the complaint to another person without the complainant's consent, except if the law requires us disclose this information or if it is necessary to properly resolve the complaint.

To ensure **fairness for everyone involved**, we will provide the full details of the complaint to the person or people against whom the complaint has been made and ask for their response. As a result, it may be difficult for us to resolve complaints made anonymously.

We will provide **informal and formal procedures** to resolve complaints. Individuals and organisations can also **complain to external organisations** under anti-discrimination, child protection and other relevant laws.

Informal Approaches

Step 1: Talk with the other person (if reasonable, safe and appropriate)

If you feel confident to do so, you can approach the other person to discuss the issues and try and resolve the problem directly.

Step 2: Contact a Member Protection Information Officer

We encourage you to talk with one of our Member Protection Information Officers (MPIOs) or an MPIO of the Member Club if:

- the first step is not possible or reasonable;
- you are not sure how to handle the problem by yourself;
- you want to talk confidentially with someone and find out about what options are available to resolve the problem; or
- the problem continues after you have approached the other person.

Contact CCDGA who will place you in contact with an MPIO.

The MPIO will:

- take confidential notes about your complaint;
- try to find out the facts of the problem;
- ask how you would like the problem resolved and if you need support;
- provide different options for you to resolve the problem;
- act as a support person, if you wish;
- refer you to an appropriate person (e.g. mediator) to help you resolve the problem, if necessary;
- inform the relevant government authorities and/or police if required by law to do so;
- maintain confidentiality.

Step 3: Outcomes from initial contact

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 resolve the problem yourself, with or without a support person;
- to resolve the problem with the help of someone impartial, such as a mediator;
- to resolve the matter through a formal process.

Formal Approaches

Step 4: Making a Formal complaint

If it is not possible or appropriate to resolve your complaint through an informal process, you may:

- make a formal complaint in writing to the Secretary of CCDGA or the respective Member Club; or
- approach a relevant external agency such as an anti-discrimination or equal opportunity commission, for advice.

After receiving a formal complaint and based on the material you provide, the Secretary of CCDGA or the respective Member Club will decide whether:

- he or she is the most appropriate person to receive and handle the complaint;
- the nature and seriousness of the complaint warrants a formal resolution procedure;
- to refer the complaint to **mediation**;
- to appoint a person to **investigate** the complaint;
- to refer the complaint to a **tribunal hearing**;
- to refer the matter to the **police or other appropriate authority**; and/or
- to implement any interim arrangements that will apply until the complaint process is completed.

In making the decision(s) outlined above, the Secretary of CCDGA or the respective Member Club will take into account:

- whether he or she has had any personal involvement in the circumstances and if someone else should handle the complaint;
- your wishes, and the wishes of the respondent, regarding how the complaint should be handled;
- the relationship between you and the respondent (e.g. an actual or perceived power imbalance between you and the respondent);
- whether the facts of the complaint are in dispute; and
- the urgency of the complaint, including the possibility that you will be subject to further unacceptable behaviour while the complaint process is underway.

If the Secretary of CCDGA or the respective Member Club is the appropriate person to handle the complaint he or she will, if these steps are necessary:

- provide the information they have received from you to the person(s) involved and ask for their side of the story;
- decide if there is 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, including disciplinary action in accordance with this policy.

Step 5: Investigation of the complaint

In some cases, an investigation may be required to determine the facts surrounding complaint. Our investigation procedure is outlined in Attachment D3.

Following the investigation, a written report will be provided to CCDGA or the respective Member Club who will determine what further action to take.

- If the complaint is referred to **mediation**, it will be conducted in accordance with Attachment D2 or as agreed by you, the respondent and the mediation.
- If the complaint is referred to a **Disciplinary Committee**, the hearing will be conducted according to the steps outlined in Attachment D4;
- If the complaint is referred to the **police or another external agency**, we will endeavour to provide all reasonable assistance required by the police or the agency.

Any costs relating to the complaint process set out in this policy (e.g. investigation, mediation and/or hearings tribunal) are to be met by CCDGA unless otherwise stated.

Step 6: Reconsideration of initial outcome/investigation or appeal

If mediation is unable to resolve this matter, you may request that the Secretary of CCDGA or the respective Member Club reconsider the complaint in accordance with Step 3.

You or the respondent(s) may also appeal a decision made by a tribunal hearing. The grounds and processes for appeals are set out in Attachment D4.

Step 7: Documenting the resolution

The Secretary of CCDGA or the respective Member Club will record the complaint, the steps taken to resolve it and the final outcome. This information will be stored in a confidential and secure place. If the complaint was dealt with at a district/club level, the information will be stored by CCDGA. If the matter is of a serious nature, or if it was dealt with at the State level, the original document will be stored by Golf NSW and a copy stored by the CCDGA.

Approaching external organisations

If you feel that you have been harassed or discriminated against, you can seek advice from your state or territory anti-discrimination or equal opportunity commission. There is no obligation to make a formal complaint. However, if the commission advises you that the issues appear to be within its jurisdiction, you may choose to lodge a formal complaint with the commission.

Once a complaint is received by the commission, it will investigate the matter. If it appears that unlawful harassment or discrimination has occurred, the commission will attempt to conciliate the complaint on a confidential basis. If this fails, or it is not appropriate, the complaint may go to a formal hearing. The tribunal will make a finding and decide what action, if any, will be taken. This could include an apology or financial compensation for distress, lost earnings or medical and counseling expenses incurred.

If you do lodge a complaint with the commission, an appropriate person from our organization (e.g. an MPIO) will be available to support you during the process. It is also common to have a legal representative, particularly if the complaint goes to a formal hearing.

Contact details for the state and territory anti-discrimination and equal opportunity commissions are available on the Play by the Rules website:

<http://www.playbytherules.net.au/resources/quick-reference-guide>.

Serious incidents, such as assault or sexual assault, should be reported to the police.

Attachment D2: Mediation

Mediation is a process that allows the people involved in a complaint to talk through the issues with an impartial person – the mediator – and work out a mutually agreeable solution.

The mediator does not decide who is right or wrong and does not tell either side what they must do. Instead, he or she helps those involved to talk through the issues and makes sure that the process is as fair as possible for all concerned.

Our approach to mediation follows the steps set out below.

1. The Secretary of CCDGA or the respective Member Club will appoint a mediator to help resolve the complaint. This will be done in consultation with the complainant and the respondent(s).
2. The mediator will talk with the complainant and respondent(s) about how the mediation will take place and who will participate. At a minimum, the mediator will prepare an agenda of issues to be discussed.
3. All issues raised during mediation will be treated confidentially. We also respect the rights of the complainant and the respondent(s) to pursue an alternative process if the complaint is not resolved.
4. If the complaint is resolved by mediation, the mediator will prepare a document that sets out the agreement that has been reached. This agreement will be signed by the complainant and the respondent(s). We expect the parties involved to respect the terms of the agreement.
5. If the complaint is not resolved by mediation, the complainant may:
 - write to the secretary of CCDGA or the respective Member Club to request that they reconsider the complaint in accordance with **Step 3**
 - approach an external agency, such as an anti-discrimination or equal opportunity commission, to resolve the matter.

We recognise that there are some **situations where mediation will not be appropriate**, including:

- when the people involved have completely different versions of the incident
- when one or both parties are unwilling to attempt mediation
- when the issues raised are sensitive in nature
- when there is a real or perceived power imbalance between the people involved
- matters that involve serious, proven allegations.

Attachment D3: Investigation Procedure

There will be times when a complaint will need to be investigated and evidence gathered.

An investigation helps determine the facts relating to the incident, as well as possible findings and recommendations.

Any investigation that we conduct will be fair to all people involved.

If we decide that a complaint should be investigated, we will follow the steps outlined below.

1. We will provide a written brief to the investigator that sets out the terms of engagement and his or her roles and responsibilities. The investigator will:
 - interview the complainant and record the interview in writing
 - provide full details of the complaint to the respondent(s) so that they can respond
 - interview the respondent(s) to allow them to answer the complaint and record the interview in writing
 - obtain statements from witnesses and collect other relevant evidence, if there is a dispute over the facts
 - 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)
 - **mischievous, vexatious or knowingly untrue.**
 - provide a report to the Secretary of CCDGA or the respective Member Club documenting the complaint, the investigation process, the evidence, the finding(s) and, if requested, any recommendations.
2. We will provide a report to the complainant and the respondent(s) documenting the complaint, the investigation process and summarising key points that are substantiated, inconclusive, unsubstantiated and/or mischievous.
3. The complainant and the respondent(s) will be entitled to support throughout this process from their chosen support person or adviser.
4. The complainant and the respondent(s) may have the right to appeal any decision based on the investigation. Information on our appeals process is in Attachment D4.

Attachment D4: Tribunal Procedures

We will follow the steps set out below to hear formal complaints made under our Member Protection Policy.

Preparing for a Tribunal hearing

1. A Tribunal panel will be established to hear a complaint that has been referred to it by the Secretary of CCDGA or a Member Club. The number of Committee members required to be present throughout the hearing will be three

2. The Tribunal panel members will be provided with a copy of all the relevant correspondence, reports or information received and sent by the Secretary of CCDGA or a Member Club relating to the complaint/allegations.

3. The Tribunal hearing will be held as soon as practicable. However, adequate time must be provided for the respondent(s) to prepare for the hearing.

4. The Tribunal panel will not include any person who has any actual or perceived conflict of interest, or bias regarding the complaint/allegations.

5. The Secretary of CCDGA or the Member Club will inform the respondent(s) in writing that a Tribunal hearing will take place. The notice will outline:
 - a. that the person has a right to appear at the Tribunal hearing to defend the complaint/allegation;
 - b. the details of the complaint and of all allegations, as well as the clause of any policy or rule that has allegedly been breached;
 - c. the date, time and venue of the Tribunal hearing;
 - d. that either verbal or written submissions can be presented at the Tribunal hearing;
 - e. that witnesses may attend the Tribunal hearing to support the position of the respondent/s (statutory declarations of witnesses not available to attend and from character witnesses may also be provided to the Tribunal hearing);
 - f. an outline of any possible penalties that may be imposed if the complaint is found to be true; and
 - g. that legal representation will not be allowed. If the respondent is a minor, he or she should have a parent or guardian present

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

The respondent(s) will be allowed to participate in all CCDGA activities and events, pending the decision of the Tribunal, including any available appeal process, unless the Secretary of CCDGA or the respective Member Club believes it is necessary to exclude the respondent(s) from all or some activities and events because of the nature of the complaint.

6. The Secretary of CCDGA or the Member Club will notify the complainant in writing that a Tribunal hearing will take place. The notice will outline:
 - a. that the person has a right to appear at the Tribunal hearing to support their complaint;
 - b. the details of the complaint, including any relevant rules or regulations the respondent is accused of breaching
 - c. the date, time and venue of the Tribunal hearing;
 - d. that either verbal or written submissions can be presented at the Tribunal hearing;
 - e. that witnesses may attend the Tribunal hearing to support the complainant's position (statutory declarations of witnesses not available to attend may also be provided to the Tribunal Hearing); and
 - f. that legal representation will not be allowed. If complainant is a minor, they should have a parent or guardian present.

A copy of any information / documents given to the Tribunal (e.g. investigation report findings) will be A copy of any information / documents given to the Tribunal (e.g. investigation report findings) will be

provided to the complainant.

8. If the complainant believes the details of the complaint are incorrect or insufficient, he or she should inform the Secretary of CCDGA or the respective Member Club as soon as possible so that the respondent(s) and members of the Tribunal panel can be properly informed of the complaint.
9. If possible, the Tribunal panel should include at least one person with knowledge or experience of the relevant laws/rules (e.g. anti-discrimination).

Tribunal Hearing Procedure

10. The following people will be allowed to attend the Tribunal hearing:
 - Tribunal panel members;
 - the respondent(s);
 - the complainant;
 - any witnesses called by the respondent(s);
 - any witnesses called by the complainant;
 - any parent / guardian or support person required to support the respondent or the complainant.
11. If the respondent(s) is not present at the set hearing time and the Tribunal chairperson considers that no valid reason has been presented for their absence, the Tribunal hearing will continue subject to the chairperson being satisfied that all Tribunal notification requirements have been met.
12. If the Tribunal chairperson considers that there is a valid reason for the non-attendance of the respondent(s), or the chairperson does not believe the Tribunal notification requirements have been met, then the Tribunal hearing will be rescheduled to a later date.
13. The Tribunal chairperson will inform the Secretary of CCDGA or the respective Member Club of the need to reschedule the hearing and they will arrange for the Tribunal to be reconvened.
14. The Tribunal chairperson will read out the complaint, ask each respondent if he or she understands the complaint and if he or she agrees or disagrees with the complaint.
15. If the respondent agrees with the complaint, he or she will be asked to provide any evidence or witnesses that should be considered by the Tribunal when determining any disciplinary measures or penalties.
16. If the respondent disagrees with the complaint, the complainant will be asked to describe the circumstances that lead to the complaint being made.
 - Reference may be made to brief notes.
 - The complainant may call witnesses.
 - The respondent may question the complainant and any witnesses.
17. The respondent will then be asked to respond to the complaint.
 - Reference may be made to brief notes.
 - The respondent may call witnesses.
 - The complainant may ask questions of the respondent and witnesses.
18. The complainant and respondent(s) may be present when evidence is presented to the Tribunal hearing. Witnesses may be asked to wait outside the hearing until required.
19. The Tribunal may:
 - consider any evidence, and in any form, that it deems relevant.
 - question any person giving evidence.
 - limit the number of witnesses presented to those who provide new evidence.
 -

20. Video evidence, if available, may be presented. Arrangements must be made entirely by the person(s) wishing to offer this type of evidence.
21. If the Tribunal panel considers that at any time during the hearing there is any unreasonable or intimidatory behaviour from anyone, the Tribunal chairperson may deny further involvement of the person in the hearing.
22. After all of the evidence has been presented, the Tribunal will make its decision in private. It must decide whether the complaint has, on the balance of probabilities, been substantiated. As the seriousness of the allegation increases, so too must the level of satisfaction of the Tribunal that the complaint has been substantiated. The respondent(s) will be given an opportunity to address the Tribunal on disciplinary measures which may be imposed. Any disciplinary measures imposed must be reasonable in the circumstances.
23. All Tribunal decisions will be by majority vote.
24. The Tribunal chairperson will announce the decision in the presence of all those involved in the hearing and will declare the hearing closed. Alternatively, he or she may advise those present that the decision is reserved and will be handed down in written form at a later time.
25. Within 48 hours, the Tribunal chairperson will:
 - forward a notice of the Tribunal's decision to the Secretary of CCDGA or the Member Club, including any disciplinary measures imposed.
 - forward a letter reconfirming the Tribunal's decision to the respondent(s), including any disciplinary measures imposed. The letter should also outline the process and grounds for an appeal, if allowed. If matter is especially complex or important, the Tribunal chairperson may inform the parties in writing within 48 hours that the decision will be delayed for a further 48 hours.
26. The Tribunal does not need to provide written reasons for its decision.

Appeals Procedure

27. If a complainant or a respondent(s) who is not satisfied with the outcome of a mediation process or a Tribunal decision, he or she can lodge one appeal to CCDGA or the respective Member Club on one or more of the following grounds:
 - 26.1 that a denial of natural justice has occurred; or
 - 26.2 that the disciplinary measure(s) imposed is unjust and/or unreasonable.
 - 26.3 that the decision was not supported by the information/evidence provided at the mediation or to the Tribunal Hearing.
- 27 A person wanting to appeal must lodge a letter setting out the basis for their appeal with the Secretary of CCDGA or the respective Member Club within two days of the decision being made.
- 28 If the letter of appeal is not received by the Secretary of CCDGA or the respective Member Club within this time, the right of appeal will lapse.

The letter of appeal and the notice of notice of the Tribunal's decision (clause 24) will be forwarded

PART E: REPORTING REQUIREMENT AND DOCUMENTS

We will ensure that all the complaints we receive, both formal and informal, are properly documented. This includes recording how the complaint was resolved and the outcome of the complaint.

This information, and any additional records and notes, will be treated confidentially and stored in a secure place.

We will treat any allegation of child abuse or neglect promptly, seriously and with a high degree of sensitivity.

We will ensure that everyone who works with our organisation in a paid or unpaid capacity understands how to appropriately receive and record allegations of child abuse and neglect and how to report those

allegations to the relevant authorities in their state or territory.

ATTACHMENTS

- Attachment E1: Confidential record of informal complaint
- Attachment E2: Confidential record of formal complaint
- Attachment E3: Handling an allegation of child abuse
- Attachment E4: Confidential record of child abuse allegation

Complainant's Name	<input type="checkbox"/> Over 18 <input type="checkbox"/> Under 18	Date Formal Complaint Received: / /
Complainant's contact details	Phone: Email:	
Complainant's role/position	<input type="checkbox"/> Administrator (volunteer) <input type="checkbox"/> Parent <input type="checkbox"/> Athlete/player <input type="checkbox"/> Spectator <input type="checkbox"/> Coach/Assistant Coach <input type="checkbox"/> Support Personnel <input type="checkbox"/> Employee (paid) <input type="checkbox"/> Other <input type="checkbox"/> Official	
Name of person complained about (respondent)	<input type="checkbox"/> Over 18 <input type="checkbox"/> Under 18	
Respondent's role/position	<input type="checkbox"/> Administrator (volunteer) <input type="checkbox"/> Parent <input type="checkbox"/> Athlete/player <input type="checkbox"/> Spectator <input type="checkbox"/> Coach/Assistant Coach <input type="checkbox"/> Support Personnel <input type="checkbox"/> Employee (paid) <input type="checkbox"/> Other <input type="checkbox"/> Official	
Location/event of alleged incident		
Description of alleged incident		
Nature of complaint (category/basis/grounds) Tick more than one box if necessary	<input type="checkbox"/> Harassment or <input type="checkbox"/> Discrimination <input type="checkbox"/> Sexual/sexist <input type="checkbox"/> Selection dispute <input type="checkbox"/> Coaching methods <input type="checkbox"/> Sexuality <input type="checkbox"/> Personality clash <input type="checkbox"/> Verbal abuse <input type="checkbox"/> Race <input type="checkbox"/> Bullying <input type="checkbox"/> Physical abuse <input type="checkbox"/> Religion <input type="checkbox"/> Disability <input type="checkbox"/> Victimisation <input type="checkbox"/> Pregnancy <input type="checkbox"/> Child Abuse <input type="checkbox"/> Unfair decision <input type="checkbox"/> Other	
Methods (if any) of attempted informal resolution		

Attachment E3: Procedure for Handling Allegations Of Child Abuse

If you believe a child is in immediate danger or a life-threatening situation, contact the Police immediately on 000.

Fact sheets on reporting allegations of child abuse in different states and territories are available at www.playbytherules.net.au.

We will treat any allegation of child abuse or neglect promptly, seriously and with a high degree of sensitivity.

All people working with CCDGA in a paid or unpaid capacity have a duty to report any concerns to the appropriate authorities, following the steps outlined below.

Step 1: Receive the allegation

If a child or young person raises with you an allegation of child abuse or neglect that relates to them or to another child, it is important that you listen, stay calm and be supportive.

Do	Don't
Make sure you are clear about what the child has told you	Do not challenge or undermine the child
Reassure the child that what has occurred is not his or her fault	Do not seek detailed information, ask leading questions or offer an opinion.
Explain that other people may need to be told in order to stop what is happening.	Do not discuss the details with any person other than those detailed in these procedures.
Promptly and accurately record the discussion in writing.	Do not contact the alleged offender.

Step 2: Report the allegation

Immediately report any allegation of child abuse or neglect, or any situation involving a child at risk of harm, to the police and/or the relevant child protection agency. You may need to make a report to both.

Contact the relevant child protection agency or police for advice if there is any doubt about whether the allegation should be reported.

If the allegation involves a person to whom this policy applies, then also report the allegation to the Secretary of CCDGA so that he can manage the situation.

Step 3: Protect the child and manage the situation

The Secretary CCDGA or member club will assess the immediate risks to the child and take interim steps to ensure the child's safety and the safety of any other children. This may include redeploying the alleged offender to a position where there is no unsupervised contact with children, supervising the alleged offender or removing/suspending him or her until any investigations have been concluded.

The Secretary CCDGA will consider what services may be most appropriate to support the child and his or her parent/s.

The Secretary CCDGA will consider what support services may be appropriate for the alleged offender.

The Secretary CCDGA will put in place measures to protect the child and the alleged offender from possible victimisation and gossip.

Step 4: Take internal action

Up to three different investigations could be undertaken to examine allegations that are made against a person to whom this policy applies, including:

a criminal investigation (conducted by the police)

a child protection investigation (conducted by the relevant child protection agency)

a disciplinary or misconduct inquiry/investigation (conducted by CCDGA).

Regardless of the findings of the police and/or child protection agency investigations, CCDGA will assess the allegations to decide whether the alleged offender should return to his position, be dismissed, be banned or face any other disciplinary action.

The Secretary of CCDGA will consider all information relevant to the matter – including any findings made by the police, the child protection authority and/or court – and then set out a finding, recommend actions and the rationale for those actions.

If disciplinary action is recommended, we will follow the procedures set out in *[Clause 9]* of our Member Protection Policy.

We will provide the relevant government agency with a report of any disciplinary action we take, where this is required.

Contact details for advice or to report an allegation of child abuse

Australian Capital Territory	
ACT Police Non-urgent police assistance Ph: 131 444 www.afp.gov.au	Office for Children, Youth and Family Services www.dhcs.act.gov.au/ocyfs/services/care_and_protection Ph: 1300 556 729
New South Wales	
New South Wales Police Non-urgent police assistance Ph: 131 444 www.police.nsw.gov.au	Department of Community Services www.community.nsw.gov.au Ph: 132 111
Northern Territory	
Northern Territory Police Non-urgent police assistance Ph: 131 444 www.pfes.nt.gov.au	Department of Children and Families www.childrenandfamilies.nt.gov.au Ph: 1800 700 250
Queensland	
Queensland Police Non-urgent police assistance Ph: 131 444 www.police.qld.gov.au	Department of Communities www.communities.qld.gov.au/childsafety Ph: 1800 811 810
South Australia	
South Australia Police Non-urgent police assistance Ph: 131 444 www.sapolice.sa.gov.au	Department for Communities and Social Inclusion www.dcsi.sa.gov.au Ph: 131 478
Tasmania	
Tasmania Police Non-urgent police assistance Ph: 131 444 www.police.tas.gov.au	Department of Health and Human Services www.dhhs.tas.gov.au/children Ph: 1300 737 639
Victoria	
Victoria Police Non-urgent police assistance Ph: (03) 9247 6666 www.police.vic.gov.au	Department of Human Services www.dhs.vic.gov.au Ph: 131 278
Western Australia	
Western Australia Police Non-urgent police assistance Ph: 131 444 www.police.wa.gov.au	Department for Child Protection www.dcp.wa.gov.au Ph: (08) 9222 2555 or 1800 622 258

Child protection agency contacted	Who: When: Advice provided:
Secretary contacted	Who: When:
Police investigation (if any)	Finding:
Child protection agency investigation (if any)	Finding:
Internal investigation (if any)	Finding:
Action taken	
Completed by	Name: Position: Signature: / /
Signed by	Complainant (if not a child)

This record and any notes must be kept in a confidential and safe place. If required, they should be provided to the police and/or relevant child protection agency.

Attachment E5: 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)	

The Secretary CCDGA shall receive and file a copy.

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: Signature: / /
Signed by:	Complainant Respondent

Attachment E7: Consent To Be Photographed

We may take photographs of you or your children at CCDGA events. Please sign this form to authorize the use of photographs in accordance with CCDGA's Member Protection Policy.

About CCDGA

CCDGA is the body responsible for the administration and promotion of golf in the Central Coast region of New South Wales. Our goal is to raise the level of interest and participation in the game from grassroots golfers through to the elite levels, spectators, volunteers and associated industry bodies.

Golf is a game for life where participation contributes to a healthy Australian community.

- During these events photographs maybe taken of you and your child for publicity purposes to raise awareness of our organisation and programs.
- These photographs may also be used in print or electronic media by external organisations to support our aim and programs.
- Photographs may appear in print media such as newspapers, magazines, reports, brochures, booklets and posters.
- Photographs may appear in mass media such as television and advertisements.
- Photographs maybe used in electronic media such as Intranet and Internet sites.
- Due to the *Privacy Act 1988* we are required to receive consent in order to take and publish your child's photograph; therefore we are seeking your support to sign this form to acknowledge consent for the photographs to be used as detailed in this document.
- Photographs taken at these events are copyrighted and therefore may not be reproduced or distributed commercially without consent by CCDGA.
-

Acknowledgement and Consent

I have read the details above and give permission for my and/or my child's photographs to be used to promote CCDGA, its aim and programs.

I may receive a copy of these photographs and understand these may not be reproduced or distributed commercially without the consent of CCDGA.

Please print the names of all children and/or members who may have their photographs taken at CCDGA events (*First/Last*).

Print Full Name (First/Last) / Parent/Guardian

Date (Day/Month/Year)

Signature / Signature of Parent/Guardian

Address

Home Telephone

Mobile

Em ail Address