

SWIMMING AUSTRALIA LIMITED

MEMBER WELFARE POLICY

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PREFACE

Message from the CEO

Swimming Australia Limited (SAL) is committed to the health, safety and general well-being of all its members. The organisation is dedicated to providing a safe environment for our members and service providers participating in our activities.

Sport in Australia is held as a positive influence that enriches the lives of all who are involved. As Australians, we greatly value this essence of sport in our culture and our community and we all have the right to enjoy our sport, at whichever level we participate. This Policy is an essential part of our organisation's proactive and preventative approach to tackling inappropriate behaviour.

As a sport, we are proud to lead the way in ensuring safe and harassment-free sport for all of our competitors, coaches, officials, administrators, volunteers and supporters.

This Policy assists to ensure that every person involved in our sport is treated with respect and dignity and is safe and protected from abuse. It also aims to ensure that everyone involved in our sport is aware of his or her legal and ethical rights and responsibilities.

It is our commitment to ensure that everyone associated with Swimming Australia complies with this Policy and I wish you all safe and successful swimming.

Mark Anderson Chief Executive Officer

REVIEW HISTORY OF SAL'S MEMBER WELFARE POLICY

Version	Date endorsed	Content reviewed/purpose
Original	October 2002	Original version
Version 0.0		• Required by the ASC in line with template version 1
Version 1.1	November 2006	 Required by the ASC in line with template version 4 Split into two policies, Member Welfare and Child
		Welfare
		 General procedures and information split out of the policy and into a separate procedure document for member welfare and child welfare.
Version 1.3	October 2012	• Required by the ASC in line with template version 6
		• Inclusion of position statements/policies
		Minor formatting and word changes throughout
Version 1.4	January 2014	• Required by the ASC in line with template version 7
		• Review of language throughout to aid understanding.
		Codes of conduct made a stand alone document
		(taken out of general information and procedures).
		• Clarification of section 4 - split responsibilities of an organisation vs an individual.
		 Added section 7 - to raise profile of improper complaints or victimisation.
		Added definitions for sexual harassment, sexual offence and transgender
		• Added gender identity position statement
		Clarified other policies and position statements

SAL MEMBER WELFARE POLICY

1. Swimming Australia's Core Values

Swimming Australia Limited's (SAL's) strategic plan states our vision as "To be the world's best and most passionate swimming nation and inspire the *Australian Spirit*". The plan represents SAL's strong commitment to its individual members to provide an environment characterised by fairness, safety and respect, and our desire to nurture and protect the sport because of its intrinsic value to the entire Australian community. This Policy reflects this commitment.

2. Purpose of this Policy

This Policy aims to ensure that:

- our core values, good reputation and positive behaviours and attitudes are maintained, so as to provide a safe, fair and inclusive environment for everyone associated with our sport;
- every person involved in our sport is treated with respect and dignity and is safe and protected from bullying, harassment, discrimination or abuse, and
- everyone involved in our sport is aware of his or her legal and ethical rights and responsibilities, as well as the standards of behaviour expected of them.

Any form of Bullying, Harassment or Discrimination is actionable if the victim feels distress or concern as a result of the aggressive and upsetting behaviour. Descriptions of types of behaviour, which could be regarded as Bullying, Harassment or Discrimination, are provided in the Dictionary at clause 9.

The "Member Welfare Policy General Information & Procedures" for this Policy provide the procedures that support our commitment to preventing Bullying, Discrimination and Harassment and other forms of inappropriate behaviour in our sport.

This Policy is supplemented by SAL's Child Welfare Policy, which provides specific guidelines and procedures relating to the welfare and well being of Children.

The Board of SAL has endorsed this Policy and the "Member Welfare Policy General Information & Procedures". This Policy and the accompanying procedures may be amended from time to time by resolution of the Board of Directors of SAL. Copies of the Policy and its attachments can be obtained from our office or our website www.swimming.org.au.

3. Who is bound by this Policy?

This Policy applies to SAL and Member Associations, directors, employees, contractors, volunteers and Members whether they are in a paid, unpaid (voluntary) capacity.

This Policy only applies to an Affiliate if the Policy is formally adopted by that Affiliate.

For clarity, it is intended that this Policy shall apply to the following:,

- (a) athletes:
- (b) support personnel including but not limited to team/squad managers, physiotherapists, psychologists, masseurs and sport trainers;
- (c) coaches and assistant coaches;
- (d) technical Officials; and
- (e) any other person or organisation that is a member of or affiliated to SAL, such as athletes or who, in the reasonable opinion of SAL's Board, should be bound by this Policy, such as parents, guardians, spectators and sponsors to the full extent that is possible;

This Policy will continue to apply to a person even after they have stopped their membership, association or employment with SAL, or its Member Associations, if disciplinary action has been taken against them under this Policy during that person's membership, association or employment with that respective organisation.

Member Associations are required to adopt and implement this policy and to provide proof to SAL of the approval of the policy by the relevant board in accordance with its constitution. Member Associations must also undertake to ensure that Clubs and Individual Members are bound by this policy and are made aware of this policy and its content.

4. Responsibilities

All individuals and organisations bound by this Policy have a role to play in discouraging unacceptable behaviours in the Swimming environment and in promoting a tolerant and enjoyable atmosphere for all persons involved in Swimming.

SAL and its Member Associations (and Affiliates if applicable) must:

- (a) adopt, implement and comply with this Policy and its accompanying procedures;
- (b) cause the respective members of Member Associations to agree to be bound by and adhere to this Policy;
- (c) publish, distribute and otherwise promote this Policy and the consequences for breaching it;
- (d) promote and model appropriate standards of conduct at all times;

- (e) promptly deal with complaints made under this Policy in an impartial, sensitive, fair, timely and confidential manner;
- (f) apply this Policy consistently without fear or favour;
- (g) recognise and enforce any penalty imposed under this Policy irrespective of the party imposing the penalty;
- (h) ensure that a copy of this Policy is available or accessible to the persons and organisations to whom this Policy applies;
- (i) appoint or have access to appropriately trained people to receive and handle Complaints and allegations and display the names and contact details in a way that is readily accessible; and
- (j) monitor and review this policy at least bi-annually.

Individuals bound by this policy must:

- (a) make themselves aware of the policy and complying with the Codes of Conduct it sets out:
- (b) be accountable for their behaviour;
- (c) follow the steps outlined in this policy for making a complaint or reporting possible child abuse; and
- (d) comply with any decisions and/or disciplinary measures imposed under this Policy.

Specifically:

- (a) SAL, Member Associations, Affiliates, Clubs, MPIOs and people in positions of authority (including but not limited to coaches, technical officials and employees) should understand what Bullying, Harassment and Discrimination are, know this Policy and follow and implement the correct Complaints Procedures when any of these behaviours are reported.
- (b) All individuals bound by this Policy should be aware that Bullying, Harassment and Discrimination are not tolerated and know what to do if they are a victim of these behaviours, or witness these behaviours.
- (c) Athletes should:
 - take appropriate steps to discourage and prevent Bullying, Harassment and Discrimination in any form; and
 - advise an appropriate official (coach, manager, or committee member) if any of these behaviours occur, even if they are not the target.
- (d) Coaches, technical officials, employees and other persons in positions of authority should:
 - be alert to these behaviours and signs of distress and anxiety in athletes and other members;
 - respond to incidents of Bullying, Harassment and Discrimination according to this Policy and Complaints Procedure;

- avoid intimate sexual relationships with adult athletes, even where initiated by the athlete;
- model tolerant and accepting behaviours; and
- make it known that Bullying, Harassment and Discrimination are not acceptable, no matter what the excuse.

(e) Clubs should:

- make recognition and adherence to this Policy and Complaints Procedure a condition of membership of the Club;
- disseminate information on this Policy widely to make the Policy known and available to all members and employees (paid and voluntary).
- respond to incidents of Bullying, Harassment and Discrimination according to this Policy and Complaints Procedure;
- act in the best interests of their members and their safety and welfare; and
- foster an environment of tolerance, friendship and enjoyment, even at elite levels.

SAL has developed a Code of Conduct as a guideline for acceptable behaviour for all of its members.

5. What is a breach of this Policy?

It is a breach of this Policy for any person or organisation, to which this Policy applies, to do anything contrary to this Policy, including but not limited to:

- a) breaching the Codes of Conduct;
- b) bringing the sport into disrepute, or acting in a manner likely to bring the sport into disrepute;
- c) discriminating against, harassing or bullying (including cyber-bullying) any person;
- d) victimising another person for reporting a complaint;
- e) failing to follow SAL policies and procedures for the protection, safety and welfare of children:
- f) engaging in a sexually inappropriate relationship with a person that the person supervises, or has influence, authority or power over;
- g) disclosing to any unauthorised person or organisation any information in relation to a complaint under this Policy of a private, confidential or privileged nature;
- making a complaint under this Policy that they knew to be untrue, vexatious, malicious or improper;

- i) failing to comply with a penalty imposed after a finding that the individual or organisation has breached this policy; or
- j) failing to comply with a direction given to the individual or organisation during the disciplinary process under this policy.

6. Complaints Procedures

Complaints Procedures are set out in the "Member Welfare Policy General Information and Procedures" and aim to provide a simple, confidential and trustworthy process for handling complaints based on the principles of Natural Justice. Any person may make a Complaint about an organisation or individual bound by this Policy if they reasonably believe that an organisation or individual bound by this Policy has breached this Policy.

All Complaints will be dealt with promptly, seriously, sensitively and confidentially and in accordance with the Complaints Procedure.

7. Improper Complaints and Victimisation

SAL, Member Associations and Affiliates aim to ensure that the complaints procedure has integrity and is free of unfair repercussions or victimisation against the person making the complaint.

All necessary steps will be taken 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 CEO considers that a Complainant has knowingly made an untrue complaint, or the Complaint is malicious or intended to cause distress to the respondent, the Complaint may be rejected and the matter may be referred to the Hearing Tribunal for review and appropriate action, including possible disciplinary action against the Complainant.

8. Forms of Discipline

If an organisation or individual bound by this Policy breaches this Policy, one or more forms of discipline may be imposed. These may include but are not limited to making a verbal or written apology, paying a fine, being suspended or de-registered or having a person's appointment or employment suspended pending formal Police investigations.

More information on the range of disciplinary measures and the factors that will be considered before imposing discipline is contained in the "Member Welfare Policy General Information and Procedures". In addition members should refer to individual club constitutions for guidance.

9. Dictionary

This Dictionary sets out the meaning of words used in this Policy and in the "Member Welfare Policy General Information and Procedures" without limiting the ordinary and natural meaning of the words. Where a term is not defined it should be given its ordinary and natural meaning.

Abuse means any form of Harassment and includes physical abuse, emotional abuse (including psychological abuse), sexual abuse, and abuse of power that has caused, is causing or is likely to cause harm to a person's wellbeing or development. Examples of abusive behaviour include but are not limited to bullying, humiliation, verbal abuse and insults.

Athlete means a swimmer, diver, water polo player or synchronised swimmer, whether recreational or competitive and who is an individual Member of SAL, a Member Association or Affiliate.

Affiliate has the same meaning given to the term under the SAL Constitution, which means associations which are not full members of Swimming Australia and affiliate with Swimming Australia for FINA requirements e.g. Water Polo, Diving, Aussi Masters, Synchronised Swimming.

Appeals Tribunal means the panel created in accordance with the "Member Welfare Policy General Information and Complaints Procedures" to handle an appeal under this Policy.

Bullying means any use of aggression or taunting with the intent to cause harm to the victim. Bullying may be physical or emotional and in serious cases may also be discrimination. Bullying may be done in person, by phone, email, SMS or other means.

CEO means the chief executive officer of SAL or stakeholder organisation, and includes the executive officer, general manager or other similar title. If the stakeholder organisation has no executive officer (for example, for small Clubs or Districts) the CEO means the President of the organisation.

Child/Children means an Athlete who is under 18 years of age.

Club has the same meaning given to the term under the SAL Constitution, which means any swimming club of SAL or an Affiliate.

Codes of Conduct means the General and Role Specific Codes of Conduct available on SAL's website, which outlines the expected behaviour. Breaches of the codes of conduct will be dealt with under this policy.

Complaint means a complaint made under clause 6 of this Policy.

Complainant means the person making a complaint.

Complaints Procedure means the Complaints Procedure set out in the "Member Welfare Policy General Information and Procedures".

Discrimination means treating, proposing to treat or requesting, assisting, instructing or encouraging another person to treat a person less favourably than someone else on the basis of an attribute or personal characteristic they have. The relevant attributes or characteristics include but are not limited to the following:

- Age;
- Disability;
- Marital status;
- Parental or carer status;

- Physical features;
- Irrelevant medical record;
- Irrelevant criminal record;
- Political belief or activity;
- Pregnancy;
- Breastfeeding;
- Race:
- Religious belief or activity;
- Sex or gender;
- Sexual orientation;
- Trade union membership or activity; and
- Transgender orientation.

Discrimination also includes any other behaviour recognised by Commonwealth, State or Territory law as discrimination.

Examples of discrimination are available on the Play by the Rules website: www.playbytherules.net.au/legal-stuff/discrimination

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

- holding a competitive sporting activity for girls and boys who are under the age of 12, or of any age where strength, stamina or physique is relevant; or
- 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.

District means the regional area organisation which exists in some states or territories and to whom clubs may be members.

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

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

It does not matter whether the harassment was intended: the focus is on the impact of the behaviour. The basic rule is if someone else finds it harassing then it could be harassment. Harassment may be a single incident or repeated. It may be explicit or implicit, verbal or non-verbal and includes public acts of hatred.

Hearing Tribunal means the panel created in accordance with the Member Welfare Policy General Information Procedures to hear a complaint under this Policy.

Involved Organisation means the relevant organisation to receive a complaint and may be SAL, a Club, Member Association or Affiliate.

Mediator means a person, preferably with relevant skills, qualifications or training in mediation, appointed to mediate a Complaint made under this Policy.

Member means an individual member of Swimming Australia or its affiliates.

Member Association means an organisation that is a member of Swimming Australia or its affiliates.

Member Protection Information Officer and MPIO means a person appointed as the contact for a person seeking assistance with a complaint under, or a breach of, this Policy. The MPIO provides impartial, confidential information and moral support to the person with the concern or who is alleging a breach of this Policy.

Member Welfare Policy General Information and Procedures means the supporting information and procedures for the implementation of the Policy, which are contained in a separate document.

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;
- Both the complainant and the respondent must be given full opportunity to respond to the allegations and raise any maters in their own defence;
- All parties need to be heard and all relevant submissions considered;
- Irrelevant matters should not be taken into account;
- · No person may judge their own case;
- The decision maker(s) must be unbiased, fair and just; and
- The penalties imposed must not outweigh the breach of this Policy or offending behaviour.

Panel Members means members of an Appeals Tribunal or Hearing Tribunal convened under this Policy.

Policy means this Member Welfare Policy.

Respondent means the person who is being complained about.

SAL Constitution means the constitution of SAL as in force and amended from time to time.

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, displays 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 is 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 a 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; and
- 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 detrimental or unfair treatment because that person has or intends to pursue their rights to make a complaint under law or under this Policy, or for supporting another person to make a complaint.

10. Other relevant Policies and Position Statements

Further details of other relevant policies and position statements which have the potential to impact on the welfare of all our Members include:

10.1 Child Welfare Policy

The Child Welfare Policy provides guidelines and procedures specifically to protect the safety and welfare of Children.

For further information please refer to the full policy available on SAL's website.

10.2 Privacy Policy

SAL routinely collects personal information about individuals and considers that protecting their personal information is important and SAL takes their right to privacy seriously. The Privacy Policy covers SAL's regulations on the collection, purpose, storage, use and distribution of information.

For further information please refer to the full policy available on SAL's website.

10.3 Risk Management Policy

Risk Management identifies the chance of something happening which will impact on an organisation's objectives, measured in terms of

consequence and likelihood. SAL's Risk Management Policy aims to either reduce, transfer or avoid risks in order to protect its Member.

For further information please refer to the full policy available on SAL's website.

10.5 Anti-Doping Policy

SAL is bound by the World Anti-Doping Authority and Australian Sports Anti-Doping Agency policies in ensuring Athletes are able to participate in a drug free environment.

For further information please refer to the full policy available on SAL's website.

10.6 Illicit Drugs in Sport Policy

SAL wishes to prevent the use of Illicit Drugs in Sport through increased education for Athletes and the community in relation to the potential harm associated with the use of Illicit Drugs

Swimming Australia has adopted this Illicit Drugs Policy to:

- (a) address and deter the out-of-competition use of Illicit Drugs by Athletes:
- (b) deter and prevent the use of Illicit Drugs in the community; and
- (c) reduce the harm caused to individuals, families and Member Associations of Swimming Australia and the broader community as a result of Illicit Drugs.

For further information please refer to the full policy available on SAL's website.

10.7 Gambling, Betting and Match Fixing Policy

Swimming Australia and its Member Organisations have a zero tolerance for illegal gambling and match-fixing Through this Policy SAL aims to ensure that our core values, good reputation, and positive behaviours and attitudes are maintained.

SAL wishes to protect against any efforts to impact improperly the result of any race or event or from anyone benefiting through use of inside information.

For further information please refer to the full policy available on SAL's website.

10.8 Intimate Relationships Position Statement

SAL takes the position that sexual relationships between coaches and adult Athletes, whilst not necessarily constituting Harassment, can have harmful effects on the individual athlete involved, on other athletes and

on the sports public image. Such relationships may be perceived to be exploitative because there is usually a disparity between coaches and athletes in terms of authority, maturity, status and dependence. Given there is always a risk that the relative power of the coach has been a factor in the development of such relationships, they should be avoided by coaches at all levels. In the event an athlete attempts to initiate an intimate relationship, the coach should take personal responsibility for discouraging such approaches, explaining the ethical basis for such decisions.

In the event that an Athlete attempts to initiate an intimate sexual relationship, the coach or other person in a position of power must take personal responsibility for discouraging such approaches, explaining the ethical basis for such action. The coach may wish to approach the MPIO if they feel Harassed.

10.9 Gender identity Position Statement

SAL 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 should be treated fairly and with dignity and respect at all times. This includes acting with 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.

SAL 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.

SAL is aware that the International Olympic Committee has established criteria for selection and participation in the Olympic Games. Where a transgender person intends to compete at an elite level, we will encourage them to obtain advice about the IOC's criteria, which may differ from the position we have taken.

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.

10.10 Social Media Guidelines

SAL 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.

Further guidance for Clubs and Member Associations on developing a Communications Policy is available at: www.playbytherules.net.au/resources/club-toolkit.

10.11 Cyber Bullying Policy

Bullying and harassment in all forms is regarded by SAL as unacceptable in swimming. The emergence of 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 improper comments.

Messages or statements made using these means of communication are largely instantaneous, and can easily be reverberated by others. Others may also manipulate a person by encouraging a statement to be made on Twitter or Facebook, for example, when the author may be upset or vulnerable. Bullying has the potential to cause great anxiety and distress to the person who has been the target of any comments or statements. In some cases, bullying is regarded as a criminal offence punishable by imprisonment, amongst other things. Frustration at officials, team mates, coaches or SAL and its Member Associations should never be communicated on social network channels, but rather by way of reasoned and logical verbal and written statements and where appropriate, complaints, to the relevant controlling Club, Member Association or SAL.

10.12 Smoke-free environment Policy

The following policy applies to all sporting and social events:

 No smoking shall occur at or near any swimming event involving persons under the age of 18. This policy shall apply to coaches, athletes, trainers, officials and volunteers.

- Social functions shall be smoke free with smoking permitted at designated outdoor smoking areas in accordance with facility rules and government legislation.
- Coaches, officials, volunteers and athletes will refrain from smoking and remain smoke free while involved in an official capacity for any SAL, Member Association or Club activity.

10.13 Pregnancy Policy

Everyone bound by this policy must treat pregnant women with dignity and respect and any unreasonable barriers to participation by them in this sport should be removed. SAL will not tolerate any discrimination or harassment against pregnant women.

While many swimming activities are safe for pregnant women, there may be particular risks that apply to some women during pregnancy. Those risks will depend on the nature of the activity and the particular pregnant woman's circumstances. Pregnant women should be aware that their own health and wellbeing, and that of their unborn children, should be of utmost importance in their decision making about the way they participate in the sport.

SAL recommends that pregnant women wanting to participate consult with their medical advisers, make themselves aware of the facts about pregnancy in swimming and ensure that they make informed decisions about participation. SAL will only require pregnant women to sign a disclaimer if we require other participants to sign one in similar circumstances. We will not require women to undertake a pregnancy test.

10.14 Responsible Service and Consumption of Alcohol Position Statement

SAL recommends that Member Associations and their member clubs adhere to strict guidelines regarding the responsible consumption of alcohol. Generally, at endorsed events:

- alcohol should not be available nor be consumed at a swimming event at which children under 18 are participants.
- responsible service and consumption of alcohol should apply to any alcohol to be consumed after the competition has concluded.
- wherever possible, food, low-alcohol alternatives and water and soft drinks should be available at events where alcohol is served
- a committee member should be present at events where alcohol is served to ensure appropriate practices are followed.
- safe transport options should be promoted as part of any event where alcohol is served.

Further guidance for Clubs and Member Associations can be obtained from the Alcohol Management Policy available at: http://www.goodsports.com.au/goodsports/pages/sample-policies.html.