

Policy title	Paddle Victoria Child Safety and Wellbeing Policy.
Purpose	The Paddle Victoria Child Safety and Wellbeing Policy outlines how Paddle Victoria prioritises the safety and wellbeing of children and is committed to safeguarding and promoting the welfare of children in paddling by providing a safe and inclusive environment and by ensuring that everyone involved in paddling is educated and informed of their responsibilities to protect and look after children.
Statement of commitment to child safety	This policy is a clear statement of Paddle Victoria's commitment to child safety and that it will not tolerate child abuse and harm.
	The policy is a clear statement of the organisation's commitment to the safety, wellbeing, participation, and empowerment of all children who access paddling. The policy seeks to ensure that everyone involved in paddling is aware of their rights and responsibilities in relation to children.
	The policy sets out the standards of behaviour expected of those involved in paddling and the behaviours that are not acceptable. It imposes obligations on Paddle Victoria, its Board, Staff and Members in relation to responding to allegations of child abuse and harm, including by reporting suspected child abuse to the appropriate authorities, and to implementing a commitment to child safety and child-safe practices, including recruitment and screening of staff and volunteers.
Scope	The Paddle Victoria Child Safety and Wellbeing Policy applies to all people who conduct work for or are connected to Paddle Victoria and its affiliated clubs in a paid or unpaid capacity. This may include board members, staff, disciplinary committee volunteer members, club committee members, club members, coaches, guides, and instructors
	Paddle Victoria Child Safety and Wellbeing Policy applies to all activities in the organisation which involve, result in, or relate to contact with children.
Responsibilities	Board Members - Responsible for approving the Child Safety and Wellbeing Policy and ensuring the policy is reviewed annually Ensure that Child Safety is a standing item at all Board meetings  Executive Officer and Staff
	<ul> <li>Consult Paddle Victoria stakeholders - members – Club and Discipline Committee Members and Volunteers</li> <li>Circulate the draft policy to Board, Staff, Members, and volunteers in Paddle Victoria for their review and feedback.</li> <li>Communicate and implement policy for all members within Paddle Victoria</li> <li>Monitor implementation and assess awareness amongst members of the association</li> </ul>



Paddle Victoria is committed to ensuring that all Board, Staff, Club Committee Members, Coaches, Guides and Instructors receive training to ensure that they understand their responsibilities in relation to child safety.

Mandatory training at Paddle Victoria includes:

Child Safety Induction, Play by the Rules Online Child Protection Training, Play by the Rules Online Harassment and Discrimination Training and Play by the Rules Inclusion and Diversity in Sport.

Cultural Awareness training to be included for all staff going forward.

Board Members, Staff, Discipline and Club Committee Members

- Responsible for implementing and complying with the Paddle Victoria child safety and wellbeing policy.

Executive Officer and Member Protection Officer (Paddle Victoria Staff)

- Responsible for risk assessment and managing the process of child safety and wellbeing.
- policy or procedure for receiving and responding to complaints
- policies or procedures on external reporting, record keeping and information sharing
- Code of Conduct.

#### **Definitions**

**Abuse** means any type of abuse (including physical, emotional, psychological, sexual and inappropriate use of power) that has caused, is causing or is likely to cause harm to a person's wellbeing, whether in person or as the result of a publication viewable by any other person by any means.

**Child or Children** means a child or young person, or two or more children or young persons, who is or are under the age of 18 years.

**Harm** is damage to the health, safety or wellbeing of a child or young person, including as a result of child abuse by adults or the conduct of other children. It includes physical, emotional, sexual and psychological harm. Harm can arise from a single act or event and can also be cumulative, that is, arising as a result of a series of acts or events over a period of time.

**WWCC** means a 'Working with Children Check'

Board - Volunteer Members of the Paddle Victoria Board

Discipline – Different Paddlesport activities within paddling

Committee - Volunteer members serving in a club capacity

Coach, Guide and Instructor – Volunteer or paid members of Paddle Victoria instructing/ teaching the practice of paddling.

# Relevant legislation and standards

- Child Safe Organizations Practical Tools
   https://childsafe.humanrights.gov.au/tools-resources/practical-tools
- Commission for Children and Young People Child Safe Standards https://ccyp.vic.gov.au/child-safe-standards/
- Working with Children: <a href="https://www.workingwithchildren.vic.gov.au/">https://www.workingwithchildren.vic.gov.au/</a>
- Vicsport New Child Safe Standards: https://vicsport.com.au/blog/1895/new-child-safe-standards-for-victorian-sporting-and-recreation-clubs



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Related organisational policies and procedures	Paddle Victoria Website: https://vic.paddle.org.au/sample-page/clubs/club-hub/child-protection-2/ Child Safe User Guide https://vic.paddle.org.au/sample-page/clubs/club-hub/child-protection-2/ Summary of the Code of Conduct for dealing with Children & Young People https://vic.paddle.org.au/sample-page/clubs/club-hub/child-protection- 2/#1632897318864-91a071cc-a421  Guidance to deal with Child Safe Concerns https://vic.paddle.org.au/sample-page/clubs/club-hub/child-protection- 2/#1632897439727-f3d86048-2c07  Paddle Australia — National Sporting body for Paddling in Australia https://paddle.org.au/about-us/documents-policies-and-bylaws/  Child Safeguarding Policy Members Protection Policy Complaints, Disputes and Discipline Policy Code of Behavior Policy
Access to the policy	Via the Paddle Victoria Website
Policy status and review	Approved by: TBC  For More Information and Assistance: Contact Mark Heggie – Executive Officer – Paddle Victoria  executive officer@paddlevic.org.au  Review of Policy: July 2023



## PADDLE VICTORIA CHILD SAFETY AND WELLBEING POLICY

#### 1. INTRODUCTION

- 1.1. Paddle Victoria is committed to ensuring that children and young people who participate in its activities have a safe and happy experience. Paddle Victoria supports and respects children, young people, staff, volunteers and participants.
- 1.2. The aim of Paddle Victoria's Child Safety and Wellbeing Policy is to protect the safety of children in our care and prevent abuse from occurring, and in the event that allegations are raised in relation to child abuse, to ensure that the allegations are properly addressed. All complaints will be treated seriously and fully investigated and handled with maximum confidentiality and discretion.
- 1.3. Should a person wish to make any enquiries in relation to this Policy, please contact the Paddle Victoria, Mark Heggie Executive Officer, executive\_officer@paddlevic.org.au

#### 2. POLICY STATEMENT

- 2.1. Paddle Victoria is committed to providing the highest level of safety for all involved with paddling. This includes protecting members' privacy, promoting positive behaviours and attitudes, protecting the health safety and wellbeing of members, particularly children and delivering Paddle Victoria's activities while acting in the best interests of children in the sport.
- 2.2. Specifically, Paddle Victoria considers that the health, safety and well-being of children take priority over all other competing considerations.
- 2.3. Paddle Victoria has a zero tolerance approach to child abuse and is committed to promoting and protecting children from abuse and neglect to the greatest extent possible. All children have equal rights to protection from child abuse, regardless of their sex, religion, disability, or sexual orientation etc.
- 2.4. Child protection is a shared responsibility between Paddle Victoria, its Board, Staff, parents/guardians, coaches, guides and instructors, spectators, volunteers and members of the Paddle Victoria community. Everyone that participates in Paddle Victoria's activities is responsible for the care and protection of children, and reporting information about child abuse.
- 2.5. Paddle Victoria supports the active participation of all children. It listens to their views, respects their views and involves them when making decisions, where appropriate, especially about matters that will directly affect them (including their safety).

Some of the ways in which Paddle Victoria aims to empowers children are by:

- Making them aware of their rights using child friendly documentation
- Support their participation in decisions that impact them
- Making them aware that their safety is our highest priority
- Treating them with respect
- Allowing them to express their individuality and identity.
- Allowing them to participate in a culturally safe way



- 2.6. Paddle Victoria is committed to the cultural safety of Aboriginal children
  - 2.6.1. Strategies to embed cultural safety for aboriginal children include:
    - 2.6.1.1. An acknowledgement of Country at all Paddle Victoria events
    - 2.6.1.2. Consulting with families and members of the Aboriginal community to identify opportunities to promote Aboriginal culture and practices.
    - 2.6.1.3. providing training for staff and volunteers on the strengths of Aboriginal culture and its importance to the wellbeing and safety of Aboriginal children
    - 2.6.1.4. seeking feedback from Aboriginal children, families and communities on their experience at Paddle Victoria, particularly on how safe they feel expressing their identity including their culture.
- 2.7. Paddle Victoria values diversity and equity for all children.
  - 2.7.1. To achieve this, we will provide training for all Board Members, Staff, Club Committee members, Coaches, Guides and instructors and volunteers on understanding diversity and how to support inclusion and cultural safety.
  - 2.7.2. We will welcome and support participation of all children, including children with disability, children from culturally and linguistically diverse backgrounds, those who are unable to live at home, LGBTIQ children and Aboriginal children and their families
  - 2.7.3. offer students and families through our enrolment forms the opportunity to provide information about themselves, including any specific needs to participate fully in our programs
  - 2.7.4. have zero tolerance of racism and other forms of discrimination and take action when discrimination or exclusion is identified
  - 2.7.5. deliver programming that reflects the diversity of our members, their interests and cultures
  - 2.7.6. strive to reflect the diversity of our community through representation on our Board, in our staff and on Club Committees
  - 2.7.7. have a physical and online environment that actively celebrates diversity
  - 2.7.8. commit to ensuring our facilities promote inclusion of children of all abilities.
- 2.8. Paddle Victoria will ensure that families and communities are informed, and involved in promoting child safety and wellbeing by ensuring that:
  - 2.8.1. Families participate in decisions affecting their child.
  - 2.8.2. The organisation engages and openly communicates with families and the community about its child safe approach and relevant information is accessible.
  - 2.8.3. Families and communities have a say in the development and review of the organisation's policies and practices.
  - 2.8.4. Families, carers, and the community are informed about the organisation's operations and governance.

#### 3. SCOPE

- 3.1. This Policy applies to everyone involved in or connected to paddling, including (but not limited to) participants, parents, spectators, officials, coaches, guides, instructors and staff throughout all Paddle Victoria events and activities.
- 3.2. This Policy will continue to apply retrospectively to a person or Member following the cessation of their association or employment with Paddle Victoria.



#### 4. RELATED DOCUMENTS & LEGISLATIVE REQUIREMENTS

- 4.1. This Policy must be read in conjunction with:
  - 4.1.1. the laws of the Commonwealth and Victoria (as amended from time to time) including but not limited to:
    - 4.1.1.1. Children, Youth and Families Act 2005 (Vic)
    - 4.1.1.2. Child Wellbeing and Safety Amendment (Child Safe Standards) Act 2015 (Vic)
    - 4.1.1.3. Crimes Act 1958 (Vic); and
    - 4.1.1.4. Working with Children Act 2005 (Vic)
- 4.1.2. Paddle Victoria policies and procedures, including but not limited to:
  - 4.1.2.1. Paddle Australia Privacy Policy;
  - 4.1.2.2. Constitution:
  - 4.1.2.3. Paddle Australia Codes of behaviour;
  - 4.1.2.4. Paddle Australia Child Safeguarding Policy
  - 4.1.2.5. Paddle Australia Member Protection Policy;
  - 4.1.2.6. Paddle Australia Complaints, Disputes and Discipline Policy
  - 4.1.2.7. Paddle Australia Personal Grievances Policy
  - 4.1.2.8. Photography Policy

#### 5. **DEFINITIONS**

- 5.1. Child means a person involved in the activities of Paddle Victoria (including athletes) and under the age of 18 years unless otherwise stated under the law applicable to the child (eg, for the purposes of child sexual offences in Victoria, a "child" refers to a person under the age of 16 years).
- 5.2. **Child Abuse** is the mistreatment of a Child or Young Person that has Harmed, is Harming or is likely to Harm or endanger that Child or Young Person's physical or emotional health, development or wellbeing and the Child has not, or is not likely to be protected by the parent(s) or guardian(s). For the avoidance of doubt, this includes but is not limited to Emotional or Psychological Abuse, Bullying, Grooming, Sexual Exploitation, Neglect and Harassment.



- 5.3. **Child protection** means any responsibility, measure or activity undertaken to safeguard children from Harm.
- 5.4. **Grooming** is a term used to describe what happens when a perpetrator of Abuse builds a relationship with a Child with a view to abusing them at some stage. There is no set pattern in relation to the Grooming of Children. For some perpetrators, there will be a lengthy period of time before the Abuse begins. The Child may be given special attention and what starts as an apparently normal display of affection, such as cuddling, can develop into sexual touching or masturbation and then into more serious sexual behaviour. Other perpetrators may draw a Child in and Abuse them relatively quickly. Some abusers do not groom Children but Abuse them without forming a relationship at all. Grooming can take place in any setting where a relationship is formed, such as leisure, music, sports and religious activities, or in internet chatrooms, in social media or by other technological channels.
- 5.5. **Harm** means Harm to a person or a Child is any detrimental effect of a significant nature to the person or Child's physical, psychological or emotional wellbeing. It is immaterial how the harm is caused. Harm can be caused by:
  - Physical, Psychological or Emotional Abuse or Neglect;
  - Sexual Abuse or Exploitation.
  - · a single act, omission or circumstance; and
  - a series or combination of acts, omissions or circumstances.
- 5.6. Sexual offence (in Victoria) means a criminal offence involving sexual activity or actions of indecency or any act which exposes a child under the age of 16 years to, or involves a child under the age of 16 years in, sexual activity or matters beyond his or her understanding or contrary to accepted community standards. Sexually offence behaviours can include the fondling of genitals, masturbation, oral sex, vaginal or anal penetration by a penis, finger or any other object, fondling of breasts, voyeurism, exhibitionism, and exposing the child to or involving the child in pornography. It includes grooming, which includes actions deliberately undertaken with the aim of befriending and establishing an emotional connection with a child under the age of 16 years (or their carer, family or supervisor) to lower their inhibitions and prepare them for engagement in a sexual offence.
- 5.7. Mandatory reporter means a person who is legally required to make a report to the Department of Health and Human Services or the Police if they form a belief on reasonable grounds that a child is in need of protection. It includes (but is not limited to) teachers, principals, registered psychologists, nurses, doctors and midwives.

#### 6. RECOGNISING AND REPORTING CHILD ABUSE

- 6.1. A person may, in the course of participating in the sport or other activities of Paddle Victoria or carrying out their work, form a belief on reasonable grounds that a child is in need of protection from child abuse.
- 6.2. If a person is concerned about an immediate risk to a child's safety, the person must phone Victoria Police on "000" as soon as practicable.
- 6.3. Specific types of **Child abuse** include:



- 6.3.1. **Physical abuse**: occurs when a child has suffered, or is likely to suffer, significant Harm as a result of a physical injury, such as a non-accidental physical injury.
- 6.3.2. **Sexual abuse**: occurs when a child has suffered, or is likely to suffer, significant Harm as a result of sexual abuse, such as when a child is exploited, or used by another for his or her sexual gratification or sexual arousal, or for that of others.
- 6.3.3. **Emotional and psychological abuse**: occurs when a child has suffered, or is likely to suffer, emotional or psychological Harm of such a kind that the child's emotional or intellectual development is or is likely to be significantly damaged; and
- 6.3.4. **Neglect**: occurs when a child's physical development or health has been or is likely to be significantly damaged. It refers to an omission, such as depriving a child of food, clothing, warmth, hygiene, intellectual stimulation, supervision and safety, attachment to and affection from adults, or medical care.

#### 6.4. Mandatory Reporters

- 6.4.1. Select classes of people in the community (including teachers, nurses and doctors amongst others) are required by law to report to the Child Protection Unit of the Department of Health and Human Services (DHHS) where they have formed a belief, on reasonable grounds, that a child is in need of protection because they have suffered (or are likely to suffer) significant harm due to physical or sexual abuse.
- 6.4.2. This report must be made as soon as practicable, and after each occasion where he or she becomes aware of a further reasonable grounds for the belief.

#### 6.5. Reasonable grounds for belief

- 6.5.1. A reasonable belief is formed if a reasonable person believes that:
  - 6.5.1.1. the child is in need of protection;
  - 6.5.1.2. the child has suffered or is likely to suffer significant harm as a result of physical or sexual injury; and
  - 6.5.1.3. the child's parents are unable or unwilling to protect the child.
- 6.5.2. To form a reasonable belief, you should consider and objectively assess all the relevant facts, such as the source of the allegation and how it was communicated, the nature of and details of the allegation, and whether there is any other related matters known regarding the alleged perpetrator.
- 6.5.3. A 'reasonable belief' or a 'belief on reasonable grounds' is not the same as having proof, but is more than mere rumour or speculation.
- 6.5.4. You will have reasonable grounds to notify if:
  - 6.5.4.1. a child states that they have been physically or sexually abused;



- 6.5.4.2. a child states that they know someone who has been physically or sexually abused (sometimes the child may be talking about themselves);
- 6.5.4.3. someone who knows a child states that the child has been physically or sexually abused;
- 6.5.4.4. professional observations of the child's behaviour or development leads a professional to form a belief that the child has been physically or sexually abused or is likely to be abused; or
- 6.5.4.5. signs of abuse lead to a belief that the child has been physically or sexually abused.

#### 6.6. Voluntary Reporters

6.6.1. In addition to the mandatory reporting obligations above, any person who believes on reasonable grounds that a child is in need of protection from any form of child abuse, *may* disclose that information to the Police, DHHS or the Commissioner for Children & Young People (**CCYP**).

#### 6.7. Reporting Child Sexual Abuse

6.7.1. If a person receives information that leads them to form a reasonable belief that a sexual offence has been committed in Victoria against a child (under the age of 16 years) by another person (of or over the age of 18 years), the person has a legal obligation to disclose that information to the Police as soon as it is practicable. Individuals who fail to comply with this obligation under the Crimes Act 1958 (Vic) may be subject to a penalty of imprisonment.

#### 6.8. Paddle Victoria Approach to Reports of Abuse

- 6.8.1. Paddle Victoria supports and encourages a person to make a report to the Police, CCYP or DHHS if they form a belief on reasonable grounds that a child is in need of protection, or they are concerned about the safety, health or wellbeing of a child.
- 6.8.2. Any person that makes a report in good faith in accordance with their reporting obligations (whether mandatory or voluntary) will be supported by Paddle Victoria, and will not be penalised by Paddle Victoria for making the report.
- 6.8.3. If a person is uncertain as to whether they should make a report to an external authority in relation to the safety of a child, they may speak to the Paddle Vioctoria CEO or Paddle Victoria MPIO for guidance and information. If in doubt, ask for assistance.
- 6.8.4. If an allegation is made against a member of staff or volunteer, Paddle Victoria will follow the reporting procedure outlined in Paddle Victoria's Child Safe Poilcy and take all steps to ensure that the safety of the child and other children is paramount..



- 6.8.5. Paddle Victoria will investigate allegations of inappropriate conduct against a child in accordance with procedural fairness and will handle the allegations in a confidential and sensitive manner to the greatest extent possible.
- 6.8.6. Paddle Victoria will cooperate with the directions of the Police, CCYP and/or DHHS in relation to any investigation conducted by these authorities.
- 6.8.7. Paddle Victoria will keep a register of any allegations regarding inappropriate conduct.

### 7. ROLES AND RESPONSIBILITIES OF PERSONNEL PROTECTING CHILDREN

- 7.1. Personnel involved in protecting children include the board, management, staff and volunteers within Paddle Victoria. Those people have responsibilities in relation to protection of children and are expected to:
  - 7.1.1. understand the rights of children, as appropriate to their role;
  - 7.1.2. respect the cultural and religious practices of families who access Paddle Victoria's services, programs or events;
  - 7.1.3. understand and appropriately respond to the needs of children with developmental delays or disabilities;
  - 7.1.4. appropriately act on any concerns raised by children;
  - 7.1.5. understand the definitions, indicators and impact of child abuse;
  - 7.1.6. at all times, know and follow regulations in relation to the care of children and follow the Paddle Victoria Child Safety and Wellbeing Policy
  - 7.1.7. co-operate with police and/or other formal investigations to the best of their ability; and
  - 7.1.8. not harm or exploit children who access Paddle Victoria's services.
- 7.2. Paddle Victoria will appoint a Child Safety Officer or equivalent role that will be the primary point of contact for all concerns related to child safety.

#### 8. RECRUITMENT AND SCREENING

- 8.1. The minimum standard for background checks of employees, contractors and volunteers of Paddle Victoria and its members is the law as it applies in Victoria.
- 8.2. Paddle Victoria undertakes a comprehensive recruitment and screening process for all staff, contractors and volunteers which aims to:
  - 8.2.1. promote and protect the safety of all children who participate in the activities of Paddle Victoria:
  - 8.2.2. identify and recruit the safest and most suitable candidates who share Paddle Victoria's values and commitment to protect children; and



- 8.2.3. prevent a person from working at Paddle Victoria if they pose an unacceptable risk to children.
- 8.3. Paddle Victoria requires staff, coaches, guides and instructors and volunteers to pass the recruitment and screening process prior to commencing their engagement with Paddle Victoria.
- 8.4. As part of the screening and recruitment process, an applicant must provide appropriate evidence (e.g. WWCC or other state equivalent and/or Police check) to show that they are suitable to work with children and young people in a recreational setting. Paddle Victoria requires that:
  - 8.4.1. all Paddle Victoria staff and Board members require a WWCC; and
  - 8.4.2. the following key event personnel must have a valid WWCC:
  - 8.4.3. those paid by Paddle Victoria for their services
    - 8.4.3.1. volunteers with regular roles in Paddle Victoria;
    - 8.4.3.2. relevant coaches, guides and instructors who may have unsupervised access to children; and
    - 8.4.3.3. anyone else who Paddle Victoria staff feel requires a WWCC due to the nature of the work that they are undertaking for Paddle Victoria.
- 8.5. The type of evidence that an applicant is required to provide to Paddle Victoria will vary depending on the type of position that they are applying for. However, an applicant will not be offered a position until they provide the required evidence to Paddle Victoria.
- 8.6. Paddle Victoria will exercise discretion and may require applicants to provide a Police check in accordance with the law and as appropriate, before they commence their engagement and during their time with Paddle Victoria in regular intervals.
- 8.7. Paddle Victoria will undertake at least two thorough reference checks prior to engaging any personnel.
- 8.8. Once engaged, Paddle Victoria will provide staff and volunteers with access to this policy and staff and volunteers must review and acknowledge their understanding of this policy.
- 8.9. Paddle Victoria requires that affiliated clubs ensure all members and volunteers (including coaches, guides and instructors and any officials) likely to have contact with children have a current WWCC, which needs to be signed off annually as part of the affiliation process. Clubs which do not comply with their legal obligations will be found to have not complied with the Paddle Victoria affiliation requirements and will be disaffiliated.
- 8.10.Paddle Victoria requires all affiliated club personnel including Committee Members, Volunteers, coaches, guides and instructors and anyone else who has contact with children to possess a valid working with children check. Any costs associated with gaining a valid WWCC will be dealt with in a manner determined by that club.



#### 9. SUPPORTING PERSONNEL

- 9.1. Paddle Victoria is committed to ensuring that all Board, Staff, Club Committee Members, Coaches, Guides and Instructors receive training to ensure that they understand their responsibilities in relation to child safety. Mandatory training at Paddle Victoria includes:
  - 9.1.1. Child Safety Induction, Play by the Rules Online Child Protection Training and Play by the Rules Online Harassment and Discrimination Training. Cultural Awareness training to be included for all staff going forward.
- 9.2. Paddle Victoria assists its Board members, staff, contractors and volunteers to incorporate child safety considerations into decision-making and to promote a culturally safe environment where children are empowered to speak up about issues that affect them.

#### 10. RISK MANAGEMENT APPROACH

- 10.1. Child safety is a part of Paddle Victoria's overall risk management approach.
- 10.2. See CCYP Guide for Creating a Child Safe Organisation.

#### 11. POLICY BREACHES

11.1. It is a breach of this policy for any person or organisation to which this policy applies, to have been found to have done anything contrary to this policy. Any person who may breach this policy is subject to Paddle Australia Conduct and Disciplinary Policy, Member Protection Policy and/or grievance procedure outlined in the Paddle Victoria constitution.

#### 12. POLICY PROMOTION

- 12.1. This policy will be made available to all members via email and the Paddle Victoria Website.
- 12.2. This policy will be communicated to all staff, Board, and Committee members via email and the Paddle Victoria Website.
- 12.3. References to this policy will be included in documentation provided to all team officials that represent Paddle Victoria.

#### 13. RECORD KEEPING

- 13.1. Paddle Victoria will retain records of reports of child abuse and complaints about child safety.
- 13.2. In maintaining records of reports about child safety, Paddle Victoria will maintain confidentiality and privacy for children and families in accordance with legislation.
- 13.3. Paddle Victoria will appropriately note identified risks to child safety through the record keeping process and will incorporate those into its risk management plan.



#### 14. REVIEW PROCESS

- 14.1. This policy will be reviewed by the Paddle Victoria Board on an annual basis.
- 14.2. If you would like to provide Paddle Victoria with any feedback or suggestions to improve this policy, please contact Paddle Victoria / office@paddlevic.org.au
- 14.3. In addition to the regular review of this policy, recommendations for changes to the policy may be submitted to the Board for consideration at any time. In the event that changes are accepted, the policy will be updated, and circulated to all stakeholders via the webpage, bulletin and other appropriate communication channels.