

Arc Clubs Conduct, Complaints and Compliance Procedure

General Clubs and Sport Clubs affiliated with, or seeking affiliation with, Arc

Version	Approved by	Approval date	Effective date	Next review
V1	Director of Student Engagement	1 October 2026	1 October 2026	Annually or as required

Procedure Statement	
Purpose	To establish behavioural expectations, grievance and complaint processes, incident reporting requirements, investigation and appeal processes, compliance responses and alcohol management requirements for Arc-affiliated General Clubs and Sport Clubs.
Scope	General Clubs and Sport Clubs affiliated with, or seeking affiliation with, Arc; their Executive members and members; and other persons acting on behalf of a Club as specified in this Procedure.

Procedure Provisions

1. About this Procedure

- 1.1 This Procedure establishes:
 - (a) behavioural expectations for Arc-affiliated Clubs, Executive members and members;
 - (b) internal Club grievance requirements;
 - (c) how Arc responds to alleged breaches;
 - (d) escalation pathways and sanctions;
 - (e) alcohol management requirements;
 - (f) incident reporting obligations; and
 - (g) investigation and appeal processes.
- 1.2 The Procedure aims to:
 - (a) promote safe, respectful and inclusive Club environments;
 - (b) provide mechanisms for resolving grievances;
 - (c) ensure proportionate and consistent responses to misconduct; and
 - (d) minimise risks associated with Club activities, including alcohol service.
- 1.3 This Procedure applies to:
 - (a) all Arc-affiliated Clubs and prospective Clubs;
 - (b) Executive members;
 - (c) Club members acting in connection with Club activities; and
 - (d) other persons acting on behalf of a Club in connection with Club governance, activities, official platforms or representation.
- 1.4 Any Club member, Arc member, or member of the UNSW community may raise a dispute, grievance, or complaint concerning an Arc-affiliated Club.
- 1.5 This Procedure applies across both the Arc Clubs and Arc Sport affiliation streams. For matters involving a Sport Club, Arc and Arc Sport will coordinate as appropriate, including where a matter may affect both conduct or compliance and Sport Club affiliation.
- 1.6 Administrative affiliation reviews and appeals remain governed by the Affiliation and Operations Procedure applicable to the Club's affiliation stream.

2. Matters Not Investigated by Arc

- 2.1 Arc investigates complaints that relate to the governance conduct or operation of Arc-affiliated Clubs, or compliance with the Arc Clubs Governance Framework.
- 2.2 Arc will not investigate complaints where the matter:
 - (a) concerns an individual or conduct that is not sufficiently connected with an Arc-affiliated Club's governance, activities, official platforms, representation or compliance obligations;
 - (b) is a purely personal dispute between general Club members and is unrelated to official Club actions or events;
 - (c) involves disputes between club members and a member of the Executive acting in a personal capacity rather than in their official role on behalf of the Club;
 - (d) is deemed vexatious, frivolous, or retaliatory;
 - (e) relates to defamation;
 - (f) has been resolved or can be resolved through another relevant procedure or process;
 - (g) involves alleged serious or criminal conduct that is more appropriately referred to UNSW or police, with the affirmative consent of affected persons unless otherwise required by law; or
 - (h) otherwise falls outside Arc's scope to investigate.
- 2.3 Where a matter is being, or has been, investigated by UNSW, Police or another appropriate authority, Arc may decline to investigate, suspend or defer its investigation, or limit its investigation to matters relating to Club

affiliation or compliance with the Arc Clubs Governance Framework. Arc may also take any interim action it considers reasonably necessary to protect the safety of individuals or the University community, address material risk to Arc or UNSW, or preserve the integrity of Arc's Clubs processes.

3. Condition of Affiliation

- 3.1 Compliance with this Procedure and the mandatory requirements of the Arc Clubs Governance Framework is a condition of Club affiliation with Arc.

4. Behaviour Expectations

- 4.1 Clubs and their Executives are responsible for ensuring that Club activities are conducted in a manner that is safe, respectful, inclusive and consistent with the values of Arc, UNSW and the Arc Clubs Governance Framework.
- 4.2 The following behavioural expectations apply to all Clubs, Executive members and members when participating in Club activities or otherwise acting on behalf of an Arc-affiliated Club.
- 4.3 These expectations also apply to conduct through official Club online platforms, accounts or communications, and through other online platforms where the conduct is sufficiently connected with Club governance, activities or representation.

5. Respectful Conduct

- 5.1 At a minimum, Clubs, Executive members and members must conduct themselves in accordance with the UNSW Code of Conduct and Values when participating in Club activities or otherwise acting on behalf of an Arc-affiliated Club.
- 5.2 This includes, but is not limited to, the following behavioural expectations:
- (a) Clubs must ensure members, students, staff, sponsors and external parties are treated with dignity and respect.
 - (b) Clubs must not engage in bullying, harassment, intimidation, victimisation, hazing or other conduct that may harm individuals.
 - (c) Clubs must avoid any conduct which may bring Arc or UNSW into disrepute.

6. Inclusivity and Non-Discrimination

- (a) Clubs must promote inclusive participation and equitable access to activities.
- (b) Clubs must not engage in discrimination, racism, antisemitism, religious vilification, harassment or other vilification.
- (c) Clubs must take reasonable steps to prevent gender-based violence in connection with Club activities.

7. Safety and Duty of Care

- (a) Clubs must take reasonable steps to ensure participant safety at all activities, whether on-campus, off-campus or online.
- (b) Clubs must comply with applicable safety, event and operational risk requirements in the Affiliation and Operations Procedure applicable to their affiliation stream, including Work Health and Safety and risk assessment or risk-planning requirements where applicable.
- (c) Clubs must take reasonable steps to identify, eliminate or minimise psychosocial hazards associated with Club activities, including risks arising from bullying, harassment, discrimination, sexual misconduct, excessive workloads, unsafe leadership practices and other behaviours that may adversely affect psychological health and safety.
- (d) Clubs must comply with the alcohol management requirements set out in the Alcohol Management section of this Procedure.
- (e) Clubs must ensure that no member or event participant engages in the misuse or abuse of drugs, including illegal substances and prescription medication, while attending or conducting club activities.

8. Reporting Requirement

- 8.1 Where an incident creates an immediate risk to health or safety, the Club must take immediate action to protect participants and contact emergency services or UNSW Security where required.
- 8.2 A serious incident, including serious criminal conduct, death or another matter requiring urgent escalation, must be notified to Arc as soon as reasonably practicable.
- 8.3 All Notifiable Incidents, including serious incidents, must be formally reported to Arc within seventy-two (72) hours using the Arc Club Incident Report Form.
- 8.4 Any incident that may give rise to an insurance claim must also be notified within the separate timeframe required by the applicable insurance policy or insurer.
- 8.5 These reporting requirements apply whether the activity occurs on-campus, off-campus or online, and regardless of whether the matter has been resolved internally by the Club.
- 8.6 Failure to comply with an applicable reporting requirement may be treated as a breach of this Procedure and may result in action under this Procedure.

9. Notifiable Incidents

- 9.1 The following are examples of Notifiable Incidents that must be reported to Arc. This list is not exhaustive:
- (a) abuse of Executive privileges, including but not limited to:
 - (i) failing to uphold the Club's Constitution

- (ii) breaching members' voting rights
- (iii) misuse of Club funds or resources
- (iv) misuse of Executive authority or failure to fulfil governance responsibilities under the Arc Clubs Governance Framework
- (b) bullying, harassment, discrimination, racism, religious vilification or gender-based violence;
- (c) a child-safety or safeguarding concern, disclosure or incident, including a material failure to comply with applicable child-safety or screening requirements;
- (d) personal injuries requiring medical treatment beyond routine first aid, hospitalisation, or resulting in death;
- (e) failure to comply with applicable Work Health and Safety requirements;
- (f) drug or alcohol related incidents that compromise the safety of participants, breach this Procedure, or require intervention by Arc, UNSW or emergency services;
- (g) illegal or criminal behaviour, including but not limited to theft, fraud, property damage, physical assault, sexual assault or any other conduct that may constitute a criminal offence;
- (h) conduct that is reasonably likely to bring Arc or UNSW into serious disrepute; and
- (i) any incident requiring the attendance of UNSW Security, Police, Ambulance or another emergency service.

10. Reporting Obligation

- 10.1 Reports are required even where an Executive member did not directly witness the incident but was informed of it by a Club member or member of the public.
- 10.2 Where a Notifiable Incident is reported, Arc may investigate the incident or refer the matter to UNSW or police.

11. Club Grievance Procedure

- 11.1 Each affiliated Club must maintain a grievance resolution procedure that is consistent with the minimum requirements of this Procedure. Appendix A provides a template that a Club may adopt or adapt to meet this requirement. At a minimum, a Club's grievance resolution procedure must provide for a secure and confidential reporting pathway, impartial handling and management of conflicts of interest, procedural fairness, protection from victimisation, proportionate outcomes, an internal review or appeal mechanism, and referral or escalation to Arc, UNSW, Police or another appropriate authority where required.

12. Informal Club Resolution

- 12.1 Where safe and appropriate, and with the agreement of the person raising the concern, a Club may seek to resolve a grievance informally through discussion, facilitated communication or another proportionate resolution process.
- 12.2 Informal resolution must not be used to discourage a person from making a formal complaint or reporting a matter to Arc, UNSW or another appropriate authority.

13. Exceptions

- 13.1 Informal resolution must not be attempted where allegations involve:
 - (a) gender-based violence;
 - (b) criminal conduct;
 - (c) risk to safety or wellbeing; or
 - (d) serious misconduct that may warrant investigation or formal disciplinary action.
- 13.2 Such matters must be reported to Arc using the Arc Club Incident Report Form.

14. Formal Internal Club Resolution

- 14.1 Where a matter has not been resolved through informal resolution, or where informal resolution is not appropriate under section 13, it should be managed in accordance with the Club's grievance resolution procedure.
- 14.2 If a Club determines that disciplinary action against a member may be required, including removal from membership, the Club must follow its Constitution and any applicable internal grievance or disciplinary procedures. Arc may make recommendations or take separate compliance or affiliation action under this Procedure, but does not displace the Club's constitutional removal process.
- 14.3 Arc may approve the holding of a restricted (private attendance) Extraordinary General Meeting for the purpose of considering a resolution to remove an individual member where Arc reasonably considers that a standard (open) EGM would pose a risk to safety, wellbeing, or the proper functioning of the Club.
- 14.4 In determining whether to approve a restricted EGM, Arc may have regard to the nature of the allegations, the risk to the safety or wellbeing of participants, the risk of intimidation or retaliation, the sensitivity of the information to be considered, and any other matter Arc considers relevant in the circumstances.
- 14.5 Approval may also be granted where a standard EGM process would be likely to result in intimidation, retaliation, traumatisation, or an inability to safely or effectively conduct the meeting. A single serious and credible allegation may be sufficient.
- 14.6 Where a matter cannot be appropriately resolved by the Club, or where Arc reasonably considers that the matter raises broader governance, safety, compliance or affiliation issues, the matter may be referred to Arc.

15. Who May Report to Arc

- 15.1 Concerns may be raised by:

- (a) Club members;
- (b) UNSW students or staff;
- (c) Arc staff; and
- (d) members of the public.

15.2 Reports must be submitted through the Arc Club Incident Report Form, subject to any immediate notification required for a serious incident under the Reporting requirements of this Procedure.

15.3 Arc may initiate an assessment, investigation or compliance process where it has reasonable grounds to believe that a breach of the Arc Clubs Governance Framework may have occurred, regardless of whether a formal complaint has been received.

15.4 Anonymous reports may be considered but may limit Arc's ability to investigate.

16. Initial Assessment

16.1 Upon receiving a report, Arc will assess:

- (a) whether the matter falls within Arc's scope to act;
- (b) whether sufficient information exists to proceed; and
- (c) whether immediate safety measures are required.

16.2 Arc may:

- (a) seek further information;
- (b) offer mediation;
- (c) provide support resources;
- (d) refer the matter to UNSW;
- (e) close the matter where appropriate; or
- (f) implement interim measures where reasonably necessary to protect safety, preserve evidence, maintain the integrity of the investigation, or otherwise manage immediate risk.

17. Investigation Procedure

17.1 Any formal investigation conducted by Arc is limited to determining whether one or more parties have breached the Arc Clubs Governance Framework or other applicable Arc or UNSW policies relevant to Club activities. It does not determine criminal liability or make findings about guilt or innocence.

18. Referrals to External Authorities

18.1 Where Arc reasonably believes conduct may constitute a criminal offence, or otherwise considers Police involvement to be appropriate, the matter may be referred to police. Arc may also refer matters to UNSW or another appropriate authority where appropriate.

19. Investigation Process

19.1 Before commencing a formal investigation, Arc will provide the Club Executive with written notice outlining:

- (a) the nature and details of the alleged breach;
- (b) relevant policies;
- (c) the response process; and
- (d) the deadline for responding, which will ordinarily be no less than five (5) working days unless a shorter period is agreed by the affected person or is reasonably necessary to address an immediate safety risk.

19.2 Notification may be delayed where Arc reasonably considers it necessary for safety or the integrity of the investigation.

19.3 Any investigation undertaken by Arc must, so far as reasonably practicable, be conducted by a person who is impartial and free from any actual, potential or perceived conflict of interest.

19.4 Where such a conflict exists, Arc will take reasonable steps to appoint an appropriate decision-maker or investigator.

19.5 Arc may:

- (a) review relevant material;
- (b) make further inquiries;
- (c) make a determination on the balance of probabilities;
- (d) provide written reasons for the decision;
- (e) determine whether further action is required; and
- (f) notify the Club of penalties and appeal rights.

20. Investigation Outcomes

20.1 Following an investigation, Arc may:

- (a) dismiss the complaint;
- (b) uphold the complaint and determine that no further action is required;
- (c) uphold the complaint and require remedial action or other corrective measures; or
- (d) uphold the complaint and impose sanctions under this Procedure. Written reasons will be provided to the relevant parties.

21. Penalties

21.1 Where a complaint against a Club is upheld, the following penalties may apply:

- (a) warning;
- (b) suspension from access to Club resources for a specified period;
- (c) disaffiliation of the Club;
- (d) recommendation that specific Executive members be removed in accordance with the Club Constitution; or
- (e) any other proportionate action deemed necessary to give effect to this Procedure.

22. Individual Member Conduct and Consequences

- 22.1 Where justified by the seriousness of the conduct, Arc may determine that the conduct of an individual member is sufficiently serious to warrant action at an individual level.
- 22.2 Where Arc is satisfied, on the balance of probabilities, that an individual member has breached the Arc Clubs Governance Framework, or other applicable Arc or UNSW policies, procedures or health and safety requirements relevant to Club activities, Arc may recommend that the Club terminate the individual's membership or remove the individual from an Executive position in accordance with the Club Constitution.
- 22.3 Where a Club does not implement a recommendation made by Arc under section 22.2, Arc may take this into account when determining whether further action against the Club is appropriate under this Procedure.
- 22.4 Serious breaches of UNSW policies, including the UNSW Code of Conduct and Values and UNSW Campus Policy, may also be referred to UNSW for investigation under the applicable UNSW complaints and investigations process.

23. Additional Measures

- 23.1 In serious cases, Arc may determine that an individual is not suitable to participate in Arc-affiliated Clubs. In such circumstances, Arc may restrict that individual from:
 - (a) holding an Executive position in any Club;
 - (b) applying to establish a new Club;
 - (c) participating in affiliation or reaffiliation processes; or
 - (d) otherwise engaging in Club governance activities for a specified period.
- 23.2 Any restriction imposed under this section must specify its duration and may be reviewed by Arc where there has been a material change in circumstances or where the individual has demonstrated that the risks giving rise to the restriction have been appropriately addressed.

24. Failure to Comply with Recommendations

- 24.1 Before taking further action under this section, Arc will consider the nature of the non-compliance, any explanation provided by the Club, and whether the Club has taken reasonable steps to comply with the recommendation or direction.
- 24.2 Where a Club fails to comply with a formal recommendation or direction issued under this Procedure (including the recommendation to remove a member from their Executive position or general Club membership), Arc may take further action against the Club, including suspension of affiliation, disaffiliation, or refusal of reaffiliation.

25. Appeals

- 25.1 A Club or individual member may request an internal appeal within ten working days of receiving a decision on the grounds that:
 - (a) Procedural fairness was not afforded;
 - (b) Relevant information was not considered; or
 - (c) The decision was otherwise unreasonable having regard to the available evidence
- 25.2 The appeal request must be made in writing and specify the grounds of appeal, together with any supporting information.
- 25.3 An appeal must, where reasonably practicable, be determined by a person who was not involved in the original decision and who is free from any actual, potential or perceived conflict of interest.
- 25.4 An appeal is a review of the original decision and is not a rehearing of the matter unless Arc determines that further investigation is necessary.

26. Enforcement

- 26.1 Where Arc reasonably believes that a Club, or one or more members of its Executive, may have failed to comply with this Procedure or another applicable Arc or UNSW policy, Arc may investigate the matter and take appropriate action in accordance with this section.
- 26.2 Arc will take action that is proportionate, responsive to risk, escalatory where necessary, and consistent with procedural fairness.
- 26.3 In determining outcomes, Arc may consider:
 - (a) the seriousness of the conduct;
 - (b) whether the conduct was intentional or reckless;
 - (c) the harm or risk caused;
 - (d) prior findings; and
 - (e) the Club's cooperation and remedial actions taken.
- 26.4 In applying this framework, Arc will assess conduct and determine the appropriate response in accordance with the Tier 1 to Tier 3 structure below, having regard to the factors outlined above. Arc may escalate matters

between tiers where warranted by the seriousness of the conduct, repeated non-compliance, or failure to comply with prior directions or sanctions.

27. Tier 1 – Minor Breach

- 27.1 Tier 1 applies to minor administrative breaches that do not involve harm and present minimal safety or reputational risk.
- 27.2 The primary purpose of Tier 1 is to promote voluntary compliance through education, guidance and timely rectification rather than punitive action.
- 27.3 Examples include administrative non-compliance, late submissions, or minor procedural failures, or isolated governance oversights that do not present a material risk.
- 27.4 Outcomes may include:
 - (a) a written warning;
 - (b) a direction to rectify the issue within a specified timeframe; or
 - (c) targeted training.
- 27.5 Tier 1 findings are recorded. Repeated Tier 1 findings may result in escalation.

28. Tier 2 – Moderate or Repeated Non-Compliance

- 28.1 Tier 2 applies where the nature, seriousness or repetition of the conduct warrants a formal compliance response but does not justify Tier 3 action. Examples include:
 - (a) There is repeated Tier 1 non-compliance;
 - (b) Where conduct constitutes moderate misconduct;
 - (c) A Club fails to comply with a prior direction, or provide requested information;
 - (d) There is a failure to complete mandatory training;
 - (e) conduct presents moderate operational or reputational risk.
- 28.2 Outcomes may include:
 - (a) a formal notice of breach;
 - (b) conditional funding approval;
 - (c) event restrictions;
 - (d) mandatory training; or
 - (e) suspension of affiliation privileges.
- 28.3 Multiple Tier 2 findings may result in escalation to Tier 3.

29. Tier 3 – Serious Misconduct

- 29.1 Tier 3 applies where the seriousness of the conduct, the level of risk, or persistent non-compliance warrants the most significant compliance response. This includes, but is not limited to:
 - (a) failing to act per the Club's Constitution and/or breaching members' voting rights;
 - (b) misuse or misappropriation of Club funds or abuse of executive privileges;
 - (c) impersonating another Executive member;
 - (d) repeated failure to follow Arc's directions regarding chalking and/or posterage;
 - (e) bullying, harassment, discrimination, racism, religious vilification, victimisation or hazing;
 - (f) gender-based violence;
 - (g) assault or threats of violence;
 - (h) damage to property;
 - (i) serious Work Health and Safety breaches;
 - (j) serious breaches of the Arc Clubs Governance Framework;
 - (k) criminal or illegal activity conducted by the Club;
 - (l) any other conduct bringing Arc or UNSW into serious disrepute;
 - (m) failure to comply with Tier 2 sanctions.
- 29.2 Tier 3 may be applied without prior Tier 1 or Tier 2 findings where seriousness warrants.
- 29.3 Outcomes may include:
 - (a) interim restrictions;
 - (b) suspension of affiliation;
 - (c) suspension of funding or event approvals;
 - (d) recommendation for removal of Executive members;
 - (e) referral to the UNSW Conduct and Integrity Office; or
 - (f) disaffiliation.
- 29.4 Alcohol-related breaches may be elevated to Tier 3 where:
 - (a) minors are involved;
 - (b) serious injury occurs;
 - (c) sexual misconduct is linked to intoxication;
 - (d) investigations are obstructed; or
 - (e) prior alcohol-related findings.

30. Interim Measures

- 30.1 Arc may impose interim measures where reasonably necessary to:

- (a) protect safety;
 - (b) mitigate reputational risk;
 - (c) prevent interference with an investigation; or
 - (d) protect the integrity of Arc's Clubs processes.
- 30.2 Interim measures do not constitute a final finding.
- 30.3 Arc will review any interim measures at reasonable intervals, or where there has been a material change in circumstances, to determine whether they remain necessary and proportionate.
- 30.4 Interim measures may be varied or revoked at any time.

31. Suspension

- 31.1 Suspension may be imposed as an interim measure to manage risk while a matter is being investigated, or as a final outcome following the completion of an investigation where a breach has been substantiated.
- 31.2 During suspension, Arc may restrict:
- (a) funding access;
 - (b) event approvals;
 - (c) use of Arc branding; or
 - (d) access to services or facilities.
- 31.3 Suspension remains in effect until Arc determines that the reasons for the suspension no longer exist, including because the breach has been rectified, the investigation has concluded, or another appropriate outcome has been implemented.
- 31.4 Suspension does not preclude further sanctions following investigation.

32. Disaffiliation

- 32.1 Disaffiliation is the most significant sanction that Arc may impose under this Procedure and will generally only be applied where lesser compliance measures are inappropriate, ineffective or insufficient to address the identified risks.
- 32.2 Arc may disaffiliate a Club where:
- (a) serious misconduct is substantiated;
 - (b) repeated Tier 2 findings occur;
 - (c) a Tier 3 breach warrants termination;
 - (d) the Club fails to comply with imposed sanctions; or
 - (e) ongoing safety or reputational risks exist.
- 32.3 Disaffiliation terminates affiliation privileges.

33. Repeated Breaches

- 33.1 Previous substantiated findings may be considered when determining enforcement outcomes and sanctions, having regard to their seriousness, relevance, recency and any demonstrated improvement in the Club's compliance.

34. Alcohol Management

- 34.1 Arc recognises that responsible alcohol consumption may occur at Club activities, and encourages moderation and a responsible attitude towards the safe consumption of alcohol.
- 34.2 This section aims to minimise alcohol-related harm, support responsible planning and management of Club activities involving alcohol, protect participant safety and property, preserve the reputation of Arc and UNSW, and promote voluntary, inclusive and pressure-free participation.

35. Compliance Obligations

- 35.1 Arc-affiliated Clubs must comply with the requirements of this section, as well as applicable Commonwealth, State and Territory liquor laws, relevant Arc and UNSW requirements, venue licensing conditions, Responsible Service of Alcohol requirements, and the safety and operational risk requirements in the Affiliation and Operations Procedure applicable to the Club's affiliation stream when planning and conducting Club activities.
- 35.2 Failure to comply with these obligations may result in action under the Enforcement section of this Procedure, including sanctions up to and including disaffiliation.
- 35.3 The Club Executive is responsible for ensuring that Club activities involving alcohol are appropriately planned, supervised and managed. This includes taking reasonable steps to identify and manage alcohol-related risks, minimise harm, and ensure compliance with this section and all applicable legal requirements.

36. Funding Restrictions

- 36.1 Arc funding must not be used to purchase alcohol except for alcohol expenses incurred at licensed venues located on UNSW Kensington, Paddington, or Canberra campuses.
- 36.2 Arc may refuse or withdraw funding where a Club has failed to comply with this section or where the proposed activity does not satisfy Arc's grant requirements.
- 36.3 Breaches of this section may also result in action under the Enforcement section of this Procedure, including consideration of a Club's eligibility for grants, Executive recognition (including AHEGS eligibility where applicable), or other sanctions up to and including disaffiliation.

37. Event Requirements

- 37.1 Where alcohol is served at a Club activity, the Club Executive is responsible for ensuring that appropriate planning, supervision and risk controls are in place. Without limiting this obligation, the Club must ensure:
- (a) attendance at Club activities involving alcohol must be managed through prior registration;
 - (b) club members under the age of 18 do not consume alcohol;
 - (c) club members are not to be subjected to any pressure to consume alcohol;
 - (d) desirable non-alcoholic beverages are available in adequate quantities. Where drinks are being sold, non-alcoholic beverages must be available at a lower price than their comparable alcoholic alternatives. Water must always be available free of charge;
 - (e) the consumption of alcohol or becoming intoxicated is not the primary purpose of the Club activity;
 - (f) suitable food must be available for the majority of the period during which alcohol is served, and alternative forms of entertainment must be provided;
 - (g) clubs must not organise, promote or facilitate drinking games, drinking competitions, rapid consumption activities, alcohol-related challenges, or promotional activities that encourage excessive or unsafe alcohol consumption;
 - (h) club members do not consume alcohol with the intention of becoming intoxicated, and those who choose not to consume alcohol are supported;
 - (i) where alcohol is served, Clubs must ensure that alcohol service is conducted in accordance with all applicable Responsible Service of Alcohol requirements and any conditions imposed by the venue or liquor licence;
 - (j) no alcohol is sold, except by licensed entities with licensed premises as per Australian law;
 - (k) for any event where the ticket price structure includes alcohol, non-alcoholic beverages of equal value are provided for attendees who will not be consuming alcohol;
 - (l) at least one activity organiser must be designated as the Event Supervisor and remain sober for the duration of the event. The Event Supervisor is responsible for overseeing compliance with this section, monitoring participant wellbeing, responding to emerging risks, and coordinating appropriate action where an incident occurs;
 - (m) clubs must take reasonable steps to protect the safety of attendees at Club activities. This includes preventing intoxicated members from continuing to drink, assisting members to return home safely where necessary, monitoring the health and wellbeing of attendees, and providing assistance where required;
 - (n) all attendees at Club activities involving alcohol must comply with the behavioural expectations and alcohol-related requirements of this Procedure while participating in the activity;
 - (o) alcohol consumption does not interfere with the interests and welfare of others, cause damage to property, or bring the reputation of Arc or the University into disrepute.

38. Activities at Non-Licensed Venues

- 38.1 Where alcohol is present at a Club activity held at a non-licensed venue, the Club Executive must ensure that:
- (a) attendees who are legally permitted to consume alcohol are identified using an appropriate method (for example, coloured wristbands) following verification of valid proof of age identification. The name used to register for the event must match the name on the attendee's valid identification;
 - (b) alcohol is only served by a person who holds a current Responsible Service of Alcohol (RSA) competency and is otherwise authorised to serve alcohol under applicable law, venue requirements and University requirements;
 - (c) alcohol is not sold unless permitted under the relevant liquor licensing requirements and any applicable University approvals;
 - (d) the Club complies with all applicable venue conditions, University requirements, approvals, permits and licences relevant to the activity; and
 - (e) where the activity is conducted on UNSW premises, all approvals required by UNSW Estate Management or any other relevant University authority are obtained before the activity proceeds.
- 38.2 Note: Clubs should refer to the current UNSW Estate Management Outdoor Event Guidelines for information on approvals and licensing requirements for outdoor events: <https://www.estate.unsw.edu.au/outdoor-events/outdoor-event-guidelines>

39. Prohibited Practices

- 39.1 The following practices are prohibited:
- (a) competitive drinking or activities encouraging excessive drinking;
 - (b) drinking games involving compulsion;
 - (c) alcohol-based initiation practices;
 - (d) Events that advertise unlimited alcohol (e.g. "all you can drink") or promote alcohol consumption as the main activity of the event; and
 - (e) alcohol promotions, incentives or activities that encourage, reward or incentivise alcohol consumption, including promotions conducted in cooperation with alcohol suppliers.

40. Executive Training

- 40.1 Completion of required training is mandatory for all Executive members. Arc will notify Clubs of training requirements via official Arc communications.

- 40.2 Training requirements may include but are not limited to:
- (a) gender-based violence awareness and response;
 - (b) insurance obligations;
 - (c) confidentiality and privacy requirements;
 - (d) work health and safety obligations;
 - (e) governance and handover responsibilities; and
 - (f) other training as required by Arc from time to time.
- 40.3 Arc may also require non-Executive members or general members to complete specified training where reasonably necessary, having regard to the nature of the activity or associated risks.
- 40.4 Without limiting this section, all individuals attending overnight events must complete any gender-based violence awareness and response training required by Arc prior to attendance at the event. It is the responsibility of the Executive to ensure this requirement is met.

41. Communications

- 41.1 Club Executives must monitor official Arc communication channels regularly and respond to communications requiring action within the timeframe specified by Arc. Where no timeframe is specified, Club Executives must respond as soon as reasonably practicable.
- 41.2 The Club Executive must ensure that relevant information communicated by Arc is shared with Club members where appropriate, and that any required action is completed within any timeframe specified by Arc or, where no timeframe is specified, as soon as reasonably practicable.

42. Records and Privacy (Arc Responsibilities)

- 42.1 Arc will maintain secure and accurate records relating to complaints, investigations and determinations, and will handle such information in a manner that is consistent with procedural fairness and applicable law.
- 42.2 Arc will take reasonable steps to protect the privacy and confidentiality of personal information, including information relating to Club members, and any material arising from grievance, investigation or disciplinary processes. Such information will only be disclosed where required by law or where reasonably necessary to give effect to these procedures.
- 42.3 Records will be retained and disposed of in accordance with Arc's record management requirements and any applicable legal obligations.

43. Privacy Obligations (Clubs)

- 43.1 Clubs must take all reasonable steps to protect the privacy and confidentiality of member information, including by:
- (a) collecting, using and disclosing personal information only for purposes reasonably connected with the operation and administration of the Club;
 - (b) limiting access to member information to Executive members or authorised persons who require such access to perform their role;
 - (c) storing member information securely and taking reasonable steps to prevent unauthorised access, use or disclosure; and
 - (d) maintaining strict confidentiality in relation to any complaints, investigations, disciplinary processes, or decisions regarding membership (including termination), and only disclosing such information where required by law, the Club Constitution, or with Arc's approval.
- 43.2 Clubs must ensure that any person handling member information complies with these obligations.

44. Confidentiality of Processes

- 44.1 All parties involved in any grievance, complaint or investigation process, including complainants, respondents and witnesses, must treat the matter as confidential and must not disclose information relating to the matter except where:
- (a) disclosure is required by law; or
 - (b) disclosure is reasonably necessary to participate in or give effect to the process.

45. Review and Amendments

- 45.1 Arc will review this Procedure annually and earlier where required. Arc will consult Arc Clubs and Arc Sport, as relevant, on amendments affecting their respective affiliation streams.
- 45.2 Material amendments must be approved by the Director of Student Engagement or their delegate and communicated to affected Clubs as soon as reasonably practicable.
- 45.3 Where practicable, material amendments affecting conditions of affiliation or reaffiliation will be communicated before the relevant annual affiliation or reaffiliation process for the affected affiliation stream.

46. Definitions and Acronyms

For the purposes of this Procedure, defined terms are to be interpreted consistently with applicable Arc and UNSW policies and applicable law. Where an applicable Arc or UNSW policy defines a term, that definition prevails to the extent of any inconsistency.

Term	Definition
AHEGS	Australian Higher Education Graduation Statement.
Appeal	A request by an individual for a decision made in relation to a complaint, grievance, investigation or compliance matter under this Procedure to be reviewed in accordance with the applicable appeal process.

Term	Definition
Arc	Arc@UNSW Limited (ACN 121 239 674).
Arc Clubs	The Arc department responsible for the affiliation and support of General Clubs.
Arc Clubs Governance Framework	The Arc Clubs Policy, the Affiliation and Operations Procedure applicable to the Club's affiliation stream, this Procedure, the applicable Affiliation Agreement and any other document expressly identified by Arc as forming part of the framework.
Arc Sport	The Arc department responsible for the affiliation and support of Sport Clubs.
Bullying	Repeated unreasonable behaviour directed towards a person or group that creates a risk to health, safety or wellbeing. Reasonable governance or management action carried out in a reasonable manner is not bullying.
Club	A General Club or Sport Club affiliated with, or seeking affiliation with, Arc.
Complainant	A person who makes a complaint or raises a grievance under this Procedure.
Complaint	An expression of dissatisfaction about the conduct, actions, decisions or operation of a Club, or the behaviour of a person participating in Club activities. A complaint may be resolved informally or may progress to the formal grievance process where appropriate.
Discrimination	Direct or indirect discrimination on the basis of a protected attribute, status or characteristic, as prohibited by applicable law or Arc or UNSW policy.
Gender-based violence	Has the meaning given in the applicable UNSW policy relating to the prevention and response to gender-based violence, including any equivalent term used in that policy.
General Club	A Club affiliated with, or seeking affiliation with, Arc through Arc Clubs rather than Arc Sport.
Grievance	A complaint, concern, dispute or allegation relating to the activities, decisions, governance or operation of a Club, or the conduct of a Club member or Executive member acting in connection with Club activities, that is raised under this Procedure.
Harassment	Unwelcome conduct that a reasonable person would anticipate could offend, humiliate or intimidate another person, including conduct prohibited as harassment under applicable law or UNSW policy.
Hazing	An initiation, membership or participation practice that humiliates, degrades, coerces, endangers or harms a person, or creates an unreasonable risk of harm, regardless of whether the person appears to consent.
Intimidation	Threatening, coercive or menacing conduct that is intended, or would reasonably be likely, to cause fear, pressure or apprehension.
Notifiable Incident	An incident, allegation or disclosure arising from or connected with a Club activity, Club governance, an official Club platform or a person acting on behalf of a Club that: (a) has caused, or created a risk of, harm to the health, safety or wellbeing of any person; (b) involves conduct that may breach the behavioural expectations in this Procedure; (c) involves a child-safety or safeguarding concern, disclosure or incident; (d) may give rise to a legal, insurance, regulatory or mandatory reporting obligation; or (e) may otherwise bring Arc or UNSW into serious disrepute. The Notifiable Incidents section of this Procedure sets out non-exhaustive examples.
Procedural Fairness	A fair and proper procedure must be used when making a decision. The basic rules of procedural fairness require: a person's right to be heard and to comment on allegations made against them; that an investigator make reasonable inquiry into matters in dispute; grievances and steps of the investigation process are properly documented; the person responsible for determining the grievance acts impartially and without actual, potential or perceived conflict of interest; and any decision is supported by the available evidence and accompanied by reasons.
Racism	Conduct that discriminates against, harasses, vilifies or otherwise disadvantages a person or group on the basis of race, colour, descent, national or ethnic origin, or a related racial or cultural identity.
Religious vilification	Conduct that vilifies a person or group because of their religion, religious belief, religious activity or perceived religion, including conduct prohibited by applicable law or Arc or UNSW policy.
Sport Club	A Club affiliated with, or seeking affiliation with, Arc through Arc Sport.
Victimisation	Adverse treatment of a person because they made, proposed to make, supported or participated in a complaint, report, grievance or investigation, or exercised a right under an applicable policy or law.
Welfare Officer	For a General Club, this is the Executive member holding the Welfare Officer function required by the Arc Clubs Affiliation and Operations Procedure. For a Sport Club, this is the Club's Grievance Officer, who performs the Welfare Officer function required by this Procedure.

Accountabilities	
Responsible Officer	Director of Student Engagement
Contact Officer	Clubs Manager and Sport Manager, as applicable
Supporting Information	
Legislative Compliance	Work Health and Safety Act 2011 (NSW) Work Health and Safety Regulation 2025 (NSW) Anti-Discrimination Act 1977 (NSW) Sex Discrimination Act 1984 (Cth) Racial Discrimination Act 1975 (Cth) Disability Discrimination Act 1992 (Cth) Age Discrimination Act 2004 (Cth) Privacy Act 1988 (Cth) Liquor Act 2007 (NSW) Child Protection (Working with Children) Act 2012 (NSW)
Supporting Documents	Arc Clubs Policy Arc Clubs Affiliation Agreement 2027 Arc Sport Clubs Affiliation Agreement 2027 Arc Clubs Affiliation and Operations Procedure Arc Sport Clubs Affiliation and Operations Procedure

Related Documents	Arc Clubs Handbook Arc Club Incident Report Form Arc Clubs Model Constitution Arc Membership Terms and Conditions Other relevant Arc and UNSW policies and procedures, including the UNSW Code of Conduct and Values and UNSW Campus Policy			
	Superseded Documents			
Arc Clubs Policy & Procedures v30 - 15 March 2026, relevant Affiliation and Operations provisions, subject to confirmation by Arc.				
Revision History				
Version	Approved by	Approval date	Effective date	Sections modified
V1	Director of Student Engagement	1 October 2026	1 October 2026	Whole document - updated and reconciled as part of the Arc Clubs Governance Framework review, including General Club and Sport Club applicability, client review feedback and current framework alignment.

Appendix A – Club Grievance Resolution Procedure Template

Note: This template is provided as guidance only. Clubs may adopt this template, adapt it to suit their circumstances, or develop their own grievance resolution procedure, provided it is consistent with the minimum requirements of the Arc Clubs Conduct, Complaints and Compliance Procedure and any other requirements specified by Arc.

Terms used in this template are to be interpreted consistently with the Definitions and Acronyms section of the Arc Clubs Conduct, Complaints and Compliance Procedure.

Application to General Clubs and Sport Clubs

For General Clubs, references to the Welfare Officer mean the Executive member responsible for that function.

For Sport Clubs, references to the Welfare Officer mean the Club's Grievance Officer, who performs the equivalent function under the Arc Sport Clubs Affiliation and Operations Procedure.

<Club Name> Grievance Resolution Procedure

Purpose

The purpose of this Procedure is to provide a fair, timely and confidential process for managing complaints and grievances arising in connection with the activities of <Club Name>.

<Club Name> encourages individuals to raise concerns as early as possible so that they may be addressed promptly and, where appropriate, resolved through informal discussion.

Where informal resolution is unsuccessful, or where it is not safe or appropriate having regard to the nature of the matter, concerns may be managed through the formal grievance resolution process.

<Club Name> is committed to managing grievances in a manner that is impartial, respectful, procedurally fair and proportionate. Grievances will be managed as confidentially as reasonably practicable, having regard to the need to properly assess, investigate and resolve the matter.

Scope

This Procedure applies to grievances arising in connection with the activities of <Club Name>, including grievances involving Club members, Executive members, current UNSW students, staff and other participants involved in Club activities where appropriate.

This Procedure cannot anticipate every circumstance that may arise. In administering this Procedure, <Club Name> Executives should have regard to the nature of the grievance, the principles of procedural fairness, and the purpose of this Procedure when determining an appropriate course of action.

This Procedure is not intended to deal with:

- Disputes relating to matters beyond the control of <Club Name> e.g. inappropriate behaviour of attendees at an event near an activity run by <Club Name>;
- Personal disputes where none of the parties involved are acting on behalf of <Club Name>;
- Grievances and complaints concerning incidents that are not Notifiable Incidents and that occurred more than three (3) months before the grievance was raised, where no reasonable explanation for the delay has been provided to the Club or Arc.
- For longer-term or repetitive matters that are not Notifiable Incidents, at least one relevant incident must have occurred within that three-month period, unless there is a reasonable explanation for the delay
- Allegations involving suspected criminal conduct must not be investigated by <Club Name> and must instead be reported to Arc in accordance with the Arc Clubs Conduct, Complaints and Compliance Procedure.
- Matters that are currently being investigated by Arc, UNSW, Police or another appropriate external authority, unless requested or authorised by that authority.

Procedure

The following procedural steps are a guideline of the actions which can be taken once a grievance has been identified. However, <Club Name> Executives should be mindful of the individual circumstances of each case and act appropriately in response to these.

Informal Grievance Resolution

Informal grievance resolution is intended for grievances that are less serious or less complex to resolve. The aim is to find resolution among all parties in a reasonable and timely manner.

Direct Informal Resolution

Where it is safe and appropriate, a complainant may seek to resolve a grievance directly with the person involved through respectful discussion. Participation in direct informal resolution is voluntary and no person should feel pressured to resolve a grievance in this way.

The purpose of direct informal resolution is to resolve concerns early, maintain respectful relationships where appropriate, and prevent unnecessary escalation of disputes. All parties are expected to communicate honestly, respectfully and constructively throughout the process.

Behaviour that is intimidating, aggressive, abusive or retaliatory is not acceptable.

Direct informal resolution must not be used where the grievance involves gender-based violence, suspected criminal conduct, a risk to the safety or wellbeing of any person, or other serious misconduct that may require formal investigation or disciplinary action.

These matters must be reported to Arc in accordance with the Arc Clubs Conduct, Complaints and Compliance Procedure. An affected person may also report directly to UNSW through the UNSW gender-based violence reporting portal or another applicable UNSW reporting or complaints channel, and may report to Police or another appropriate authority. The Club's obligation to report to Arc does not prevent or replace those reporting options.

Other Informal Resolution Options

Informal grievance mechanisms may also include:

- <Club Name> Executives attempting to resolve the grievance through informal discussions with the complainant and the respondent;
- Internal mediation between parties;
- Facilitated discussions or other appropriate informal resolution processes agreed to by the parties.

Formal Grievance Resolution

Where a grievance cannot be resolved through direct informal resolution, or where direct informal resolution is not safe, appropriate or reasonably practicable, the grievance should be reported to the Welfare Officer of <Club Name>.

If the Welfare Officer is unavailable, has an actual, potential or perceived conflict of interest, or is the subject of the grievance, the grievance should be referred to another impartial Executive member appointed to manage the matter.

Once a grievance has been raised with the Welfare Officer, the Welfare Officer will determine how the grievance should be handled having regard to the steps set out below, or may take another reasonable and proportionate course of action that is consistent with the purpose of this Procedure and the principles of procedural fairness. This may include determining whether another more appropriate policy or procedure should be followed, such as the UNSW Code of Conduct and Values or Complaints Management and Investigations Policy and Procedure, and whether any investigation needs to be conducted.

The Welfare Officer will manage the grievance process and, where authorised under the Club Constitution or this Procedure, may determine the outcome of the grievance. Where the Welfare Officer does not have authority to determine the outcome, they will provide findings and recommendations to the appropriate decision-maker within the Club. Where approval or agreement from the <Club Name> Executive is required, the Welfare Officer will make a recommendation to the Executive on how the grievance should be resolved. Where a decision is required from the Executive, any actual, potential or perceived conflicts of interest must be considered and reasonable steps taken to ensure an impartial decision.

The Welfare Officer will communicate the outcome to all those involved.

Making a Formal Grievance

When making a formal grievance, the complainant should provide as much relevant information as reasonably practicable, including where available:

- a description of the grievance;
- the names of the people involved, if known;
- relevant dates, times and locations, where known;
- any supporting documents or other available evidence; and
- the outcome they are seeking, if they wish to identify one.

The Welfare Officer should request that the grievance be provided in writing as soon as reasonably practicable. Where appropriate, the Welfare Officer may assist the complainant to document the grievance or accept a written record prepared from information provided by the complainant.

Nothing in this Procedure prevents the Welfare Officer from taking immediate steps to manage risks to safety, preserve evidence, or refer the matter to Arc where circumstances require urgent action.

Initial Steps

The Welfare Officer will follow up with the complainant within five (5) working days of the complaint being made, or as soon as practicable given the circumstances. The follow-up may occur in person or by another appropriate means, having regard to the preferences of the parties, the nature of the grievance and the circumstances. The purpose of this follow-up includes:

- determining the extent of the grievance and the desired outcome;
- advising the complainant of this Procedure, including requesting that the grievance be set out in writing if it has not already been documented;
- ascertaining the steps required to deal with and resolve the grievance, including whether the Welfare Officer is the appropriate person to manage the matter having regard to any actual, potential or perceived conflict of interest, their ability to act impartially and whether they are appropriately placed to manage the grievance.

If the Welfare Officer is unable to manage the grievance impartially or appropriately, the matter must be referred to another impartial Executive member or other authorised person in accordance with this Procedure.

Referral to Arc

The Welfare Officer may seek advice from Arc at any stage of the grievance process. Where the Welfare Officer reasonably considers that the matter exceeds the Club's authority, raises significant governance, safety or compliance concerns, or otherwise falls within the reporting requirements of the Arc Clubs Conduct, Complaints and Compliance Procedure, the matter should be referred to Arc as soon as reasonably practicable. If it is not appropriate for the <Club Name> Executive to handle the grievance, the Welfare Officer will refer the grievance to Arc in writing.

Investigation

Where the Welfare Officer determines that further investigation is required, the investigation should be conducted fairly, impartially and proportionately for the purpose of establishing the relevant facts and determining, on the balance of probabilities, whether the grievance is substantiated. The following steps may be undertaken as appropriate:

- Interviews of relevant parties may be conducted;
- Individuals who are alleged to have caused the grievance will be notified of the allegations made against them and provided with sufficient information to prepare a response;
- The person responding to the grievance will be given an opportunity to respond to the allegations and reasonable time to prepare that response;
- All relevant information, documentation and evidence will be considered by the Welfare Officer when making a finding or recommendation.

The Welfare Officer will explain to the complainant that procedural fairness may require relevant allegations and supporting information to be disclosed to the respondent to enable them to understand and respond to the matters raised.

Where a complainant does not wish relevant information to be disclosed, the Welfare Officer will discuss whether the matter can be managed in another appropriate way. If procedural fairness cannot be afforded without disclosing the relevant information, the Welfare Officer may determine that the grievance cannot proceed through the formal investigation process.

Nothing in this section prevents the Welfare Officer from referring the matter to Arc where required under the Arc Clubs Conduct, Complaints and Compliance Procedure.

Where an investigation relates solely to identifying opportunities to improve Club policies, procedures or practices, and no findings are proposed in relation to the conduct of any identifiable individual, the Welfare Officer may determine that it is unnecessary to involve or notify individuals. This does not limit the obligation to provide procedural fairness where findings may adversely affect an individual.

The Welfare Officer may delay notifying a person involved in the investigation where they reasonably consider that immediate notification would create a risk to the safety or wellbeing of a person, prejudice the integrity of the investigation, or compromise the preservation of relevant evidence. Notification should occur as soon as those reasons no longer apply.

The Welfare Officer should keep the complainant and respondent reasonably informed of the progress of the grievance, including any significant delays, while taking reasonable steps to protect confidentiality, procedural fairness and the integrity of the investigation.

Before any finding or disciplinary outcome is made in relation to an identifiable individual, that individual must be provided with adequate notice of the allegations, sufficient information to understand the matters being considered, and a reasonable opportunity to respond.

Procedural Fairness

Any person involved in an investigation will be afforded the following:

- Adequate notice of any investigation or meeting, being at least five (5) working days wherever reasonably practicable, unless an earlier meeting is agreed by the affected person or is reasonably required to address an immediate safety risk;
- Meetings held in a reasonable location, for example a reasonably private and easily accessible location;
- Information about the allegations, relevant facts and evidence;
- Time to consider their response, being at least five (5) working days wherever reasonably practicable;
- An opportunity to respond to allegations;
- A fair and reasonable inquiry into the matters in dispute;
- An opportunity to have a support person present at any meeting, provided the support person does not unreasonably disrupt or interfere with the grievance process; and
- A right of appeal.

Complainants should not be involved in deciding the outcome of a grievance or disciplinary action taken. The Welfare Officer acts as an impartial third party and decides on an outcome based on the evidence and information provided.

Record Keeping

The Welfare Officer should maintain accurate written records of all material steps taken during the grievance process, including meetings, correspondence, evidence considered and decisions made. These records may be provided to Arc, UNSW, Police or another lawful authority where reasonably required or authorised by law. Records must be kept secure and confidential. An investigation summary should record the actions taken by the Welfare Officer or <Club Name> to resolve the grievance, the outcome and the reasons for any final decision.

<Club Name> must provide a secure email address or other secure communication method for managing grievances. Access to grievance records and correspondence must be limited to the Welfare Officer or nominated grievance

handler and any other person who genuinely requires access to perform their role, having regard to confidentiality, procedural fairness and any actual, potential or perceived conflicts of interest.

Victimisation

<Club Name> may report conduct arising from or connected with a complaint to UNSW where it falls outside the Club's authority or may breach the UNSW Code of Conduct and Values. This particularly includes victimisation or retaliation against a person for raising, supporting or participating in a grievance, or knowingly making a false, malicious or vexatious complaint. A complaint that is not substantiated, of itself, does not mean that it was false, malicious or vexatious.

Unreasonable Behaviour

All parties involved in the grievance process are expected to behave respectfully and constructively. <Club Name> will not tolerate unreasonable behaviour towards the Welfare Officer or any other person participating in the grievance process. Unreasonable behaviour may include:

- Offensive and disrespectful conduct;
- Using threatening or coercive means to manipulate the actions of the Welfare Officer;
- Being difficult during the resolution process;
- Harassing the Welfare Officer either during the grievance process or after the grievance has been closed;
- Making unreasonable demands.

Confidentiality and Discretion

<Club Name> expects all persons involved in a process under this Procedure to maintain confidentiality in relation to the identity of the persons involved and the incident or conduct giving rise to the grievance. Where a matter is reported to Arc, UNSW, Police or another appropriate authority, the Welfare Officer should, where reasonably practicable, inform the complainant before the report is made. Personal information should only be disclosed to the extent reasonably necessary to make the report or as otherwise required or authorised by law. Where the complainant requests de-identification, the report should be de-identified where reasonably practicable unless identification is reasonably necessary for safety or procedural fairness, is reasonably necessary to enable the matter to be properly investigated or is required or authorised by law. Where identification is reasonably necessary to enable an investigation, the complainant should, where reasonably practicable, be informed before identifying information is disclosed.

If the Welfare Officer reasonably considers that it is not appropriate to notify the complainant before reporting to Arc, UNSW or Police, notification may be withheld, but the Welfare Officer must inform the organisation receiving the report that the complainant was not notified before the report was made.

Any breaches of confidentiality will be taken seriously and may result in a complaint being lodged with UNSW as well as disciplinary action taken by Arc.

Disciplinary Action

Disciplinary action may only be taken by <Club Name> after following the formal grievance procedure and where justified by sufficient evidence. Disciplinary action may include:

- Formal warning;
- Ban from Club events;
- Removal of a member;
- Revocation of responsibilities or authority to run Club activities.

Penalties should only be issued when appropriate and must be proportionate to the severity of the misconduct. Any penalties issued must be put in writing to the member along with reasons. Any removal of a member or Executive member must be carried out in accordance with the Club Constitution and any applicable internal grievance or disciplinary procedures.

Appeal / Review of Decisions

A person who is dissatisfied with the way a formal grievance has been handled or with the decision reached may request an internal review by the <Club President>, or another appropriate <Club Name> Executive member if the <Club President> was involved in the grievance or its handling. The appeal must be submitted within ten (10) working days of receiving notification of the outcome and must specify the grounds of appeal and any supporting information. Once notified, the <Club President> or other appropriate Executive member will appoint two other Club Executive members who were not involved in the original decision, wherever reasonably practicable, and who are free from any actual, potential or perceived conflict of interest. Together they will review the procedure followed and the outcome issued, and make <Club Name>'s final determination on the appeal. The person who made the appeal will be notified of the outcome and reasons.

Matters that fall outside the scope or authority of <Club Name> may be referred to Arc, UNSW or another appropriate process or authority, as relevant.