

Info Sheet: Navigating Grievances & Incidents

Clubs Spaces should be safe and inclusive for all UNSW students. Yet, situations may arise that can lead to grievances or incidents. Understanding how to navigate these situations is integral to ensuring the safety and security of your Club members. It's important your Executives have a clear procedure to utilise if a complaint or grievance is raised, in the hopes of achieving a positive outcome.

This info sheet will provide you with guidance on how to deal with any complaints or grievances that your Club receives, and how to make your Club a more inclusive space.

Contents:

1. Wellbeing and Inclusivity	2
Inclusivity in Club Spaces	2
Inclusivity in Online Club Spaces	3
Understanding Discrimination	4
Types of Discrimination	5
Responding to Reports of Discrimination	6
2. Complaints, Grievances and Incidents in Club Spaces	7
Managing Conflicts in Clubs	7
Responsible person/s (Generally Welfare Officers)	8
Knowledge and Qualities for Proxies to Welfare Officers	9
Role of Proxies to Welfare Officers	10
Defining types of disputes	11
Internal Conflicts	11
External Conflicts	12
Understanding Conflict of Interest	12
3. Navigating Complaints and Grievances	13
Ways to Resolve Conflict	14
Post-Review Outcomes	16
Managing Member Expectations	18

Grievance Resolution Policy & Procedures	18
4. Arc Intervention.....	19
Dispute Resolution Assistance	20
Tiered Compliance Structure	21
Tier 1 – Minor Breach.....	21
Tier 2 – Moderate or Repeated Non-Compliance	21
Tier 3 – Serious Misconduct	22
Interim Measures.....	23
Suspension	23
Disaffiliation.....	24
Repeated Breaches	24
Arc and UNSW resources	24
5. Reporting Incidents	25
Incident Response Team	26

1. Wellbeing and Inclusivity

Every person at UNSW deserves to participate in the range of activities and opportunities offered by Clubs without fear of bullying, harassment, or discrimination. Arc is committed to ensuring this. To effectively navigate interpersonal relationships in Club spaces, it's important for Club Executives to understand how to create a safe environment in their Club, and how to respond to complaints, grievances and incidents.

Inclusivity in Club Spaces

A way to develop a safe and secure environment for your Club executives and members, is to ensure your Club's activities and events are inclusive, and that your Club uses inclusive language.

There are many benefits to ensuring your Club is inclusive, including:

1. Diverse teams are more efficient.
2. Access to greater degrees of perspectives.

3. Allows people to feel included and valued, which will help achieve most Club's objectives.
4. A greater mix of people = greater mix of ideas, experience, and skills.

There are a few simple ways you can increase inclusion within your Club:

1. Acknowledge the Traditional Custodians of the lands at the beginning of meetings and events.
2. Ensure events do not clash with cultural holidays which would exclude people from attending.
3. Consider accessibility within your Club. For example:
 - a. Do our events have wheelchair accessibility options?
 - b. Can we provide transport options to and from events?
 - c. What special considerations are available for those with reading impairments who apply for a Club Executive position?
 - d. Provide special consideration for individuals with English as a Second Language who submit a written application to become a Club Executive.
 - e. Use clear language and avoid slang that may be difficult to understand by all students.
4. Review our inclusive events checklist [here](#).

These simple ways are not exhaustive and depend on the context of your Club.

Inclusivity in Online Club Spaces

Club Executives take on a moderation role in their online communities. Their job is to signpost to and steward members towards the culture they want to set within their online community. An activity that occurs online has very similar requirements to a standard event that a Club would run. The behaviours expected of a member online is very similar to the behaviour expected of them at any in-person activities of the club, including adhering to UNSW student conduct policies. Any online space operated by a club (Discord servers, WeChat, WhatsApp group) needs active moderation from the club.

Due to the anonymous nature of online interaction, there are some additional guidelines that we recommend your Club follows to create a positive, inclusive, and welcoming place for your Club members to be involved.

- All content must follow the UNSW Code of Conduct.

- There should be guidelines specifying what constitutes appropriate/inappropriate behaviour. These guidelines should be easily accessible to users and include relevant constitutional information on grievance resolution for users to raise complaints about content (posted by your Club or other users).
- Your Club should keep records of any correspondence about any content that is removed, or any complaints and warnings given to individuals. This is in line with your obligations as community moderators under e-safety legislation.
- For anything that involves an account and/or membership that does not use real identities (e.g. Discord, multiplayer games, forums) all users should be verified by the executive team. This could involve linking the online accounts to the person's name, email address and student ID.
 - This information should be kept secure and up to date - as it is personal information, only the current executive team should have access to it. Old information should be deleted, and any ex-members may request to have their details removed from club records.
- If your community/activity involves people that are not UNSW students, then you should still verify them with the following:
 - Full name
 - Personal contact information (E-mail AND phone number)
 - Anyone who has not been verified or is unwilling to link their online account to their zID (or in the case of non-UNSW students, not willing to provide personal contact information) should not be permitted to interact in your Club's online community (but could be able to read anything members have posted).

If your Club is going to conduct a substantial number of interactions with members online or facilitates a substantial number of members interacting with each other online, we strongly recommend that you implement changes that meet or exceed the above guidelines. If you are unsure what steps are best to take for your Club, contact Arc Clubs.

Understanding Discrimination

Discrimination is treating someone unfavourably due to a personal characteristic protected by the law. In Australia, it is unlawful to treat someone unfairly based on protected attributes including age, disability, race, sex, intersex status, gender identity, sexual orientation, ethnic or ethno-religious background and political conviction. This

applies to certain areas of public life, including in the context of university life and Clubs events.

Australia's federal anti-discrimination laws are contained in the following legislation:

- Age Discrimination Act 2004
- Disability Discrimination Act 1992
- Racial Discrimination Act 1975
- Sex Discrimination Act 1984

The [Student Code of Conduct](#) sets out what that University expects from students. Behaviour that is discriminatory is considered a breach of the Student Code. As such, the University may take disciplinary action in accordance with the [Student Misconduct Procedures](#).

Types of Discrimination

1. **Direct discrimination** is when someone is treated unfavourably because of a characteristic, compared to someone who does not have that characteristic, in the same or similar circumstance.
 - For example, it is direct discrimination to prohibit someone to run for a Club Executive position within a Cultural Club on the basis that they are not of that culture.
2. **Indirect discrimination** is when there is a requirement or rule applied equally to everyone but in effect disadvantages certain individuals over others.
 - An example of this would be hosting an event in a public building that is only accessible by a set of stairs because people who use wheelchairs would be unable to enter.
3. A **microaggression** is a casual snub through words or acts that communicate derogatory messages to people from a disadvantaged or minority group. They can be either direct or indirect and can often have damaging effects on the receiver.
 - Examples include:
 - That's so gay
 - Wow I didn't expect your English to be good
 - You're good looking for a _____
 - Where are you from? ... No really, where are you from?
 - So, who wears the pants in the relationship?

The most common response by someone observing a microaggression is not responding at all. Silence or laughing it off can communicate tacit approval which in turn encourages this kind of behaviour. It is therefore important to catch it out when it occurs and respond appropriately.

Responding to Reports of Discrimination

As a Club Executive, you automatically become the first point of contact for your members when things go south in Club-related events. Someone may come to you if they feel excluded or discriminated against, and you will need to assess the situation and approach it appropriately.

1. The first action to take is to intervene as a by-stander if you witness discriminatory behaviour at a Club event. This normally works with microaggression discrimination and catching it while it develops stops it in its track before it escalates. This also lets the offender/s know that their action was inappropriate and that no one supports discriminatory behaviour at the event and will hopefully discourage them from taking it further.
2. Should the discrimination come from an internal source (Club member or Executive) that is manageable by the Executives, this should be the first point of contact. You might need to sit down with the offender to discuss the behaviour – they might not have considered what they said to be discrimination and most of the time a civil discussion can result in an apology and a more educated member of the community.
3. If the issue arises at the fault of an external party (other members of the UNSW community including UNSW departments, other Clubs or students) and it is easily reconcilable, Club Executives should seek to speak to the offending party and discuss the behaviour.

However, should the situation be one that leads to adverse harm to the victim/s, i.e. physical harm, long term mental or emotional damage, Club Executives should let the Arc Clubs team know via email. Complaints to UNSW can be made through the [Student Complaints portal](#). Clubs can also speak to [Arc Legal & Advocacy](#) for further advice if the incident is one that your Club may be legally responsible for.

Your priority in violent situations is the safety of the victim, bystanders, and yourself. If a physically violent situation presents itself and you are on campus, you may call campus security for assistance. If you are off campus, consider calling emergency services for

assistance. Follow up the incident after by submitting a formal complaint to both Arc and UNSW.

2. Complaints, Grievances and Incidents in Club Spaces

Any Club member, Arc member or member of the UNSW community may make complaints about an Arc-affiliated Club. A club member can make a complaint or signal a Grievance with the Arc Clubs team. Complaints can be made in writing to Arc Clubs via email, or through the [Arc Complaints portal](#).

Those involved are encouraged to work together informally to resolve grievances, but where that's just not possible, complaints can be referred to Arc for action. That action may be in the form of mediation, investigation or (in some cases) dismissal of the complaint.

Arc won't get involved in disagreements over the general running of the Club or clashes of personality (i.e. the dispute is between individual Club members, or between a member and an Executive, where the Executive is not acting on behalf of the Club), but Arc can intervene where the Club (through its Executive team) is not following Club Procedures.

Managing Conflicts in Clubs

One of the biggest challenges for a Club and its Executives can be facing conflicts, which can be internal or external.

1. Involved parties should first attempt to sort out the matter amongst themselves where possible and appropriate as formal grievances may potentially have detrimental effects.
2. If other options have been exhausted and one or both parties wish to raise a formal grievance (or where at least one of the parties does not feel comfortable addressing the grievance with the other parties), then the Club's Welfare Officer/equivalent executive is tasked with receiving official reports of grievances.
3. An executive member with grievance responsibilities is to receive and handle formal grievances (as specified in your Club's constitution).
4. If this is not practicable or appropriate, another member of your Clubs' Executive will act as the Welfare Officer on the complaint/grievance, excluding the President. This role is responsible for maintenance and review of policies & procedures of the Club.

Any Club member or person who has interacted with the Club is able to report a grievance, however, not all grievances will be the responsibility of the Welfare Officer to handle. Student Welfare Officers are not trained in responding to sexual crimes or other serious crimes and therefore are not expected to respond to allegations of this severity.

Responsible person/s (Generally Welfare Officers)

When Club members are collaborating, or at Club events, it is important to assign responsibility for resolving grievances to an individual or a small group of individuals. Ideally this person should always be the Welfare Officer, but they may be accompanied by or proxied to another relevant executive.

To make this effective, it is essential that the relevant Club members know who the Welfare Officer & other responsible person/s are for each situation. Information can be provided during Club training, at the first Executive/portfolio meetings, included in event marketing, or their contact details listed on your Club's social media, website, or your Club's profile on Rubric.

The responsible person/s may also differ from situation to situation. For example:

- Individual Vice-Presidents may oversee grievances within their portfolio, or if a member of their portfolio has a disagreement with a member of another portfolio;
- The Event Organiser may oversee grievances at that event (or nominate someone else to do so if they are not attending);
- The Secretary (or other Executive) may be the first point of contact if a general Club member has a grievance against any other member of the Club.
- A Welfare Officer proxy or the Event Safety Officer for an event, may be the first point of contact if the Welfare Officer isn't present at an event.

It is beneficial to have a chain of responsible persons. For example, if the responsible person is directly involved in the grievance or is unable to resolve the conflict with the resources provided, the next person in the chain becomes the responsible person. For an event, the chain progression may be the Event Organiser then Welfare Officer.

The Welfare Officer responsibilities that will assist in managing conflicts include:

- Acting in a fair, ethical, and confidential manner.
- Receiving club-related complaints and grievances.

- Investigate (where necessary) grievances and resolve or make recommendations to the Club Executive on the resolution of grievances.

► See **Info Sheet: How to be a Good Executive** for more details on the expectations of the Welfare Officer.

Knowledge and Qualities for Proxies to Welfare Officers

There are several factors to consider when deciding who should be responsible for dealing with disagreements or conflicts. These relate to both the position and authority of the individual within the Club, as well as their personal qualities.

- **Authority:** the responsible person should have the appropriate level of authority within the Club to take steps to resolve disagreements.
 - For example, the Welfare Officer is generally the most appropriate person to deal with disagreements within or involving the Executive team but may need the support of the Secretary & President.
- **Presence:** the responsible person should be in a position where they can understand the disagreement and can address it promptly if necessary. This may involve nominating specific persons to be responsible at specific events.
 - For example, appointing the Treasurer to be the responsible person for disagreements within the Marketing Subcommittee would not be ideal but appointing a Vice President for Marketing with the support of the Welfare Officer may be.
- **Impartiality:** the responsible person should be able to remain, as much as possible, an objective perspective. This does not mean that anyone with an interest in the matter cannot be the responsible person but that they should be able to fairly evaluate and understand all sides of a disagreement without bias.
 - For example, the Vice-President of a portfolio may be actively involved with that portfolio but could still be responsible for dispute resolution.
- **Empathy and respect:** the responsible person should be capable of respecting individuals involved in the disagreement and be capable of empathising with those involved, even if they do not agree with them.
 - This is particularly important for conflicts that have a personal element (as opposed to, for example, issues regarding performance of duties).

Keep in mind that these factors are not requirements, just ideal characteristics, and an individual can still be a responsible person in specific situations without possessing all the above qualities.

Role of Proxies to Welfare Officers

If you choose to nominate an individual to be responsible for managing disputes within the Club beyond the Welfare Officer, it is important that their role and associated responsibilities are clearly defined.

- **Being a first point of contact:** The responsible person should generally be the first person, external to the disagreement, who is contacted. This is important to prevent conflict from escalating and to avoid the spread of misinformation.
- **Understanding both sides of a disagreement:** The responsible person should try to understand both sides of a dispute. This may involve reaching out to individuals, as it cannot be assumed that both sides of a dispute will contact the responsible person and may involve seeking information from third parties where relevant, or obtaining copies of emails, Facebook messages, or other communications.
- **Collect information in writing:** The responsible person should, where possible, communicate with the involved parties in writing, and keep a record of any conversations they may have as it is important to be able to refer to written records if individuals disagree with the actions or outcome of the resolution process.
- **Keeping information confidential:** The responsible person may receive personal or private information in the resolution process. They should, where possible, keep that information confidential. Sometimes it may be necessary to share information with others (for example, in a conflict between Subcommittee members, the Executive may need to know the details of the conflict to determine what action to take).
- **Determining what steps to take to resolve the disagreement:** The responsible person should be able to determine, based on their knowledge of the disagreement, the appropriate steps to resolve it.
- **Escalating to Arc or UNSW:** The responsible person should work with Welfare Officers and understand Arc procedures around complaints & investigations. This includes knowing when a matter should be reported to Arc or another department of UNSW; including Gendered Violence Response Team @ Safer Communities, Psychology & Wellness, Conduct & Integrity etc.

Defining types of disputes

It is helpful to set basic guidelines for disputes that would involve a responsible person as opposed to when disagreeing parties should resolve it between themselves. Some examples of disputes that you may wish to bring to the responsible person include grievances that:

- Have the potential to damage long-term working relationships;
- Will significantly impact the Club's members if they are not resolved.
 - For example, if an event is cancelled;
- Relate to someone not performing their core duties.
 - For example, if an Executive is missing meetings or not completing assigned tasks;
- Could be classified as bullying or harassment.
 - For example, intimidation or threats.

You may also wish to specify types of disagreements that should not be brought to the responsible person, such as minor disagreements or inconsequential failures to perform a task.

Internal Conflicts

Being involved in a Club can have its fair share of challenges, and when working with others, there is the possibility that conflict may arise. Internal conflicts can be between two (2) Executives or a group of Executives. It can also be between a Club member with a Club Executive or another Club member. A significant number of conflicts are due to miscommunication.

Examples of internal conflict, and how to resolve it include:

- For example, disagreements regarding the long-term direction of the Club, financial management, or disagreements between members. While Arc can assist in certain circumstances, Clubs should first attempt to address matters internally.
- The best and easiest way to approach a conflict is to talk to the person/people personally and try to figure out and resolve the issue early on. Talking to the individual/s also helps as they may not be aware that there is an issue.

- You may also choose to implement democratic processes to make group decisions fairly and have a process for record keeping on assigned tasks and decisions to ensure accountability. Having a working spreadsheet to break down roles and responsibilities clearly can create a chain of responsibility for tasks & can be a space to reflect on task progress.
- If dispute resolution is unsuccessful, and all Welfare Officer avenues have been exhausted, Executives can get in touch with the Arc Clubs team. Depending on the nature of the conflict, the Clubs team may give advice on a mediation process for the parties or another appropriate course of action.

External Conflicts

External conflicts can be between the Club and external parties (sponsors, venues management, UNSW departments, other Clubs). These kinds of conflicts can be due to non-fulfillment of contracts on either side.

To avoid such conflicts, it is strongly recommended that Clubs talk to the Arc Clubs team before signing contracts involving large sums of money. Likewise, if a conflict occurs with any external parties, Clubs should get in touch with the Clubs team for any advice before taking any action or before the situation escalates.

If you need general advice or help with a particular issue (e.g. there's a section of a contract that you don't understand, or a sponsor is threatening legal action), you can contact the Arc Clubs team or Arc's Legal & Advocacy team.

► See [Info Sheet: Risk & Compliance](#) for more details on signing contracts and club's legal responsibilities.

► See [Info Sheet: Marketing](#) for more details on maintaining relationships with external parties.

Understanding Conflict of Interest

A conflict of interest is a circumstance or factor that makes someone a potentially biased party who can have an interest in the outcome of a decision going one way or another. Whether you are a Welfare Officer, responsible person, or proxy to welfare officers, recognising conflicts of interest, declaring them & clarifying what you are doing to ensure impartiality is essential for investigations. Sometimes, this looks like deciding that you should not be involved in the investigation and decision-making process.

If you are directly involved in a report (either as the reporter or part of the activities described in the report), you MUST remove yourself from proceedings and instead another non-conflicted Executive member should handle the grievance & seek guidance from Arc in doing so.

You might also be conflicted if a close friend or someone you have had disagreements with in the past is involved in the report either as the reporter or part of the activities described in the report.

You should responsibly use your discretion to decide if you are too conflicted to be involved in investigation or decision making. If there is any confusion about conflict of interest, seek guidance from Arc.

3. Navigating Complaints and Grievances

When you receive a grievance, you are required to determine whether that report is within your scope to handle and what form of action should be taken following that report. Some general considerations include:

- Any minor conflicts that can't be managed through conversations and agreement should be escalated to Arc for support and guidance.
- When investigating grievances, you should generally interview the parties involved to get all sides of the story (if appropriate). From these interviews you should use your discretion to ascertain the required action. These actions should be documented in detail & kept securely.
- Any major conflict within the executive team & any egregious member misconduct should also be reported to Arc.

You may escalate ANY grievance you receive to Arc; however, the following are some examples of those you might wish to attempt to investigate and resolve yourself:

- My contributions are being ignored;
- Not enough women are engaging in our Club, what can be done;
- There is a culture of all the work being lumped on one person;
- Someone has posted inappropriate content on a public or private communication channel;
- I am being misgendered by members of this Club;
- People in this Club are making 'jokes' at the expense of my ethnic identity;

- People are not respecting that I need adjustments to my workload due to disability;
- I feel that because I'm not in the 'in' crowd of this Club, I am not being valued as highly.

This is not an exhaustive list of the grievances you might wish to investigate as a Welfare Officer; there are a wide variety of grievances you could be asked to address. If you are unsure if you should investigate a grievance or complaint, seek guidance from the Arc Clubs team.

Comparatively, if you receive a grievance of the following description, you do not need to investigate:

Type of Grievance	Why you do not need to investigate
I don't believe that a person of that political belief should be on the Executive of this Club	Anti-discrimination policies require that any person is given the opportunity to be a part of Arc Clubs regardless of their political belief, unless their speech becomes unlawful e.g. hate speech.
Accusation of sexual assault by a member of the Club	While you can provide support to the survivor, you are not trained in handling an allegation of this magnitude. You should report this incident to UNSW / police if the survivor is comfortable. Inform Arc so that we can lend support as needed.
At a party off campus a Club member spoke to me rudely	This is a minor incident and occurred when neither party was representing the Club in any capacity.
<i>You are not required to investigate every grievance. If a complainant indicates at any stage that they do not wish to proceed with a formal complaint or investigation, you can respect their wishes where appropriate. Sometimes members simply want someone to listen, discuss their concerns, or help them explore available support options. In these situations, you can provide wellbeing support, information, and guidance without necessarily progressing the matter to a formal investigation or escalation, unless there are obligations relating to safety, policy, or misconduct that require further action.</i>	

Ways to Resolve Conflict

Knowing what steps can be taken in response to disagreements will make the resolution process more predictable and accessible and will ensure a degree of consistency in resolving them. Depending on the scope of the dispute as well as the level at which it arises and who the responsible person is, you may choose to respond in one of the following ways:

1. Executive decision

When disputes fall within the scope of a single portfolio, the Executive-in-charge may be able to make a decision regarding the disagreement. If the dispute encompasses several portfolios, then the Executive team may make the decision together.

While this is likely to resolve the specific incident and may be useful for situations where groups of individuals have a disagreement, there may still be underlying issues that need to be resolved.

2. Mediation and arbitration

In situations where it is important to preserve the working relationship between the disagreeing parties (such as between Executive members), mediation may be appropriate. This involves bringing the disagreeing parties together in the presence of a neutral third party (usually the Welfare Officer) who listens to both sides of the disagreement and facilitates discussion.

The mediator's role is to ensure the disagreeing parties can convey their views in a respectful and fair manner without escalating the dispute. They should have a good knowledge of the dispute and the context in which it occurred. In mediation, it is ultimately up to the individuals involved to agree on a solution & often compromise on the solution together.

Similarly, arbitration involves a neutral third party working with the disagreeing parties. However, the disagreeing parties agree to follow the decision of the third party. It is important then that the arbitrator is able to remain unbiased and is trusted by the parties involved (and the Club more broadly) to come to a fair and reasonable agreement.

3. Changing working arrangements

When it is unlikely that the disagreeing parties will be able to resolve their dispute, or when there has been bullying or harassment, it may be necessary that they do not work together again. This can be done in the short term (for one event or activity) or in the long term (over the year or for the duration of their involvement with the Club).

This method is useful when the disagreement is affecting the functioning of the Club or if it is significantly impacting a person's experience within the Club. As such, it should not be the first option considered.

4. Expectation setting and warning

When someone has clearly breached behavioural conduct expectations, but it is their first time & the complaint isn't an egregious one- you may consider a process of warning.

This should be in writing, be clear about what the warning is in relation to and how it is a violation, point to any previously shared relevant information on behavioural expectations and ask that this conduct not be repeated going forward.

Should the warnings not work & there is a clear pattern of repeated behaviour, escalate the complaint to Arc for assistance.

5. Constitutional remedies

When it is not possible to resolve the conflict, or if the conflict is likely highly detrimental to the Club itself, it may be necessary to rely on the Club's Constitution. The Club's Constitution may outline the process by which Club members can be removed from the Club, how Executive positions can be declared vacant, and how committee members can be removed from their role.

While this may resolve the direct consequences of the dispute, there may be several indirect consequences – it may harm the reputation of the Club, or alienate existing and future members, may reduce interest in the Executive or committee roles in the future, or even cause conflicts to escalate further. A decision to pursue a solution using your Club's constitutional provisions should not be made lightly.

Post-Review Outcomes

Following a review, the Welfare Officer either makes a determination of the outcome or submits to the Club Executive their recommended outcome (depending on whether the outcome requires approval/agreement from the Club Executive).

When a decision is reached by the Welfare Officer or the Club Executive, the Welfare Officer communicates the outcome to the involved parties. This can be a daunting prospect but if you seek advice and always seek to do the right thing, you will be fulfilling your role.

The following actions are some potential outcomes of a grievance:

Potentially Relevant Situation	Action
--------------------------------	--------

A grievance regarding bad culture in the Club broadly.	Training modules for the Club Executive (and potentially other students that represent the Club, e.g. student leaders).
A Club member has acted inappropriately in some minor way and shows remorse e.g. Sexist 'jokes', lack of empathy for other Club members etc.	Training for a specific Club member.
A Club has been exposed as having a bad culture with few Executive or general members from minority groups; a Club has had a few incidents of minor sexism, racism etc.	Commitment to improving culture e.g. more minority specific events, introducing an Executive position that focuses on fostering an inclusive culture within the Club.
A Club member has disregarded the input of another member; a Club member has acted inappropriately in some minor way and shows remorse e.g. Sexist 'jokes'.	Warning.
A Club member has received three warnings; a Club member has committed a high-level misconduct e.g. Sexual assault, bullying, intimidation etc.	Removal of member from Club.
An Executive member has been inappropriate in their Club role; an Executive member has not been fulfilling their role and has no relevant excuse; an Executive member has been maliciously disregarding contributions from other members. This would be the same for Subcommittee members and Directors.	Removal from the Club Executive, or Subcommittee.
If a serious misconduct has occurred particularly of a criminal nature e.g. Sexual assault, theft etc.	Report to UNSW / police.
After review, it is found that there is documented evidence that complaint is vexatious (e.g. that this complainant has made similar complaints previously that were investigated and determined to be baseless).	No Action
Please note that the above are just some examples of actions. You can also use more than one of these actions concurrently.	

There is no one grievance procedure or outcome that will be appropriate under every circumstance - you should use your discretion to determine what will work best for your Club and what is fair to those involved.

Managing Member Expectations

Part of this role is accepting that your decisions will not always be well received by all parties. This can be difficult to handle especially when Club members are often also friends.

To ensure that you are fulfilling your role appropriately while also protecting yourself you should:

1. Keep an open mind.
2. Give reasons for how you came to your conclusion.
3. Be open to criticism but firm on the limits of your role (only within a club context).
4. Communicate clear information regarding appeal rights.
5. Seek support when necessary from Arc.

If criticism becomes abuse, you have a right to report this to UNSW, cease responding or respond only through formal channels (i.e email), block contacts, and/or communicate to the individual/s that abuse is not tolerated in your Club and action may be taken against anyone who acts inappropriately.

If you need support handling this aspect of the grievance process, contact Arc Clubs or Arc Legal & Advocacy.

Grievance Resolution Policy & Procedures

An important action that your Club can take to deal with disagreements is to establish a dispute resolution system which outlines a set procedure to follow in the event a dispute arises. It should lay out guidelines for how grievances should be handled, though it does not have to prescribe the actions required to handle every grievance. Arc has minimum requirements for this document and has provided a template that can be used by Clubs [here](#).

If your Club has an existing Grievance Resolution Policy, new executives, particularly the Welfare Officer should familiarise themselves with the policy.

The specific policy established depends on several factors:

- Number of Club Executives and Subcommittee members;
- Type of events and activities run; and
- Club's Constitution. The procedure must be within the scope of the Club's constitution; for example, the Grievance Officer could not be given the power to terminate an individual's Club membership.

If you choose to establish a dispute resolution procedure you may want to have your policy in written form to ensure Club members have access to it and are aware of the procedure in place.

The dispute resolution procedure may have the following steps:

1. Mediation between disagreeing parties; if that fails:
2. Arbitration between disagreeing parties; if that fails:
3. Executive decision; if that fails:
4. Approach Arc for support.

Information and guidance can be taken from the conflict resolution information provided in this document, or you can get in touch with Arc Clubs for further resources to develop your Club's grievance resolution policy and procedures.

4. Arc Intervention

Where, in the opinion of Arc, a Club (or one or more members of its Executive) is not complying with Arc Club's policies and procedures, the Club's Constitution, or any relevant Arc or UNSW policy, Arc may investigate the matter and take appropriate action.

Arc will respond in a manner that is proportionate to the conduct, responsive to identified risks, escalatory where necessary, and consistent with the principles of procedural fairness. In determining an appropriate outcome, Arc may consider:

- The seriousness of the conduct;
- Whether the conduct was intentional, reckless, or negligent;
- The harm caused or risk created;
- Any previous findings or patterns of non-compliance;
- The Club's level of cooperation; and
- Any remedial actions taken to address the issue.

Examples of circumstances in which Arc may intervene include, but are not limited to:

- Failing to uphold the Club's Constitution;
- Breaching members' voting rights;
- Misuse or misappropriation of Club funds or resources;
- Abuse of Executive privileges;
- Failure to comply with Arc directions, procedures, or policies;
- Criminal or illegal activity;
- Breaches of Work Health and Safety requirements;
- Bullying, harassment, discrimination, or hazing;
- Conduct that brings Arc or UNSW into disrepute; or
- Failure to fulfil the fiduciary duty to act in the best interests of the Club.

In applying this framework, Arc will assess conduct and determine the appropriate response in accordance with the tiered compliance structure below. Matters may be escalated between tiers where warranted by the seriousness of the conduct, repeated non-compliance, or failure to comply with prior directions or sanctions.

Dispute Resolution Assistance

Arc recognises that disagreements and disputes can arise within Clubs. While Clubs are expected to maintain their own internal dispute resolution processes, Arc may provide support where appropriate.

Depending on the nature of the dispute, Arc may assist by:

1. **Supervising General Meetings** where conflict is anticipated, particularly where the legitimacy of a meeting, election process, or Executive appointment is contested. In appropriate circumstances, an Arc representative may act as Returning Officer.
2. **Facilitating mediation or arbitration** between parties where an impartial internal facilitator is not available, including disputes involving members of the Executive team.
3. **Providing advice on constitutional interpretation**, including whether proposed actions, remedies, or constitutional amendments are consistent with the Club's Constitution.
4. **Providing general guidance and advice** to Clubs where office bearers are uncertain of the most appropriate course of action, noting that Arc's advice may be limited by the information available.

Where a dispute involves potential misconduct, governance failures, safety concerns, or breaches of Arc or UNSW policies, Arc may determine that the matter should be investigated under the compliance framework rather than addressed solely through dispute resolution processes.

Where required, Arc will perform an investigation and provide a recommended outcome. Arc may issue a formal warning, direction or penalty to a Club. If a penalty is required, it may include but not limited to recommendations to the Club, a formal warning, suspension, or in extreme circumstances disaffiliation of the Club. The complaint could be dismissed if Arc does not have access to information or evidence.

Tiered Compliance Structure

Below is Arc's tiered compliance structure, which is used to determine the best course of action in responding to a complaint or grievance. Clubs may use this tier in their own grievance resolution procedure or take inspiration from this structure.

Tier 1 – Minor Breach

Tier 1 applies to minor administrative breaches that do not involve harm and present minimal safety or reputational risk.

Examples include:

- Administrative non-compliance;
- Late submissions;
- Minor procedural failures.

Outcomes may include:

- A written warning;
- A direction to rectify the issue within a specified timeframe; or
- Targeted training.

Tier 1 findings are recorded. Repeated Tier 1 findings may result in escalation to Tier 2.

Tier 2 – Moderate or Repeated Non-Compliance

Tier 2 applies where;

- There is repeated Tier 1 non-compliance;
- There is moderate misconduct;
- A Club fails to comply with a prior direction, or provide requested information;
- There is a failure to complete mandatory training;
- Conduct presents moderate operational or reputational risk.

Outcomes may include:

- A formal notice of breach;
- Conditional funding approval;
- Event restrictions;
- Mandatory training; or
- Suspension of affiliation privileges.

Tier 2 findings are recorded. Multiple Tier 2 findings may result in escalation to Tier 3.

Tier 3 – Serious Misconduct

Tier 3 applies to serious misconduct. Tier 3 may be applied without prior Tier 1 or Tier 2 findings where seriousness warrants.

Examples include but are not limited to:

- Failing to act per the Club's Constitution and/or breaching members' voting rights;
- Misuse or misappropriation of Club funds or abuse of executive privileges;
- Impersonating another Executive;
- Abuse of executive privileges;
- Repeated failure to follow Arc's directions regarding chalking and/or postering;
- Bullying, harassment, discrimination, or hazing;
- Gender-based Violence;
- Assault or threats of violence;
- Damage to property;
- Serious Work Health & Safety breaches;
- Serious breaches of this document, and other related documents;
- Criminal or illegal activity conducted by the Club;
- Any other conduct bringing Arc or UNSW into serious disrepute;
- Failure to comply with Tier 2 sanctions.

Outcomes may include:

- Interim restrictions;
- Suspension of affiliation;
- Suspension of funding or event approvals;
- Recommendation for removal of Executive members;
- Referral to the UNSW Conduct and Integrity Office; or
- Disaffiliation.

Alcohol-related breaches may be elevated to Tier 3 where:

- Minors are involved;
- Serious injury occurs;
- Sexual misconduct is linked to intoxication;
- Investigations are obstructed; or
- Prior alcohol-related findings.

Interim Measures

Arc may impose interim measures where reasonably necessary to:

- Protect safety;
- Mitigate reputational risk; or
- Prevent interference with an investigation.

Interim measures do not constitute a final finding.

Suspension

Suspension may be imposed as an interim or final outcome.

During suspension, Arc may restrict:

- Funding access;
- Event approvals;
- Use of Arc branding; or
- Access to services or facilities.

Suspension remains until:

- The breach is rectified; or
- The investigation is concluded.

This document is correct as of 04/08/2026

Suspension does not preclude further sanctions following investigation.

Disaffiliation

Arc may disaffiliate a Club where:

- Serious misconduct is substantiated;
- Repeated Tier 2 breaches occur;
- Tier 3 breach warrants termination;
- The Club fails to comply with imposed sanctions; or
- Ongoing safety or reputational risks exist.

Disaffiliation terminates all affiliation privileges.

Repeated Breaches

Previous findings may be considered when determining enforcement outcomes and sanctions.

Arc and UNSW resources

If you are struggling with your role or want to access support, there are a number of Arc and UNSW resources available.

1. [UNSW Psychology & Wellness Services](#)
2. [UNSW Mental Health Support](#)
3. [UNSW Health Services](#)
4. [UNSW Equitable Learning Services](#)
5. [Arc Contacts](#)
6. [UNSW Security](#) (Emergency): 02 9385 6666
7. UNSW Security (Non-Emergency): 02 9385 6000
8. In Australia: If your life or somebody else's is at risk, contact Triple Zero immediately: 000.

Below, we've included a couple of resources from our wellness team to make sure you have the tools at your disposal to be able to manage your wellbeing whilst navigating everyday exec life.

- [All Arc Wellbeing Resources](#)
- [Goal Setting](#)
- [Burnout and Dealing with Stress](#)
- [Wellness booklets](#)
- [Mindfulness Resources](#)
- [Getting Support Guide](#)

Other resources include:

- [Not-for-Profit Law: Handling disputes and conflicts](#)
- [Mindtools: Conflict Resolution](#)
- [UNSW EDI: Be a better human](#)

5. Reporting Incidents

Even with the best planning, things can go wrong. There are some risks (like unpredictable human nature) that cannot be controlled. Reporting incidents is important in ensuring the continued safety of Club members. It will help identify underlying issues and can improve risk minimisation and the way Arc supports Clubs in the future. It's also important that Arc can follow up to make sure that the appropriate action was taken, that everyone involved is OK and offer additional assistance or resources if necessary.

Executives must report certain “notifiable” events under the [Arc Clubs Procedures](#). If something happens at any Club related event on or off campus, and your Executives consider it a reportable incident, it must be reported to Arc Clubs. A notifiable event includes:

- Injuries;
- Theft;
- Drug/alcohol related incident;
- Inappropriate behavior, including (but not exclusive to);
 - Failing to uphold the Club's Constitution
 - Breaching members' voting rights
 - Misuse of Club funds or resources
 - Abuse of Executive privileges
 - Criminal or illegal activity
 - Failure to comply with Arc's WHS policy

- Bullying, harassment, or discrimination
 - Behaviour which harms Arc's reputation
- Physical assault;
- Sexual assault;
- Property damage;
- Criminal behaviour;
- Death;
- Anytime that external services are called (including security, police, fire or ambulance).

These types of events should also be reported even if it was not directly witnessed by a member of the Executive, but reported to them by another person. While reportable incidents must be reported by Executives; any member of the Club can also report incidents.

Executives must use the [Clubs and Sport Complaints & Incidents Portal](#) to make a report within 5 working days of the incident.

Incident Response Team

Incident reports are sent to the Wellbeing & Grievances Coordinator, the Clubs Manager and the Arc Sport Manager – all full-time staff members of Arc.

Reports of sexual or gendered misconduct incidents are sent to Arc's Gendered Violence Response Group, a group of three dedicated Arc staff with expertise in sexual violence response, clubs, and legal processes.

Incident reports will receive a response within five business days to discuss this matter further (unless otherwise indicated in your incident report). Arc may or may not choose to investigate the incident further once reported, Clubs will be informed of any action being carried out and their role in the process.