



The Australian Team (known as Auroras) Operational Handbook – covering

**Head Coach
Assistant Head Coach
Australian Team Manager
Divisional Coaches and Managers
Australian and Divisional Team Captains**

**Version 9
Updated July 2020**



Document Control

Version	Date	Change	Edited by
1			
2	January 2012		
3	October 2013	General review and update	
4	30 June 2014	General review and update	
5	16 December 2015	Update banking details, training camp equipment and recording of results	
6	March 2016	General review	
7	April 2016	Updates to coincide with EOI documents for Head Manager	
8	March 2018	Updated to coincide with EOI for Australian Team Head Manager	
9	July 2020	General review and update	Melanie Cantwell Sylvia Wong

Table of Contents

		Page
	Glossary of Terms	4
	Australian Team Reporting Structure	5
	Introduction	6
	Guiding Principles	6
1	Australian Team Head Coach	6-8
2	Assistant Head Coach	8-9
3	Australian Team Head Manager	9-12
3H	Australian Anthem and National Flag	12
4	Divisional Coaches (World Championships only)	12
5	Divisional Team Managers (World Championships only)	12-13
6	Australian Team Captains	13
7	Australian Flag Bearer/s	13-14
8	Divisional Team Captains (World Championships only)	14-15
9	Budget	15
10	Banking Details	16
11	Travel	16
12	Insurance	16
13	Risk Assessment	17
14	Registration / Team Entries	17
15	Social Media	17
16	Medical Officer / Sport Physios	17
17	Sport Integrity Australia / WADA	17
18	AusDBF Logo	18
19	Plaques / Acknowledgements	18
20	Sponsorship / Grants	18
21	Australian Team Uniforms	18-19
22	Selection Trials	20
23	Training Camps	20-21
24	Site Inspection	21
25	Australian Team Dinner	21
26	Supporters	21
27	Juniors	21
28	Survey	22
	Appendix 1 – Auroras Individual Agreement	23-24
	Appendix 2 – Auroras Expectations of Behaviour Guidelines	25-26
	Appendix 3 – Auroras Harassment Management Guidelines	27-28
	Appendix 4 – Application for Therapeutic Use Exemption (TUEs) of a prohibited Substance and/or prohibited Method	29-33
	Appendix 5 – WH&S Hazard/Incident Notification & Investigation form	34-36
	Appendix 6 – Checklist for Australian Team Manager	37
	Appendix 7 - AusDBF equipment for Selection and Training Camps	36-39
	Appendix 8 – Junior Checklist for suitable accommodation and facilities	40-42
	Appendix 9 - Risk Management Template	43-45

Glossary of Terms

AusDBF – Australian Dragon Boat Federation. The peak national body for the sport of dragon boat in Australia. AusDBF is recognized by the Australian Government and has responsibility for the national governance framework of the sport, and for the Australian Championships and Australian Team. AusDBF has membership rights and obligations to the Asian Dragon Boat Federation, Oceania Dragon Boat Federation, and International Dragon Boat Federation.

ADBF – Asian Dragon Boat Federation. The peak international body for the sport of dragon boat in the Asian Region (boundaries based on the IOC regions). ADBF is one of the IDBF Continental regions and has responsibility for the governance framework of the sport through Asia, and for the Asian Championships.

Auroras – The Australian national team competing at sanctioned IDBF, ADBF or ODBF events against other national teams. 'The Auroras' is Australia's 1st XXII and became the team name following a national competition to mark the implementation of the new structure where members were selected from an open, national process. This departure from the previous model whereby the champion state crew at the Australian Championships was awarded the honour of representing Australia in international competition has been in place since 2010.

Auroras Individual agreements – an agreement between selected Auroras and AusDBF which sets out the expected behaviours and commitment of Australian team members and provides avenues for disciplinary procedures should an individual fail to meet those obligations.

Crew – shall mean an entity comprised of more than one competing paddler who group together for the purpose of competing in a Dragon Boat Race, Event or Regatta. A crew shall be considered an entity subject to these Regulations and Rules and members of a crew shall be collectively responsible for its conduct in a race, event, or regatta in which the crew competes

Division – is the age division, which an individual has been selected to represent Australia

IDBF – International Dragon Boat Federation. The peak international body for the sport of dragon boat. IDBF is recognized by Sports Accord as having responsibility for the governance framework of the sport throughout the globe. IDBF international competition is the supreme competition for member nations, including the World Nation Championships, the Club Crew World Championships, and the World Cup.

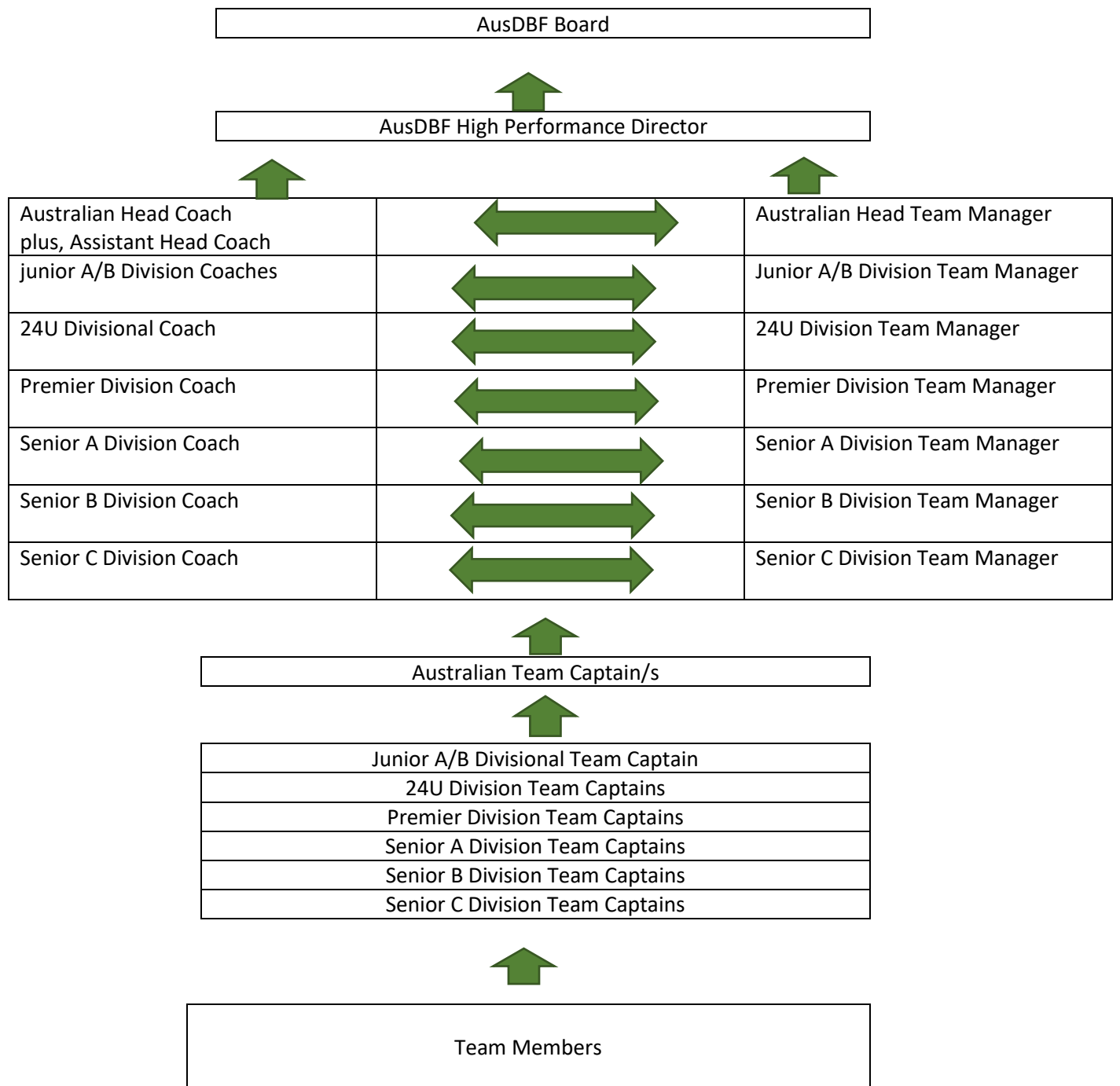
ODBF – Oceania Dragon Boat Federation. The peak international body for the sport of dragon boat in the Oceania Region (boundaries based on the IOC regions). ODBF is one of the IDBF regions and has responsibility for the governance framework of the sport through Asia, and for the Asian Championships. Australia is a founding member, along with New Zealand.

Paddler – is referenced as paddler, drummer, or steerer/sweep

Supporters – AusDBF may plan arrangements for official 'supporters' of the Auroras - such as family and friends - to become part of the touring party during international competition. Benefits may include access to the athletes' village, training and testing sessions, opening ceremony, team dinners and other special commemorative activities. These arrangements will be made where coaches and officials deem that team preparations will not be adversely affected and where financial and time constraints allow. Supporters will have access to official supporters' merchandise and receive administrative support for their involvement, whenever it can be delivered in a practical and positive fashion. Supporters do not have to be financial members of AusDBF but will be bound by Codes of Conduct and other relevant regulations.

Un-sportsman-like Conduct or Behaviour – shall be considered to include, but not be limited to, failure to heed an instruction from a Race Official; use of obscene language or gestures; delaying the start of race without just cause; disregard for the AusDBF principles of fairness or Safety; or abusive behaviour towards any official, competitor or spectator. Any actions that adversely affect team harmony, bring the sport into disrepute, or damage the reputation of the organisation, sport, or team, may also be deemed unsportsmanlike conduct or behaviour.

Australian Team Reporting Structure



Introduction

The Australian Team Operational Handbook was developed in 2012 to provide guidance for the Head Coach and Team Manager to manage the Australian Team. The Operational Handbook is reviewed bi-annually to include feedback from previous campaigns and maintain relevancy.

It is anticipated the Operational Handbook will provide as much detailed information as possible to support the work of the Team Coaches and Managers involved in the Australian team and should be used in conjunction with regular communication with the AusDBF High Performance Director.

There are several layers involved with the management of the Australian Team which includes but not limited to: –

- AusDBF Board
- Australian Head Coach, Assist Head Coach and Australian Team Manager
- Divisional Coaches and Divisional Team Managers
- Member States
- Clubs
- Paddlers (trying out and selected)
- Supporters (family, friends, and paddle buddies)

The Operational Handbook will provide details for each role, checklists, and helpful information. In addition to suggested time lines of when tasks and activities should be completed.

Guiding Principles

- To foster excellence among Auroras paddlers and coaches for the duration of the Campaign.
- Each person involved in the Auroras as representing both AusDBF and Australia. Be it as a paddler, coach, administrator, or supporter, they must conduct themselves with integrity and respect for all.
- To have the sport of dragon boat racing in Australia be regarded as a high-performance athletic endeavour that is recognised nationally and internationally.
- All Crew members, Managers and Coaches are required to sign the AusDBF Code of Conduct and behave at the standard they expect of each other

1. Australian Head Coach

The Head Coach's role is pivotal to the success of Australian Team across all age divisions. Their capability to work cooperatively with the coaching team, and collaboratively develop well structured, effective, and innovative training programs. The ability to motivate a large group of people from a wide range of ages and experience towards a common goal is essential.

It is expected the Australian Head Coach will build good relationships with each of the Member States by ensuring there is open communication and transparency with regards to selection trials and seek their support when organising trial dates and training camps. In addition to being open to sharing training programs, techniques, and knowledge to improve the standard of paddling across the country at club level.

The Australian Head Coach will work closely with the Assistant Head Coach and provide mentoring where appropriate. Part of the Head Coach role is to ensure there is succession planning for each campaign with Divisional Coaches and Assistant Head Coach to make sure knowledge is shared and passed on.

It is essential the Australian Head Coach, Assistant Head Coach and Australian Head Team Manager work cooperatively together and respect the roles and responsibilities each has in managing the team.

A. Goals and Expectations

- To strengthen and further develop the Premier Division (Opens, Women's, Mixed) to become top 6 at a world nations championship in standard boat racing.
- To maintain the competitive performance of all Junior/24 and under and Senior Division crews
- Develop the fastest crews possible through active recruitment, selection and training.
- Mentor and guide Aurora athletes through the AusDBF Athletes Pathway, specifically Juniors/24 and under transitioning into Premier Division.
- Mentor, guide and support divisional coaches including Assistant Head Coach as per AusDBF's Coaching Framework.

B. Expectations of the Australian Head Coach

The Head Coach will:

- Act with integrity in performing all duties with the athletes, other coaches, family members, race officials, and AusDBF Board Directors.
- Maintain the highest standards of personal conduct.
- Uphold the AusDBF and IDBF Codes of Conduct.
- Strive to be well prepared so duties are carried out with competence.
- Work constructively with the AusDBF Board and meet bi-monthly to discuss campaign progress and any challenges and opportunities to meet goals and objectives.
- Act in the best interest of the development of the athlete as a whole person always.
- Be fully committed to the success of the Auroras.
- Accept and support the role of the Race Officials to ensure the competition is conducted fairly and in accordance with the established rules.
- Keep up to date with the latest coaching practices.
- Afford equal opportunity for participation in the selection process by wide advertising of selection camps at multiple sites across the country.
- Select athletes using an equitable, accessible, and transparent process that is available to all eligible athletes.
- Be well prepared and ensure that equipment and facilities meet safety standards and are appropriate to the age and ability of all athletes.
- Commitment to work with and be supportive of athlete's "home club" and "home coach".
- Have provided AusDBF with a copy of all the required security checks (particularly as juniors could be included in the team).

C. Reporting

- Shall report directly to the AusDBF High Performance Director
- Will provide monthly update reports to the AusDBF Board for their monthly meetings
- Will provide a report to be included in the AusDBF Annual Report
- Will provide a detailed report to the AusDBF Board at the end of the campaigning including – successes, improvements, recommendations for future campaigns, detailed medal tally (distance and age divisions)
- Will provide an evaluation of the Assistant Head Coach, Divisional Coaches and Australian Team Manager at the end of the Campaign

D. Expenses

- All expenses (outside of items listed below) must be pre-approved by AusDBF before being spent. Refer to AusDBF Purchasing Policy (PN-005) - <https://www.ausdbf.com.au/policies/>
- To claim reimbursement the receipt must accompany the AusDBF expense claim form and emailed to accounts@ausdbf.com.au ccing finance@ausdbf.com.au prior to the end of each month

- AusDBF will reimburse for the International airfare (to/from the Championships), accommodation and basic land uniform
- AusDBF will reimburse for any Domestic flights as included in the budget submitted and pre-approved by AusDBF (including airport parking, petrol, taxi/uber)

E. Communication

- AusDBF will provide the Head Coach with an email address to use – headcoach@ausdbf.com.au
This will ensure all correspondence is in the one place and does not interfere with personal emails.
- All team communications to be distributed via the Australian Team Manager
- Regular meetings with the Coach and Team Managers team
- AusDBF will provide the facility to access video conference facilities

F. Equipment

- The Head Coach (in liaison with the Assistant Head Coach) will provide a list to AusDBF as to what equipment is essential and what equipment is desired and whether the equipment is required for selection trials, training campaigns and the Championships.
- AusDBF already has access to some equipment from previous campaigns, and any new equipment will be budget dependent.

2. Australian Assistant Head Coach

The purpose of the Assistant Head Coach is to assist the Head Coach for the duration of the Campaign that meets the goals and expectations as outlined by AusDBF.

Other than core technical

skills and experience in dragon boating, the successful candidate should have good leadership and communication skills. The Assistant Head Coach must be passionate about the sport of dragon boat and be committed to the success of the Auroras.

A. Goals and Expectations

It is expected the Assistant Head Coach will assist the Head Coach:

- To strengthen and further develop the Premier Division (Opens, Women's, Mixed) to become top 6 at a world nations championship in standard boat racing.
- To maintain the competitive performance of all Junior/24 and under and Senior Division crews
- Develop the fastest crews possible through active recruitment, selection and training.
- Mentor and guide Aurora athletes through the AusDBF Athletes Pathway, specifically Juniors/24 and under transitioning into Premier Division.
- To guide and support divisional coaches as per AusDBF's Coaching Framework.

B. Expectations of the Australian Assistant Head Coach

The Assistant Head Coach will:

- Act with integrity in performing all duties with the athletes, other coaches, family members, race officials, and AusDBF Board Directors.
- Maintain the highest standards of personal conduct.
- Uphold the AusDBF and IDBF Codes of Conduct.
- Strive to be well prepared so duties are carried out with competence.
- Work constructively with the Head Coach and AusDBF Board.
- Participate in bi-monthly meetings with Head Coach and High-Performance Director to discuss campaign progress, challenges, and opportunities to meet goals and objectives.
- Act in the best interest of the development of the athlete as a whole person always.

- Be fully committed to the success of the Auroras.
- Accept and support the role of the Race Officials to ensure the competition is conducted fairly and in accordance with the established rules.
- Keep up to date with the latest coaching practices.
- Afford equal opportunity for participation in the selection process by wide advertising of selection camps at multiple sites across the country.
- Support Head Coach in the athletes and divisional coach's selection process.
- Be well prepared and ensure that equipment and facilities meet safety standards and are appropriate to the age and ability of all athletes.
- Demonstrate commitment to work with and be supportive of athlete's "home club" and "home coach".
- Have provided AusDBF with a copy of all the required security checks (particularly as juniors could be included in the team).

C. Expenses

- All expenses (outside of items listed below) must be pre-approved by AusDBF and the Head Coach before being spent. Refer to AusDBF Purchasing Policy (PN-005) - <https://www.ausdbf.com.au/policies/>
- To claim reimbursement the receipt must accompany the AusDBF expense claim form and emailed to accounts@ausdbf.com.au ccing finance@ausdbf.com.au and headcoach@ausdbf.com.au prior to the end of each month
- AusDBF will reimburse for the International airfare (to/from the Championships), accommodation and basic land uniform
- AusDBF will reimburse for any Domestic flights as included in the budget submitted and pre-approved by AusDBF (including airport parking, petrol, taxi/uber)

D. Communication

- AusDBF will provide the Assistant Head Coach with an email address to use – asstheadcoach@ausdbf.com.au
This will ensure all correspondence is in the one place and does not interfere with personal emails.
- All team communications to be distributed via the Australian Team Manager
- Regular meetings with the Coach and Team Managers team
- AusDBF will provide the facility to access video conference facilities

E. Equipment

- Will assist the Head Coach in selecting equipment

3. Australian Head Team Manager

Note: This will need to be updated when the EOI has been finalised

Will have strong communication skills, preferably a good understanding of the inner workings of AusDBF (or at least a willingness to learn),

A. Expectations of the Australian Head Team Manager

The Head Team Manager will:

- Act with integrity in performing all duties with the athletes, other Managers and Coaches, family members, race officials, and AusDBF Board Directors.
- Maintain the highest standards of personal conduct.
- Uphold the AusDBF and IDBF Codes of Conduct.
- Strive to be well prepared so duties are carried out with competence.

- Report directly to the AusDBF Board on a weekly basis (or as necessary) and for all financial matters directly to the Finance Director.
- Act in the best interest of the development of the athlete as a whole person always.
- Be fully committed to the success of the Auroras.
- Accept and support the role of the Race Officials to ensure the competition is conducted fairly and in accordance with the established rules.
- Have provided AusDBF with a copy of all the required security checks (particularly as juniors could be included in the team).

B. Tasks for the Australian Head Team Manager (but not limited to)

- With the help of the Divisional Team Managers ensure all Auroras Individual Agreements are signed and collated and provided to AusDBF in order to complete team selection.
- Communicate on a regular basis with each Divisional Team Manager (World Championship years only) via AusDBF conference facilities
- Communicate with the Championship Organising Committee (*Org Comm*)
- Coordinate accommodation and any transport arrangements for the team during the Championships
- Ensure all the AusDBF Codes of Conduct have been signed and sent to AusDBF prior to departure
- Ensure all the paperwork required by IDBF has been collected and correctly completed as detailed in the Information Bulletins: e.g. crew lists, TUE's, Consent forms
- Ensure all crew lists and Code of Conducts have been submitted via the IDBF Registration system prior to departure and a hard copy is kept as backup.
- Work with the Head Coach to prepare a budget for approx cost for individuals to participate in the Championships (*refer to Budget section for further information*)
- Work with the Head Coach to prepare an overall budget for the campaign (*refer to Budget section for further information*)
- Ensure all money has been collected from Individuals prior to departure. No money is to be collected directly in cash and all money is to be paid by direct deposit into the nominated AusDBF bank account requesting the name of the person is entered into the narration when depositing so the payment can be clearly identified.
- Liaise with AusDBF to coordinate any payments for deposits or final payments
- Liaise regularly with the Finance Director regarding costs and when they need to be paid as to assist AusDBF with cash flow.
- Coordinate the distribution of the Australian Team uniform (*refer to Team Uniform section for further information*)
- Be committed to rectifying any uniform issues upon returning from the Championships e.g. uniform issues
- Complete and submit a risk assessment for each training camp and participation at the Championships
- Coordinate Individual travel insurance via AusDBF International license

C. Reporting

- Shall report directly to the AusDBF High Performance Director and Finance Director as required
- Will work with Head Coach and Assistant Head Coach to provide monthly update reports to the AusDBF Board for their monthly meetings
- Will work with the Head Coach and Assistant Head Coach to provide a report to be included in the AusDBF Annual Report
- Will work with the Head Coach and Assistant Head Coach to provide a detailed report to the AusDBF Board at the end of the campaigning including – successes, improvements, recommendations for future campaigns, detailed medal tally (distance and age divisions)
- Will provide AusDBF with an evaluation of the Head Coach, Assistant Head Coach, Divisional Team Managers at the end of the Campaign

D. Expenses

- All expenses (outside of items listed below) must be pre-approved by AusDBF before being spent. Refer to AusDBF Purchasing Policy (PN-005) - <https://www.ausdbf.com.au/policies/>
- To claim reimbursement the receipt must accompany the AusDBF expense claim form and emailed to accounts@ausdbf.com.au ccing finance@ausdbf.com.au and headcoach@ausdbf.com.au prior to the end of each month
- AusDBF will reimburse for the International airfare (to/from the Championships), accommodation and basic land uniform
- AusDBF will reimburse for any Domestic flights as included in the budget submitted and pre-approved by AusDBF (including airport parking, petrol, taxi/uber)
- AusDBF will provide the Team Manager with a debit card which can be used to cover purchases not able to be prepaid by AusDBF. The card needs to be reconciled each month (refer AusDBF Financial Transactions Cards Policy) <https://www.ausdbf.com.au/policies/>

E. Communications

- AusDBF will provide the Team Manager with an email address to use – aurorasheadmanager@ausdbf.com.au
This will ensure all correspondence is in the one place and does not interfere with personal emails.
- All team communications to be distributed via the Australian Team Manager
- Official communication with member States to be sent via AusDBF
- Once athletes have signed up for trials or selected as part of the team, information can be distributed directly to the athletes.
- Regular meetings with the Coach and Team Managers team
- AusDBF will provide the facility to access video conference facilities
- AusDBF will notify ADBF/IDBF of the name of the Australian Head Manager, as they will be the main contact for communications for the Australian team.
- It is the Australian Head Manager's responsibility to: - communicate with ADBF/IDBF, receive all Information Bulletins and complete and supply information as required to meet deadline dates.
 - coordinate information broadcasts to the Divisional Managers, Coaches, and the Australian Team athletes
 - provide a monthly report on the team's progress to the AusDBF Board

F. Catering

It is the responsibility of the Head Team Manager to work with the accommodation contacts for the competition location to ensure the quantity and quality of catering meets standard required by the Australian Team. For example, ensure the meals provided offer sufficient protein and plenty of fresh fruit and vegetables.

G. Equipment

- The Team Manager is responsible for ensuring the AusDBF First Aid Kit is fully stocked and available for all training camps and taken to the Championships and returned to AusDBF
- The Team Manager is responsible for ensuring race number bibs are provided for all athletes. It is recommended they are organised here in Australia. If possible, they should be returned to AusDBF to be re-used for the next campaign
- The Team Manager to purchase an International sim card to use for local calls and WIFI

Team Manager to contact AusDBF to organise collection and return of any equipment, flags etc
--

H. National Anthem and National Flag

It is the Australian Head Manager's responsibility to source a copy of the Australian National Anthem (electronic) and two Australian Flags, take them to the Championships and provide to the Organising Committee.

Once the Team has been finalised it is AusDBF responsibility to upload the Athletes names to AusDBF website - <https://www.ausdbf.com.au/auroras/previous-campaigns/> and upload the information into revSPORT via the accreditation module to record the campaign in each individuals profile.

4. Australian Divisional Coaches (appointed for selected Championships)

Note: This will need to be updated when the EOI has been finalised

A. Expectations

- Will attend all selection trials and training camps for their division
- Will travel to the Championships with the team

B. Expenses

- As per agreed contract for the duration of the competition period. Items covered can vary for each campaign and will be negotiated for each campaign.

5. Australian Divisional Team Managers (appointed for selected Championships)

Will possess strong communication skills, preferably a good understanding of the inner workings of AusDBF (or at least willingness to learn), display exemplary ethics and have undergone the necessary security checks (particularly as juniors could be included in the team).

- One position per division, to be decided by the AusDBF Board in consultation with the Head Manager, and Coaching team
- Divisional Managers will report directly to the Australian Head Manager on a weekly basis (or as necessary)
- The Divisional Team Managers will be responsible for looking after the crew(s) in their division representing Australia and AusDBF.

A. Tasks

- The Divisional Team Manager will be responsible for collecting all the paperwork and relaying information to the paddlers within their division
- Prior to the first camp, arrange photographs of every paddler. Create a paddler ID sheet for the Coaches to use. (Template available)
- Ensure boat lay out sheets are available for coaches to record their ideas of paddler set up, technique concerns, etc. (Template available)
- Ensure Fitness Test Sheets are available to record results on fitness testing days. The results can then input into the paddler ID sheet or computer as required.

B. Expectations

- Will attend all selection trials and training camps for their division
- Will travel to the Championships with the team

C. Expenses

- As per agreed contract for the duration of the competition period. Items covered can vary for each campaign and will be negotiated for each campaign.

6. Australian Team Captains / Vice Captains

Once the Australian team selections have been finalised, the AusDBF Board will seek recommendations from the Head Coach and Head Team Manager for nominations to consider for the role. Nominations and following announcement of appointment will be made as far in advance possible of the Championships as possible to allow the Australian Team Captains as much opportunity to fulfill their role. The list of previous Australian Team Captains can be found here - <https://www.ausdbf.com.au/about/roll-of-honour/>

The Australian Team Captain/s and or Vice-Captain will be regarded as national captains across the entire squad - not just one division. This is a highly respected role and requires the appointees to possess excellent communication skills, display and encourage exemplary behaviour and lead by creating an environment of team spirit and inclusiveness across the entire squad either directly or in conjunction with the divisional team captains.

Will have demonstrated:

- Ability to work closely with the AusDBF Board, Committees and Managers
- Leadership capacity
- Paddling skill / on-water and sporting success in dragon boating
- Cultural understanding of dragon boating
- Reasonable longevity in the sport Previous representative honours

Appointees will:

- Promote professionalism by actively demonstrating desirable behaviour, attitude, language, dress, sportsmanship always
- Promote unity amongst the squad
- Be a voice for the paddlers through creating a channel for communication between the squad and coaches/managers
- Be approachable and able to discuss concerns within the squad
- Work with the coach (es) and manager(s) to communicate any technical, strategic messages to the paddlers.
- Be required to contribute on any disciplinary matters as paddlers' representative.

Captain and Vice-Captain(s) as leadership roles, will be called upon to attend and add value at official functions for AusDBF. Selected individuals should show a preparedness to communicate with all members of the Australian Team, Managers and Coaches. These persons may also be called upon for disciplinary or Code of Conduct hearings or as a paddler's representative.

7. Australian and Indigenous Flag Bearer

Being selected as the Australian/Indigenous Flag Bearer is the highest honour an athlete can be given.

Once the Australian team selections have been finalised, the AusDBF Board will seek recommendations from the Head Coach and Head Team Manager for nominations to consider for the role/s. The list of previous Australian and Indigenous Flag Bearers can be found here - <https://www.ausdbf.com.au/about/roll-of-honour/>

The announcement of the Flag Bearer/s will generally be made during the Australian Championships in the year of the Competition.

The Flag Bearer/s will:

- Have raced internationally for Australia in either Club Crew Championships and / or World or Asian Championships and currently representing Australia at either IDBF World Dragon Boat Racing Championships or ADBF Championships.
- Act as an ambassador for the sport and be dedicated to the building of the sport.
- Go beyond the call required of an average dedicated team member.
- Be a good sports person and an excellent team player.
- Not have been a flag bearer previously.
- Believe in and apply the principles of equality.
- Possess and demonstrate core values to drive a positive culture for the sport of dragon boating

A. Tasks

Will be to carry the Flag representing Australia during the Opening Ceremony for the nominated Championships

8. Divisional Team Captains (*World Championships only*)

Divisional Team Captains will assist the Australian Team Captain/s and/or Vice-Captain by providing leadership within a division or category. Division Team Captains will show similar qualities, skills and abilities expected from the Australian Captain and Vice-Captain, when they are working with their own crew.

All members of a crew, including the Sweep/Steerer and Drummer will be eligible for selection as a Divisional Team Captain subject to the discretion of the Head Coach. At the first training camp which is not the selection camp, the Divisional Team Captains (one female and one male) will be voted for by all members of that crew, by way of a secret ballot. If a member of a crew is deemed by the Head Coach to be unsuitable for selection (for example because they have an immediate family member or partner as part of the coaching crew for that division), this must be disclosed to the members of the division prior to the commencement of the voting.

Leadership positions within the Australian Auroras and other Australian representative teams sanctioned by AusDBF must be approved by the AusDBF Board before they are officially recognised.

Appointment to these leadership positions is regarded as an honour by the AusDBF Board and national paddling community. National team leaders (Coaches, Managers and Captains positions) are the visible and respected public face of AusDBF and our sport. Appointees face great scrutiny and are appointed because they represent the qualities and virtues recognised as important and desirable within dragon boat racing.

If those appointed to these positions are not supporting AusDBF, do not display the required ethics or follow AusDBF Guidelines, AusDBF reserves the right to remove appointees from a position immediately. AusDBF reserves the right to appoint another person if regarded as appropriate

Will have demonstrated:

- Ability to work closely with the AusDBF Board, Coaches and Managers
- Leadership capacity
- Paddling skill / on-water and sporting success in dragon boating
- Cultural understanding of dragon boating Reasonable longevity in the sport
- Previous representative honours.

Appointees will:

- Promote professionalism by actively demonstrating desirable behaviour, attitude, language, dress, sportsmanship always
- Promote unity amongst the crew

- Be a voice for the paddlers through creating a channel for communication between the crew and coach/manager
- Be approachable for team mates to be able to discuss concerns within the crew, responsiveness of the crew in races
- Work with the Coach, Divisional Manager and Captain to communicate any technical, strategic messages to the paddlers.
- Ensure there is no cross over into the role of Coach.

9. Budget

It is the responsibility of the Australian Head Coach and Australian Team Manager to develop a budget which should include all anticipated costs. AusDBF would prefer more to be included in the initial budget rather than unexpected costs occur during or after the campaign.

Overall Budget should include:

- Return International flights to Championships for Head Coach, Asst Head Coach and Team Manager
- Accommodation during Championships for Head Coach, Asst Head Coach and Team Manager
- Mobile phone retainer as agreed for Head Coach, Asst Head Coach, Team Manager
- Travel Insurance for Head Coach, Asst Head Coach and Team Manager
- All domestic flights to attend selection and training camps anticipated and any related costs such as parking, car hire, petrol, meals
- Costs associated with a site inspection to the Championship venue such as – return flights, accommodation, visa's, meals, transport
- Costs related to selection trials – such as hire of venue and equipment
- Costs related to training camps – such as hire venue, equipment, guest speakers or sport related specialists
- Costs during the Championships – hire car for Team Manager, protest money, transport (to/from meetings if applicable)
- Purchase of any equipment
- Cost of Uniforms for Head Coach, Asst Head Coach, Team Manager, Divisional Coaches and Divisional Team Managers
- Gifts
- Sport Massage therapist and a medical officer to accompany team to Championships

Athletes Budget should include:

- Approx International flights to/from Championships
- Accommodation for the during of the Championships and training camp prior (if required)
- Cost to attend selection trials
- Cost to attend Training camps (flights/accommodation/meals etc). If 1, 2 or 3 camps are anticipated please budget for all
- Approx cost for uniforms
- Championship entry fees
- After party tickets
- Fitness Test fee \$10
- Admin fee \$150
- International travel license (insurance)

The budget needs to be itemised and where possible provide quotes and dates for when payments are required. The budget needs to be submitted to the AusDBF Board for approval within 30 days of appointment and needs to be approved by the Finance Director. Should changes arise during the campaign then an amended budget will need to

be submitted to the Finance Director for approval. (Note: GST must be charged on all services (audit requirement) except for international expenses which are GST Free).

All expenses must be submitted to be claimed within 30 days from conclusion of Championships (unless travel arrangements prevent this being possible).

10. AusDBF Bank Details

Australian Dragon Boat Federation
BSB: 013 132
Account: 294013586
ANZ Banking Group

AusDBF will invoice team members throughout the campaign and all team members must have paid all outstanding monies prior to departure from Australia. Individuals owing money will be withdrawn from the Team until debt is paid.

11. Travel

It is the responsibility of the Australian Team Manager to book accommodation for the entire team at the recommended list of hotels provided by the Championship Organising Committee. Accommodation will generally be provided based on twin share with each age division being grouped together.

Athlete partners will be permitted to room together, on the condition the individual athletes priority must be with the age division and the team they have been selected to compete with. Supporters and Athletes are not permitted to room together.

It is the responsibility of each individual to book their own flights to/from the destination. AusDBF will advise what day and time individuals will need to arrive at the Championship destination by. AusDBF appreciates individuals may prefer to use frequent flyer points or have arrangements with preferred travel agents and departing as a group may not be possible.

It is the responsibility of each of the Divisional Team Managers to coordinate the arrival and departure details for each team and forward them onto the Head Team Manager so transport can be coordinated.

AusDBF has developed a document '*Guidelines for Overseas Travel*' which will be reviewed for each campaign and is required to be distributed to each Australian Team member.

12. Insurance

AusDBF carries Association Liability Insurance which is renewed annually.

- This policy covers Directors and Officers of AusDBF, appointed Managers and Volunteers assisting with specified campaigns.

It is the Head Manager's responsibility to ensure that:

- All paddlers who are trialling for the team are registered members of their State Associations and are covered by Individual insurance.
- It is compulsory that all paddlers have taken out the AusDBF international license which includes travel insurance prior to departing for the Championships. This insurance covers athletes participating in competitive sports events internationally. (not covered by standard travel insurance).

- Details for AusDBF International Travel Licence (insurance) can be found here - <https://www.ausdbf.com.au/policies/insurance/>. There is a template which athletes will need to complete and submit to AusDBF to be covered.

13. Risk Assessment

It is the Australian Head Coach, Assistant Head Coach and Head Manager's responsibility (in liaison with Divisional Coaches and Team Managers – especially Junior division) to ensure a Risk Assessment has been completed prior to each training camp and travelling overseas to compete at any Championships and all possible opportunities are acknowledged and dealt with.

The completed Risk Assessment to be submitted to AusDBF prior to any selection or training camps and departing overseas for the Championships. Refer to Appendix 1 for the template to be used.

14. Registration / Entries

- Entries for World Nation Championships and World Cup entries need to be submitted via the IDBF race management system
- AusDBF will be responsible for entering the Australian Teams entries. Any changes to the initial entries must be approved by AusDBF prior to any amendments being made
- It is the Head Team Managers responsibility to enter and submit the crew lists and other documentation required by IDBF / ADBF
- It is the Team Managers responsibility to book training sessions on behalf of the Australian Team
- AusDBF will provide the Team Manager with login details to the IDBF Race Management System - https://idbfchamps.org/login_natfed.php

15. Social Media

- All official communication will be posted on the AusDBF website - <https://www.ausdbf.com.au/auroras/> by AusDBF. It is AusDBF responsibility to ensure this area is kept up to date with current information
- AusDBF has set-up a Facebook page - <https://www.facebook.com/Auroras-Australian-National-Dragon-Boat-Team-548987395553956>. This is the only authorised Facebook page for communication for the Australian Team. The page is administered by AusDBF
- Refer to AusDBF Social Media Policy for protocols - <https://www.ausdbf.com.au/policies/>

16. Medical Officers and Sport Physio's

It is recommended AusDBF provide two sport physios and one medical officer to travel with the Australian team to the International Championships (team number dependent). Cost of these professional to be included in the budget to cover travel, accommodation, meals etc

17. Sport Integrity Australia (SIA) / WADA

It is the responsibility of the Australian Head Coach, assistant Head Coach, Head Team Manager, Divisional Coaches and Divisional Team Managers to be familiar with the information provided on both the Sport Integrity Australia and WADA websites and to educate the Australian athletes. To encourage all the Australian Athletes and management to complete the e-learning course which is free and available online - <https://elearning.sportintegrity.gov.au/>. Having dragon boat athletes complete the eLearning demonstrates to Sport Australia that AusDBF is committed to its high-performance program.

- Sport Integrity Australia - <https://www.sportintegrity.gov.au/>
- World Anti-Doping Agency - <https://www.wada-ama.org/en>

18. AusDBF logo's

The AusDBF logo and Aurora's logo have been trademarked by AusDBF and cannot be used without the prior approval from AusDBF.

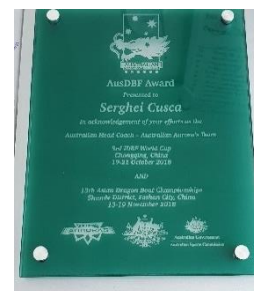


19. Plaques / acknowledgements

Traditionally AusDBF has presented the Australian Head Coach, Australian Team Manager, Divisional Coaches and Team Managers, Australian Team Captains, Flag Bearers and Divisional Team Captains for each campaign with a plaque to acknowledge and thank them for their role in the campaign.

Rather than transport the plaques overseas to be presented at the team dinner, the plaques have been presented to the individuals at the Australian Championships (AusChamps) held prior to departure in front of their peers.

The plaques have been ordered through Wholesale Trophies who have the logo and template on file.



AusDBF to order plaques/presentations on behalf of the Team Manager

20. Sponsorship / Grants

Any team sponsors must be approved by AusDBF and meet the criteria as specified by AusDBF and the IDBF to be included team uniforms.

AusDBF encourages individuals to apply for grants through local councils and fundraise either individually or as a team to assist with the costs associated with representing Australia.

Individuals are encouraged to contact AusDBF to request support letters if required.

21. Australian Team Uniforms

AusDBF is responsible for going out to tender for the Australian Team uniform and working with the successful manufacturer on the design. The uniform will be tendered out every 2 years. The same design will be used for the Asian Championships/World Cup (even years) and IDBF World Championships (odd years)

It is recommended for the Australian Team Race tops to be presented to the Individuals during the Australian Championships at the end of day presentations, so they can be acknowledged in front of their peers. The Head Manager to coordinate presentations each day with AusDBF for the run sheet.

The uniform package will comprise 2 components a) compulsory and b) optional items

Compulsory items	Optional items
Race shirt	Tracksuit (Jacket) – Individuals may use a previous campaign jacket if the current campaign can be clearly seen on the jacket
Race bottoms	Casual t-shirt
cap	Other items
Polo dress shirt	

AusDBF is responsible for cataloguing items for AusDBF to keep for historical records. (cap, polo shirt, race top, jacket)

A. The Australian Head Manager is responsible for

- Ensuring the details and order information for the uniforms are distributed to the Australian team members.
- Ensuring all the Australian team members have ordered their uniform by deadline date.
- Taking delivery of the Australian Team Uniform and ensuring distribution of the uniform to all team members
- Taking any spare items of uniforms with them to the Championships (in case of emergency).

B. Australian Coat of Arms

Honours, Symbols and Territories Branch

Department of the Prime Minister and Cabinet

PO Box 6500 CANBERRA ACT 2600

Ph 02 6271 5601

Email - governmentbranding@pmc.gov.au

<https://www.pmc.gov.au/government/commonwealth-coat-arms>

AusDBF is responsible for applying to the Australian Government to request use of the Coat of Arms, which needs to be applied for each campaign, as strict guidelines apply to its usage.

C. Wording under Coat of Arms



This needs to be reviewed prior to every campaign so that it meets the strict guidelines re the use of coat of arms

- The wording underneath Auroras must read – Australian National Team
- The wording underneath the Coat of Arms should read – IDBF xxx World Dragon Boat Championships, then location and year

D. Paddles

AusDBF is responsible for going out to tender for a campaign preferred paddle provider. AusDBF will work closely with the Head Coach on selecting the successful manufacturer and design. Purchase of a campaign paddle is not compulsory but will be optional should athletes choose to purchase a campaign paddle as a souvenir to acknowledge their participation in the campaign. The paddle will be tendered out every 2 years.

22. Selection Trials

The Head Coach will work closely with each of the Member States to coordinate dates, times, and equipment requirements to run selection trials in each Member State.

The Head Coach will communicate as early as possible to promote the details of selection requirements both to assist the individuals trialling, club coaches and Member States.

Successful selection trials cannot be run without the support and cooperation from each of the Member States and their clubs. All Member States and Clubs should encourage as many new and previous representatives across all age divisions to trial for inclusion to represent Australia.

23. Training Camps

It is the Australian Head Coach, Assistant Head Coach and the Head Manager's responsibility to ensure a Risk Assessment has been completed prior to each Training Camp and any possible risks are acknowledged and dealt with.

The Head Manager's responsibility will be to coordinate the training camps:

- Liaise with the Coaches to understand their requirements and ensure they are met
- Assist and support the (Divisional) Coaches / Managers as required.
- Work with AusDBF to confirm what arrangements have been made with regards to venue, dragon boats, safety boats and equipment for use during the camp
- Liaise with the relevant Member State
- Confirm the location for the training camp is available and has been booked
- Confirm any boats and equipment borrowed are transported to / from the training camp and returned appropriately
- The risk assessment has been completed and submitted to AusDBF prior to the camp
- Check any local Maritime regulations or venue requirements are adhered to
- Organise and coordinate any accommodation requirements for Juniors for training camps
- It is preferable for accommodation hosting arrangements to be organised for training camps (all juniors are required to be accommodated together at the one venue)
- Organise and coordinate any accommodation requirements for Australian Team Members internationally prior to Championships (if required)
- Organise and coordinate any equipment for training camps as required by the coaches.
- Document and report any incidents and injuries to AusDBF.

A detailed list of equipment requirements is attached in Appendix 6

Recording sheets to record single craft and fitness test results as designed for each campaign example is included in Appendix 7.

AusDBF will be responsible for liaising with each Member State to request use of dragon boats (including transport), safety boats (including fuel) and any other equipment requirements.

The Head Coach and Assistant Head Coach in partnership with the Divisional coaches will:

- Will provide team members with a training program and expectations for the weekend which will include what they need to bring, when they should arrive and what time they look to book return flights etc

24. Site Inspection

If deemed appropriate the Head Coach and / or Assistant Head Coach and / or Head Team Manager (or other approved personnel) may organise a site inspection to view the venue and accommodation for the upcoming Championships. Approx costs to participate in the site inspection must be included in the initial budget submitted to the AusDBF Board.

A report outlining recommendations of the site inspection findings must be submitted to AusDBF upon return from the trip.

25. Australian Team Dinner

It is the Head Teams Manager's responsibility to organise an official Team Dinner on the evening prior to the Championships starting (preferably the night before the Opening Ceremony)

- Budget and details must be finalised in conjunction with AusDBF which may include the invitation of any guest speakers and VIPs and all AusDBF Directors not involved with the campaign should be invited.
- Courtesy would be to invite any Australian IDBF Race Officials to attend the Team dinner
- Program for the function should be prepared including timings and list of people invited to speak and provided to AusDBF prior to departure
- Any presentations and thankyou's can be included in the timings

26. Supporters

To allow the Team Manager to concentrate on looking after the athletes, it is recommended a Manager be appointed to coordinate the Supporters who will be travelling with the Australian Team. The Supporters Manager to be part of the Management team.

- As squad sizes continue to expand in numbers it may not be possible or viable to accommodate supporters with the team. This situation will be reviewed for each campaign and communicated as early as possible in the campaign process. However, it is essential that the supporters are accommodated separately to the Australian Athletes
- Can purchase selected items of clothing which DO NOT bear the Coat of Arms. These can be ordered from the approved manufacturer provider for the campaign
- Supporters accompanying the Australian Team will be also be subject to the same Code of Conduct applicable to the athletes. Inappropriate actions may reflect negatively upon the athletes and the squad in general.
- The Supporters will generally not be able to travel to/from the venue with the Australian Team.
- It is recommended Supporters purchase ID Cards (passes) so they can access the same area as the athletes
- The Supporters Team Manager is responsible for coordinating accommodation, transport to/from the venue, Opening Ceremony, and any sightseeing activities for the supporters
- Supporters should be invited to attend the Australian Team dinner

27. Juniors

A separate resource pack has been created specifically to address all areas concerning Juniors – refer to this separate document (*Information for Parents and Guardians*)

The recommendation from the 2019 survey was there needed to be minimum 2 managers and 6 House Parents to supervise 80 minors. The House Parents to be appointed as early as possible and included to be part of the training camps and functions.

Junior Drummers selected for other age divisions are to be included in that division for training and camps to encourage bonding with the teams and especially the sweep.

28. Survey

Upon completion of each campaign it is essential that AusDBF seek feedback from the athletes which will enable AusDBF to review feedback and consider any improvements which may need to be implemented before the next campaign.

AusDBF has created a standard survey to enable effective analysis and comparison of results from different campaigns.

It is the Head Managers responsibility to distribute a survey for the team to include feedback on

- Training camps
- Uniforms
- Coaches
- Team managers
- Selection
- Travel and accommodation

The survey needs to be emailed out to the team members within 21 days of returning from the campaign.

The results from the survey must be emailed to AusDBF within 6 weeks after the campaign has finished.



Appendix 1 – Individual Aurora Agreement

Status of this agreement

Agreements must be signed within one week of selection and returned with acceptance of position in the squad. Selection is not final until your agreement has been received.

This agreement is binding from the time of signature until the end of the Official competition period.

My commitment to my state

- I commit to nominating for selection in the state versus state competition for AusChamps during the period of this agreement.

My traits and behaviours

- I commit to continually developing my fitness and technique at the elite level to contribute the best possible performance I can during this campaign.
- I commit to being a team player and working together with squad members to develop our performance as a crew.
- I understand that coaching decisions, including crew configurations will be based on the best possible crew for the conditions, category, and distance in which the squad is training or competing. Coach's decisions are final, are made in the best interest of the team's overall performance therefore I will avoid negative comment as I understand these impacts upon team moral.
- I commit to asking for help when I need it.
- I will always comply with the AusDBF Social Media Policy during the campaign.

My commitment to training

- I commit to attending each of the Auroras training camps appropriate to my division.
- I understand that attendance at set state-based training sessions is not optional. If I am unable to make a scheduled session, I will notify my state-based coach before the session with the reason I cannot attend. I understand that state-based coaches will report non-attendance issues to the head coach and divisional coaches. I understand that I must submit benchmark results and Motion Master (or equivalent) data as required by coaches and within the specified time frame without the need for reminders.
- I understand that if I cannot complete benchmarking or a requested time trial within prescribed timeframes due to illness or injury, I must notify my state and divisional coach and manager as soon as possible. I must also provide a medical certificate upon request.
- I understand if my absence becomes regular, or my data is not submitted in accordance with directions provided, my Divisional coach will discuss this with the Head Coach and address the issue with me.
- I understand that if I am deemed to be significantly underperforming, my selection is subject to review and I may be released from the squad.

My commitment to nutrition and alcohol management

- I understand that I am required to maintain a nutritional program that supports my maximum power to weight ratio.
- I undertake to seek advice from my divisional coach or the Head Coach about this if I need to.
- I understand that I should limit my intake of alcohol and during periods prescribed by the Head Coach, refrain from consuming alcohol at all.
- I understand that during official competition and training camps, there is a full ban on alcohol.

My undertaking to wear uniform appropriately

- I understand that I must comply with uniform guidelines and commit to purchasing mandatory items.

My agreement to deal appropriately with media and sponsorship opportunities

- I commit to complying with AusDBF guidelines in place about sponsorship and/or media.

My commitment to travelling appropriately

- I always undertake to represent my country in a positive, proud, and respectful way.
- I understand that during official training camps and competition periods, I am required to comply with any room sharing requirements at the request of the head coach or AusDBF – this may include for example, a requirement that genders or age groups are segregated.
- I commit to comply with AusDBF Travel Policy.
- I understand if my partner has also been selected as an athlete, we will be allowed to share accommodation, as long as our focus and priority remains with the teams we have been selected in. I understand if the Coaches deem my focus to have strayed, I will be required to move rooms and share with another athlete.
- I understand that my supporters are not permitted able to share my accommodation during official competition and training camp periods.
- I understand that supporters may not be permitted to visit me on site within the team-only areas at official competition.

Complaints

- I understand that I can make a complaint through my divisional captain, coach, or manager as appropriate.
- I agree to abide by the AusDBF Member Protection Policy.
- I understand that non-compliance with this agreement throughout the campaign may result in disciplinary action being taken by the Head Coach in consultation with my divisional coach, manager, captain and others as relevant to the issue and in cases where this is ineffective, my selection may be reviewed.

Signed on (date)

By (printed full name and signature of Aurora)

In the presence of (printed full name and signature of Witness)



Appendix 2 – Auroras Expectations of Behaviour Guidelines

The Australian Dragon Boat Federation (AusDBF) is committed to promoting and strengthening the positive image of Dragon Boating and its participants in Australia, and the Australian team when attending international competition. Considering this commitment, the AusDBF Code of Conduct seeks to establish standards for the expected behaviours of squad members while on tour. They have been developed to guarantee participants act in a professional and proper manner, and to ensure the sport is conducted with disciplined, courteous, and sporting behaviour. It is the intention of the Board to provide guidelines which provide a platform to maintain the elements of enjoyment and satisfaction of the sport and to allow competition to thrive in a balanced and mutually respectful environment.

Athletes (Paddlers) Oath

“Play the game for the games sake; be modest in victory and generous in defeat.

The most important thing in dragon boating is not to win, but to take part, just as in life – it is not the triumph but the struggle.

Be true to your fellow paddler.

Paddle not for yourself but for your team.

Work hard. Be strong. Expect no reward and reward will come.”

Athletes (Paddlers)

- Paddle for enjoyment
- Paddle by the rules of the competition
- Never argue with a race official’s decision. Protocols exist for protesting and your coach and manager will conduct said procedures on behalf of paddlers where they believe this is appropriate
- Work equally hard for yourself and your team
- Be a good sport. Applaud good performance whether by your team or your opposition
- Shake hands with your competitors at the end of a race or acknowledge the competition with a cheer in the spirit of good sportsmanship

Treat all paddlers with equal respect regardless of gender, ability, disability, ethnic origin, or religion.

Coaches and Managers

- Lead by example
- Be reasonable in your demands
- Ensure you are aware of all squad member allergies and medical conditions and have emergency medical action plans documented by appropriate Health Clinician and available at all training and competition venues. eg Anaphylaxis action plan
- Ensure your squad understand the basic rules and regulations of dragon boating
- Ensure your squad fully understand the Anti-Doping protocols, Banned substances and TUE process
- Ensure your squad understand the protocol for protest procedures
- Remember all paddlers are motivated differently and winning is often only one of the reasons they paddle
- Never ridicule paddlers for making errors or losing races

- Be professional and accept responsibility for your actions
- Display high standards in language, behaviour, manner, dress, punctuality, and preparation
- Develop team respect for the ability of opponents, as well as the judgement of referees and opposing coaches
- Insist on a disciplined approach by the paddlers.

Supporters/Spectators

- Participants range in age from young teenagers to 70+. Always remember your audience when cheering
- Never publicly question a race official. There are protocols in place and protests will be managed by team managers and coaches only.
- Encourage fair sportsmanship on and off the water and be a role model for paddlers. Young athletes learn best by example.
- Support all efforts to remove verbal and physical abuse from the sport.
- Recognise the importance of regatta volunteers and give them respect by obeying their instructions, which will often be safety related.

The Expectations of Behaviour Guidelines are a simple outline for Australian squad members to ensure everyone is given the opportunity to enjoy the sport of Dragon Boating to the maximum level. Dragon Boating has always been a game which prides itself on fair play and enjoyment for all, so please adhere to these guidelines to ensure this continues.

Several AusDBF policies are in place which overlay the Expectation of Behaviour platform including:

- Social Media Policy
- Media Relations Policy
- AusDBF National Branding Guidelines
- AusDBF Member Protection Policy
- Anti-Doping Policy

Further information can be viewed on the AusDBF website - www.ausdbf.com.au



Appendix 3 – Auroras Harassment Management Guidelines

The Australian Dragon Boat Federation (AusDBF) is committed to promoting and strengthening the positive image of Dragon Boating and its participants in Australia, and by the Australian team when attending international competition. Considering this commitment, the AusDBF Code of Conduct seeks to establish standards for the management of harassment while the Australian squad members are on tour.

Harassment: AusDBF is committed to providing an environment in which all members are treated with respect, fairness, and dignity. In addition, the adhering to the AusDBF Values and Standards, we require all members “To value the well- being and diversity of our members”.

What is Harassment? Harassment is offensive, belittling, bullying or threatening behaviour and is unlawful in any work-related or in this case AusDBF competition campaign, including conferences, functions, social engagement, training programs, or competition activities. Harassment may be directed at an individual or group of individuals. While it may often be focused on the sexual, cultural, or racial background or disability of the individual or group, harassment can be exhibited in a wide range of circumstances and environments including in the inappropriate exercise of power, authority, and influence in the conduct of activities.

Harassment is behaviour considered inconsistent with required standards of behaviour and is unwelcome, unsolicited, and usually unreciprocated. It may arise in the context of a single incident or form part of repeated incidents or as a pattern of behaviours. It can be verbal, visual, or physical behaviour.

Examples of Harassment include but is not limited to:

- Physical contact or requests for sexual favours
- Physical threats or acts
- Persistent following (stalking)
- Suggestive looks implying a sexual interest
- Persistently disrupting an individual’s work, work space, equipment or interfering with their personal property
- Jokes, derogatory or dismissive comments
- Languages or gestures that is insulting, belittling, or threatening
- Circulating, displaying written or pictorial material that is offensive, or belittling
- Preventing access to workplace facilities.

At its worst, sexual harassment can involve indecent exposure, obscene telephone calls and sexual assault. Sexual harassment and physical threats to people or property may also be reported to the Police for investigation as possible criminal offences. If you are in any doubt, discuss your concerns with the AusDBF High Performance Director, your Team Manager, Team Coach or Team Captain

It is important to note harassment is based on the perception of the receiver. Humour and jokes do not constitute harassing behaviour for some employees whilst others may find them offensive. Harassment should not be confused with advice or counselling on performance or team-related behaviour of an individual or group which might include critical comments indicating performance deficiencies. Feedback or counselling on performance or team-related behaviour differs from harassment. Feedback or counselling is intended to assist paddlers to improve performance and will be constructive and provide advice and recommendations for paddlers.

Athlete and Management Responsibilities: As a member of the Australian squad you have a shared responsibility to prevent harassment and contribute to a productive team and performance environment. All AusDBF members must ensure their own behaviour meets the identified standards of the AusDBF Code of Conduct.

Incident Reporting Procedure: All athletes and managers are strongly encouraged to speak out against harassment should they witness it. If you feel you have been involved in an incident which may be perceived as harassment, either as an observer or recipient of harassing behaviours you are encouraged to immediately report the incident to either:

- The AusDBF High Performance Director
- Your Divisional Coach
- Your Divisional Team Manager
- Your Divisional Team Captain
- A member of the Aurora Leadership Team or someone in your team you trust who will encourage you to seek a resolution.

It is important to remember your report will be in the strictest of confidence and will be managed to ensure your comfort, safety and confidence is always paramount. Any allegation of harassment will be dealt with in a sensitive and discreet manner.

Non-compliance and Resolution

All AusDBF Board Directors and Aurora Leadership Team members will enforce the Harassment Management Guidelines and any noncompliance is handled according to the following process:

- Explanation of the guidelines to the person/people concerned, including identification of the section of guidelines not being complied with
- Initial discussion with an AusDBF representative from the Aurora Leadership team to assist in confirming harassment has occurred if the member is unsure about the issue
- Informal resolution of harassment or discrimination complaints is usually appropriate where the allegations are of a less serious nature or the individual wishes to pursue informal resolution directly. If they are uncomfortable approaching the alleged harasser directly, asking their Aurora Leadership representative to speak to the alleged harasser on their behalf or seek the advice and support of an Aurora Leader
- A formal process for investigating the complaint and resolving the matter can be initiated in circumstances where an informal approach has not been successful or is not considered appropriate because of the seriousness of the allegations. This may involve contacting legal authorities including Police
- Non-compliance will be recorded on the incident register
- Athletes involved in harassment will have any medals awarded at the regatta stripped from them immediately or on return to Australia.
- Athletes involved in harassment will be banned from applying for a position in the Aurora team for a period of two years which will include team selection for the following Asian Championships and World Nations Championships squads
- Continued non-compliance with the guidelines should be handled by at least two AusDBF Board members who will use their discretion as to the action taken, which may include asking the person/ people to leave the squad immediately and they will not compete in any further regatta activity including racing.

Appendix 4: Therapeutic Use Exemption (TUE) Application Form



Australian Government
Australian Sports Drug
Medical Advisory Committee

ASDMAC
Unit 14, 5 Tennant St Fyshwick ACT 2609
PO Box 1744 Fyshwick ACT 2609
T +61 (0) 2 6222 4283
W www.asada.gov.au
E asdmac@asada.gov.au

APP

Therapeutic Use Exemptions (TUE) APPLICATION FORM

Please complete ALL sections in CAPITALS or typing. Illegible or incomplete applications will NOT be processed and will be returned.

NOTE: This application will be reviewed by a panel of medical practitioners, bound by strict confidentiality. Please supply relevant medical details and reports to allow ASDMAC to formulate an informed decision on this application. If no supporting medical documents are attached, the application will be returned to the applicant.

1. Athlete Information

Surname:				Given name:			
Female:		Male:		Other:		Date of Birth (2/m/y):	
Title	Mr	Mrs	Ms	Miss	Other		
Address:							
Suburb:			State:			Postcode:	
Mobile:				Phone (h):			
Email:							
Sport: Dragon Boating							
National Sporting Organisation: Australian Dragon Boat Federation							
Current Level of Athlete:							
Member of National Team or Squad:				Other:			
Are you in an:		RTP:		DTP:		N/A	
If you are an athlete with an impairment, please indicate the impairment:							

2. Medical Information *(continue on separate sheet if necessary)*

Diagnosis:

On a separate sheet/s please provide:

- a. Medical information confirming the diagnosis should be attached and forwarded with this application. It should include a comprehensive medical history and examination and the results of all relevant laboratory investigations and imaging studies. Copies of the original reports or letters should be included when possible. The information provided should be sufficient for the medical committee assessing the application to make their own assessment of the diagnosis.
- b. If relevant, there should be some clinical justification why there is a need to use the prohibited medication in the application if there is a reasonable permitted alternative medication.

Note: WADA maintains a series of guidelines to assist physicians in the preparation of complete and thorough TUE applications. These TUE Physician Guidelines can be accessed on the Sport Integrity Australia website: <https://www.sportintegrity.gov.au/substances/therapeutic-use-exemption/medical-evidence-needed-tues>. The guidelines address the diagnosis and treatment of a number of medical conditions commonly affecting athletes and requiring treatment with prohibited substances.

3. Medication Details

Prohibited Substance(s): <u>Generic name</u>	Dose	Route of Administration	Frequency	Duration of Treatment	Date Medication Commenced

4a. In-advance applications

Are you applying due to:

	Starting a new medication OR
	A change in your level of competition, meaning that you now require an in advance TUE for a medication you are already using.

4b. Retroactive applications

Retroactive application? Yes: <input type="checkbox"/> No: <input type="checkbox"/> If yes, on what date was treatment started? Date: _____	Please indicate reason: <input type="checkbox"/> Emergency treatment or treatment of an acute medical condition was necessary <input type="checkbox"/> Due to other exceptional circumstances, there was insufficient time or opportunity to submit an application prior to sample collection <input type="checkbox"/> Advance application not required under applicable rules (Planned Retroactive TUE) <input type="checkbox"/> Fairness - Fairness is an exceptional and infrequently applied criteria for retroactive TUE applications that requires approval by both WADA and ASDMAC. These criteria should be discussed with the ASDMAC secretariat and Chair prior to submission. <input type="checkbox"/> Other: Please explain: _____ _____
If the retroactive request is for a substance/method detected as a result of doping control, please state: date of sample collection: _____ substance/method detected: _____	

5. Previous applications

Have you submitted any previous TUE application/s to any Anti-Doping Organisation (including ASDMAC)		
Yes:	No:	
If yes, please attach any current or relevant TUE/s to this application or please fill out the following information in relation to those applications.		
For which substance or method?		
To whom?		Date:
Decision:	Approved:	Not Approved:

6. Medical practitioner's declaration

I certify that the information at sections 2 and 3 above is accurate, and that the above-mentioned treatment is medically appropriate.

Name:		
Medical Specialty:		
Address:		
Suburb:	State:	Postcode:
Phone:	Mobile:	
Email:		
Signature of Medical Practitioner:		Date:

Note: ASDMAC correspondence will be by email. Please ensure that you list a valid email address

7. Application checklist (please complete before sending application)

8.1 Athlete information complete	
8.2 Medical information complete	
8.3 medical details complete	
8.4 Medical Practitioner declaration complete	
8.5 Retroactive Applications complete	
8.6 Previous Applications complete	
8.7 Athletes Declaration complete	

Please email your completed application and supporting medical information as a pdf document to asdmac@sportintegrity.gov.au.

Please keep a copy of any documents submitted for your records

8. Athletes declaration

I, _____,

certify that the information set out at sections 1, 4a, 4b, and 5 is accurate. I authorize the release of personal medical information to the Anti-Doping Organization (ADO) as well as to WADA authorized staff, to the WADA TUEC (Therapeutic Use Exemption Committee) and to other ADO TUECs and authorized staff that may have a right to this information under the World Anti-Doping Code ("*Code*") and/or the International Standard for Therapeutic Use Exemptions. These people are subject to a professional or contractual confidentiality obligation.

I consent to my physician(s) releasing to the above persons any health information that they deem necessary in order to consider and determine my application.

I understand that my information will only be used for evaluating my TUE request and in the context of potential anti-doping rule violation investigations and procedures. I understand that if I ever wish to (1) obtain more information about the use of my health information; (2) exercise my right of access and correction; or (3) revoke the right of these organizations to obtain my health information, I must notify my medical practitioner and my ADO in writing of that fact.

I understand and agree that it may be necessary for TUE-related information submitted prior to revoking my consent to be retained for the sole purpose of establishing a possible anti-doping rule violation, where this is required by the *Code*, International Standards, or national anti-doping laws; or to establish, exercise or defend a legal claim involving me, WADA and/or an ADO.

I consent to the decision on this application being made available to all ADOs, or other organizations, with Testing authority and/or results management authority over me.

I understand and accept that the recipients of my information and of the decision on this application may be located outside the country where I reside. In some of these countries data protection and privacy laws may not be equivalent to those in my country of residence. I understand that my information may be stored in ADAMS, which is hosted by WADA on servers based in Canada, and will be retained for the duration as indicated in the WADA International Standard for the Protection of Privacy and Personal Information (ISPPPI).

I understand that if I believe that my Personal Information is not used in conformity with this consent and the International Standard for the Protection of Privacy and Personal Information, I can file a complaint to WADA or CAS or the national regulator responsible for data protection in my country.

I understand that the entities mentioned above may rely on and be subject to national anti-doping laws that override my consent or other applicable laws that may require information to be disclosed to local courts, law enforcement, or other public authorities. I can obtain more information on national anti-doping laws from my International Federation or National Anti-Doping Agency.

Athletes signature:	Date:
Parents/Guardian signature:	Date:

If the Athlete is a Minor or has an impairment preventing him/her signing this form, a parent or guardian shall sign on behalf of the Athlete)

Appendix 5: AusDBF WH&S Hazard/Incident Notification and Investigation



This form is to be used for the notification and investigation of the hazards, near misses and injuries – to enable the risk to be identified and minimised. This form **MUST** be completed within **24 hours** of an injury occurring. For serious bodily injury, dangerous events and serious electrical incidents contact the AusDBF Chair immediately.

Notification:

Part A – to be completed by the observer or injured person.

Part B – to be completed by the immediate Team Leader

Investigation:

Part C – to be completed by the Team Leader in consultation with Manager

Part D – to be completed by Manager/Section Leader

Part E – to be completed by AusDBF Director

PART A - HAZARD / NEAR MISS / INJURY DETAILS (to be completed by Observer or injured person)

Please tick which scenario is most relevant

HAZARD Hazard = source of potential harm to people, plant, or the environment	INCIDENT – NEAR MISS Near miss = event occurred which did not result in an injury	INCIDENT – INJURY Injury = event occurred which resulted in an injury
--	--	--

Name: (reported by) _____ Mobile: _____

Email: _____

Date of Birth: (d/m/y) _____ Select: Male / Female

Position/Role: _____ Date of Event: _____ Time: _____ am/pm

State: _____ Club name: _____

Area: _____ Team Leader Name: _____

Witness: (if any) _____ Mobile: _____

Witness email: _____

Location: (address) provide map if necessary

Incident reported to: _____ Date: _____ Time: _____ am/pm

Incident/ near miss occurred during: _____

Weather conditions and physical environment Cold Hot Humid

Fine Rain Night Overcast Low Light Storm Windy

Hazard/Near miss / Injury Description: _____

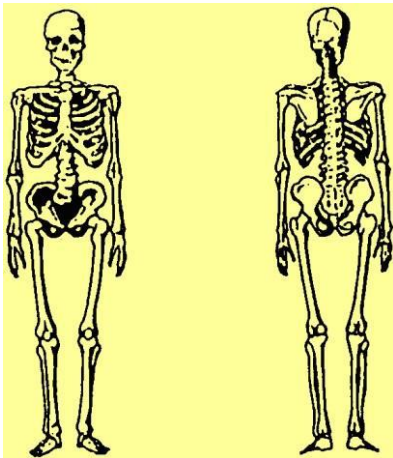
Does a work method statement/safe operating procedure exist for this task? Yes / No
Was it followed? Yes / No

Details of damage sustained: (include any damage to plant as result of incident)

Immediate action taken: (what actions were immediately implemented to eliminate or minimise further impact or occurrence)?

If injury occurred complete injury form in next section. If no injury complete this first section only

Completed by: (person completing this form) _____ Signature: _____ Date: _____

PART B - INJURY NOTIFICATION DETAILS (to be complete by First Aider / Injured person)						
Name of First Aid Attendant						
List PPE (personnel protection equipment) worn at time of Injury						
PFD	Footwear	Clothing	Headwear	Glasses	Sunscreen	
Treatment	No treatment	First Aid (including self-administered)		Doctor	Hospital (including emergency room)	
If sent to Doctor/Hospital by -	Private Vehicle	Company vehicle	Taxi	Ambulance	Public transport	
Please tick all applicable boxes-						
INJURY TYPE		BODY PART		CAUSE/AGENCY		
<input type="checkbox"/> Abrasion <input type="checkbox"/> Fracture <input type="checkbox"/> Amputation <input type="checkbox"/> Hernia <input type="checkbox"/> Bite/Sting <input type="checkbox"/> Infection <input type="checkbox"/> Bruising <input type="checkbox"/> Internal Injury <input type="checkbox"/> Burn <input type="checkbox"/> Irritation <input type="checkbox"/> Concussion <input type="checkbox"/> Laceration/cut <input type="checkbox"/> Crush <input type="checkbox"/> Multiple Injuries <input type="checkbox"/> Deafness <input type="checkbox"/> Poisoning <input type="checkbox"/> Dermatitis <input type="checkbox"/> Sprain <input type="checkbox"/> Dislocation <input type="checkbox"/> Strain <input type="checkbox"/> Foreign Body <input type="checkbox"/> Stress/anxiety <input type="checkbox"/> Other (specify)		Circle injured location/s at each side  FRONT VIEW BACK VIEW Right Left Right Left		<input type="checkbox"/> Animal <input type="checkbox"/> Needle Stick <input type="checkbox"/> Biological <input type="checkbox"/> Noise Exposure <input type="checkbox"/> Confined <input type="checkbox"/> Plant/Equip. space <input type="checkbox"/> Dust <input type="checkbox"/> Physical assault <input type="checkbox"/> Electricity <input type="checkbox"/> PPE <input type="checkbox"/> Ergonomics <input type="checkbox"/> Repetition <input type="checkbox"/> Fall from <input type="checkbox"/> Slide/Cave in height <input type="checkbox"/> Haz. Substance <input type="checkbox"/> Slip/Trip/Fall <input type="checkbox"/> Heat/cold <input type="checkbox"/> Striking object <input type="checkbox"/> Hit by Object <input type="checkbox"/> Vehicle accident <input type="checkbox"/> Job Design <input type="checkbox"/> Ventilation <input type="checkbox"/> Lighting <input type="checkbox"/> Verbal assault <input type="checkbox"/> Man. Handling <input type="checkbox"/> Vibration <input type="checkbox"/> Other (specify)		
First Aiders Comments:						
First Aiders Signature:				Date:		
Injured person's signature:				Date:		
Rehabilitation Officer notified?				Yes / No		
Rehabilitation (to be completed by Rehabilitation Officer)						
Rehabilitation Officer Name:				Date:		
Is this a recurrence of a previous injury?				Yes / NO		
Description of previous injury:						
Completed by: (person completing this form)		Signature:		Date:		

PART C - INVESTIGATION					
The purpose of this investigation is to identify the cause and actions that need to be taken to prevent reoccurrence of the hazard/incident and not to lay blame.					
Describe how the incident occurred including the cause and circumstances:					
Has an incident of this nature been reported to you before?					Yes / No
If Yes, please elaborate:					
Was the Club/State member undertaking routine activities when the incident occurred?					Yes / No
If No – explain the activity being undertaken:					
First time task undertaken by injured person			Performed Weekly		
Performed less than 2 hours per year			Performed Daily		
What conditions contributed to the incident?					Housekeeping Standards
Pre-existing Injury		Pre-existing Condition		Plant/equipment/Tool design	
Environment		Workplace Layout		Other	
What acts contributed to the incident?				PPE not used	PPE incorrectly used
Hazard/s not identified		Hazards/s not controlled		Work method statement not prepared	
Procedures not followed		Incorrect Tools & equipment		Work method statement not followed	
Isolations not performed		Operating without authority		Other	
What administrative / system failures contributed to the incident?					
Hazard ID & Risk Control		Inspections	Supervision	Permits	Communications
Isolation Breach		Emergency Systems	Training & Procedures	Maintenance	Other
Risk Calculator – Calculate the risk score for the identified hazard/incident					
LIKELIHOOD		CONSEQUENCES			
	Insignificant <i>First Aid Injury 0-low \$ loss</i>	Minor <i>Medical Treatment Low-medium \$ loss</i>	Moderate <i>Hospital treatment Notification to WHSQ Medium-high \$ loss</i>	Major <i>Single fatality Serious bodily injury Major \$ loss</i>	Catastrophic <i>Multiple fatalities Large \$ loss</i>
A (Almost Certain) <i>Is expected to occur at most times</i>	M – 52	H – 64	E – 76	E – 88	E -100
B (Likely) <i>Will probably occur at most times</i>	M – 44	H – 56	H – 68	E – 80	E – 92
C (Moderate) <i>Might occur at some time</i>	L – 36	M – 48	H – 60	E – 72	E – 84
D (Unlikely) <i>Could occur at some time</i>	L – 28	L – 40	M – 52	H – 64	E – 76
E (Rare) <i>May occur in rare circumstances</i>	L – 20	L – 32	M – 44	H – 56	H – 68
Risk Rating	Action Required				Enter your risk here
E	Extreme Risk	Immediate action required			
H	High Risk	Senior Management attention needed			
M	Moderate Risk	Management responsibility must be specified			
L	Low Risk	Manage by routine procedures			

Appendix 6: Checklist for Australian Team Manager

[illegible]

Appendix 7: Checklist for equipment required at Selection and Training Camps

Admin & Safety

1. Fresh water
2. First-Aid kit or access to first aid facilities
3. Sunscreen
4. Recording sheets for test results
 - a. Single craft time trials
 - b. Fitness tests
 - c. Dragon Boat set ups
5. Access to toilet facilities

On-Water activities

1. Megaphone
2. Radios/walkie talkies, minimum of 3, ideally 4
3. Small speed boat for coaching use
 - a. Registered
 - b. Fuel
 - c. Safety equipment to meet local maritime requirements
 - d. Only to be driven by holder of current Boat Licence
4. Four Buoys for dragon boat turns racing and single craft time trials
5. Water trials
 - a. Four Single craft with suitable seats, rudder, and float
 - b. Suitable spare parts and relevant tools to enable repairs
 - c. Stop watches
 - d. Recording sheets
6. Dragon Boats
 - a. Three or four (or more) depending on number of participants
 - b. Safety equipment as required to meet local maritime requirements
 - c. Victoria requires PFD's to be worn by each participant in boat.
 - d. Recording sheets

Off-Water: fitness benchmarking tests – Gymnasium Preferred

1. Beep Test
 - a. Flat space, suitable width to accommodate 8-10 runners
 - b. Concreted: 20 meters or Grass: 19 meters
 - c. Tape measure
 - d. Suitable markers to indicate each end of test distance
 - e. One or two people at each end to ensure participants touch/step over the end lines
 - f. Beep test App connected to suitable audio device
 - g. Recording sheet used for this and following fitness tests
2. Fitness tests
 - a. Suitable flat space set up as circuit in sequence of bench press, sit-ups, pull ups and kettle bells. Recommend keeping it to a minimum but with sufficient space to enable safe movement between activities and to allow for encouragement by supporters. Try to avoid use of footpaths which may be public thoroughfares.
 - b. Scales to weigh participants and to calculate bench press weights
 - c. Stop watch to time participants

- d. Assuming two people complete test at same time, require one counter per participant and one timer per pair being tested who move around the circuit with the pair being tested. (Prefer independent counter such as coach, drummer, or sweep – not a competing paddler)
 - e. Independent person (such as coach, drummer, or sweep) to monitor technique and move around the circuit with each pair being tested.
 - f. Participants to be advised at half way of time allowance. For example, if time limit is 2 minutes to complete each of the four following exercises, advise when 1-minute time has elapsed.
3. Bench press
- a. Two benches of suitable width to ensure stability when being used.
 - b. Two bars and suitable combination of weights totalling 180 kg.
 - c. Two 'spotters' for each bar
 - d. PFD or suitable protection for female / male chests as required
 - e. Foot rests for participants with shorter legs to avoid injury
4. Sit-ups
- a. Two mats, e.g. yoga
 - b. One person to hold each participant's feet
5. Pull-ups
- a. Pull up bars (No required dependant on numbers being tested)
 - b. Box or step to enable participants to reach bars
 - c. Chalk for hands
 - d. If possible, avoid triangular configurations where there are three bars fixed. This is off-putting to participation and can be dangerous if athletes drop good technique by 'swinging' and one-person kicks another.
6. Kettle Bells
- a. Sufficient kettle bells to cover off all the required weights for the campaign fitness benchmarks.
 - b. And/or suitable weights which can be taped to the base of the above if required.

Appendix 8: Junior Checklist for accommodation, location, and vicinity

1. Hotel Facilities

Requirement	Purpose / Ideal	Comment/Options/Cost
Rooms	<ul style="list-style-type: none"> • Twin or triple rooms with separate beds • Ensuite bathrooms • Capacity for juniors to be together and discrete from the other Australian Team members and hotel guests • Secure access to floor/building 	
Study / meeting room / social space	Separate room with tables and chairs that can be used for <ul style="list-style-type: none"> • Study time • Team meeting • Social gathering (games / music / movies) • TV / projector facilities 	
Recreation options on-site	<ul style="list-style-type: none"> • Swimming pool • General green space (can a ball be kicked) • Other facilities and needs for access (tennis courts, etc) 	
Laundry	Guest laundry facilities / costs	

2. Local facilities

Requirement	Questions	Answers
Access to a supermarket for self-catering for juniors during training and regattas to buy bulk items – bearing in mind any known allergies etc	How can the team travel to/from the accommodation to the supermarket with goods? Taxi / walk Are the following items available and cost? <ul style="list-style-type: none"> • Loaf of bread • Jar of peanut butter • 10 apples / bananas / oranges • 1 litre of water • 6 Muesli bars • 1 packet of biscuits 	

	Are there dietary options for dairy/lactose free, gluten free, nut free, vegetarian/vegan free	
Local restaurant hotel or club for a junior division meal out	<p>Is there somewhere for meals off-site that can cater for a junior group?</p> <p>For all options please provide:</p> <ul style="list-style-type: none"> • Overview • Food type/options for a large group • Approx cost per head • Is it within walking distance? Or is transport required? • Contact / website address 	

3. Hotel Surrounds

Requirement	Questions	Answers
Shops within walking distance for juniors to walk to during free time. e.g. supermarket, shopping mall, local markets)	<ul style="list-style-type: none"> • Within walking distance? • How safe is the walk? • What supervision is required? • Max numbers at once? • Types of shops / items available to buy? • Opening hours? 	
Recreation facilities within walking distance – places close by we can access during free time such as playing fields, park, playground, movie cinema, arcade, swimming pool, beach	<ul style="list-style-type: none"> • Within walking distance? • How safe is the walk? • What supervision is required? • Max numbers at once? • Types of facilities/activities? • Opening times? • Access limits? • Cost for admission? 	
Tourist attractions or places of interest within walking distance that juniors can visit during free time	<ul style="list-style-type: none"> • Within walking distance? • How safe is the walk? • What supervision is required? • Max numbers at once? • Costs involved? 	
Community / cultural opportunities for visits (e.g. schools, temples, local industry) which could be visited during free time to learn about the local culture or give back to the local community	<ul style="list-style-type: none"> • Within walking distance? • How safe is the walk? • What supervision is required? • Max numbers at once • Types of places, purpose opportunity? • Contact details to plan arrangements 	
Laundry facilities in the local area	<ul style="list-style-type: none"> • Within walking distance? • How safe is the walk? • What supervision is required? 	

	<ul style="list-style-type: none"> • Max numbers at once? • Opening hours? • Costs and coins needed? 	
--	---	--

4. Day trip (rest day) Opportunities – provide options available

Suggestion	Details: include transport, duration	Costs / Opening hours/ website / contact

Appendix 9: SAMPLE of Risk Management Plan to be completed for each location used. Refer to AusDBF website for further information

Consider the consequences and likelihood for each of the identified hazards and use the table to obtain the risk level. This document can be used to identify the level of risk and help to prioritise any control measures.

			Consequences				
			1 – Insignificant Dealt with by in-house first aid, etc.	2 – Minor Medical help needed. Treatment by medical professional/hospital outpatient, etc.	3 – Moderate Significant non-permanent injury. Overnight hospitalisation (inpatient)	4 – Major Extensive permanent injury (e.g. loss of finger/s) Extended hospitalisation	5 – Catastrophic Death. Permanent disabling injury (e.g. blindness, loss of hand/s, - quadriplegia)
	A -	Almost certain to occur in most circumstances	High (H)	High(H)	Extreme (X)	Extreme (X)	Extreme (X)
	B -	Likely to occur frequently	Medium (M)	High(H)	High(H)	Extreme (X)	Extreme (X)
	C -	Possible and likely to occur at some time	Low (L)	Medium (M)	High(H)	Extreme (X)	Extreme (X)
	D -	Unlikely to occur but could happen	Low (L)	Low (L)	Medium (M)	High(H)	Extreme (X)
	E -	May occur but only in rare and exceptional circumstances	Low (L)	Low (L)	Medium (M)	High(H)	High(H)

How to Prioritise the Risk Rating - Once the level of risk has been determined the following table may be of use in determining when to act to institute the control measures.

Extreme (X)	Act immediately to mitigate the risk. Either eliminate, substitute, or implement engineering control measures.	Remove the hazard at the source. An identified extreme risk does not allow scope for the use of administrative controls or PPE, even in the short term.
High (H)	Act immediately to mitigate the risk. Eliminate, substitute, or implement engineering control measures. If these controls are not immediately accessible, set a timeframe for their implementation and establish interim risk reduction strategies for the period of the set timeframe.	An achievable timeframe must be established to ensure that elimination, substitution, or engineering controls are implemented.
Medium (M)	Take reasonable steps to mitigate the risk. Until elimination, substitution or engineering controls can be implemented, institute administrative or personal protective equipment controls. These “lower level” controls must not be considered permanent solutions. The time for which they are established must be based on risk. At the end of the time, if the risk has not been addressed by elimination, substitution, or engineering controls a further risk assessment can be undertaken.	NOTE: Risk (and not cost) must be the primary consideration in determining the timeframe. A timeframe of greater than 6 months would generally not be acceptable for any hazard identified as high risk. Interim measures until permanent solutions can be implemented:
Low (L)	Take reasonable steps to mitigate and monitor the risk. Institute permanent controls in the long term. Permanent controls may be administrative in nature if the hazard has low frequency, rare likelihood and insignificant consequence.	<ol style="list-style-type: none"> Develop administrative controls to limit the use or access. Provide supervision and specific training related to the issue of concern. (See Administrative Controls below)

Hierarchy of Control Controls identified may be a mixture of the hierarchy to provide minimum operator exposure.

Elimination	Eliminate the hazard.
Substitution	Provide an alternative that is capable of performing the same task and is safer to use.
Engineering Controls	Provide or construct a physical barrier or guard.
Administrative Controls	Develop policies, procedures practices and guidelines, in consultation with QDBF, to mitigate the risk. Provide training, instruction and supervision about the hazard.
Personal Protective Equipment	Personal equipment designed to protect the individual from the hazard.

Step One – Familiarize with the risk table on page one

Step Two – Identify potential risks

Step Three - Analyse the risk

Step Four – Evaluate the risk

Step Five – Identify and evaluate existing risk controls Step Seven – Further risk treatments

2. Identify Risks	3. Analyse Risks 4. Evaluate Risks			5. Identify and evaluate existing risk controls	6. Further Risk Treatments
Risk (people, information, physical assets, venues, climate, finances, reputation)	Consequence	Likelihood	Risk level	What are we doing to manage the identified risk?	Further Action Needed Opportunities for improvement
First Aid					
Injury – on and off water					
Environmental Hazards					
Sunburn					
Shade					
Hydration					
2. Identify Risks	1. Analyse Risks 2. Evaluate Risks			5. Identify and evaluate existing risk controls	6. Further Risk Treatments
Risk (people, information, physical assets, venues, climate, finances, reputation)	Consequence	Likelihood	Risk level	What are we doing to manage the identified risk?	Further Action Needed Opportunities for improvement
Weather conditions					
Heat Stroke / Hypothermia					
On Water Safety					
Boat drivers' licenses					
Dragon Boats, sweep oars and dragon heads					
Rescue / Safety boats – amount required – sufficient boats to perform multiple rescues					
Rescue / Safety boats – wash affecting dragon boats both before, during and on completion of the race					

2. Identify Risks	5. Analyse Risks 6. Evaluate Risks			5. Identify and evaluate existing risk controls	6. Further Risk Treatments
Risk (people, information, physical assets, venues, climate, finances, reputation)	Consequence	Likelihood	Risk level	What are we doing to manage the identified risk?	Further Action Needed Opportunities for improvement
Debris in water					
Buoyancy devices					
Distress flags					
Crews on water					
Boat handling – injury and falls when embarking or disembarking a dragon boat					
Boat Capsize / Roll over's / boat collisions /attack from marine source (shark) Bangs and bumps during racing, especially if capsize					

2. Identify Risks	3. Analyse Risks 4. Evaluate Risks			5. Identify and evaluate existing risk controls	6. Further Risk Treatments
Risk (people, information, physical assets, venues, climate, finances, reputation)	Consequence	Likelihood	Risk level	What are we doing to manage the identified risk?	Further Action Needed Opportunities for improvement
Start line – toggle starts					
Finish line – boats finishing the race and turning Boats returning to shoreline – collision					
Off Water					
Power cords					
Equipment left lying around					
Fit to race – alcohol or drug affected					
Litter hazards					
Emergency safety plan					
Toilet facilities cleanliness					
Sharp objects on ground and sand					