

Rowing SA

Rowing SA Safety and Training Policy

Version	Date	Author	Approved By	Summary of Changes
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1.1	14/4/2026	Operations Manager	CEO	Minor administrative amendments and formatting updates.
2.0	23/6/2026	Operations Manager	Board	Policy reviews and redevelopment, with updates to governance, safeguarding, incident management, permit compliance, first aid, emergency management, and creating supporting documents.

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1. Purpose

Rowing South Australia (“Rowing SA”) is committed to providing a safe, inclusive, and enjoyable rowing environment for all participants, officials, volunteers, contractors, spectators, and members of the broader community.

This Policy establishes the safety, operational, safeguarding, and behavioural expectations applicable to rowing activities conducted under the authority of Rowing SA.

This Policy supports the protection of participants and the public, the safe conduct of rowing activities, compliance with legislative and permit obligations, and the responsible use of shared waterways and public spaces. It is also intended to support clubs and schools in implementing safe rowing practices, promote a proactive safety culture, reinforce safeguarding and integrity obligations, and support the fair and consistent management of incidents and complaints.

Certain provisions within this Policy are mandatory requirements, while others provide guidance, operational expectations, or recommended practices intended to support safe and effective rowing operations.

Affiliated clubs and schools are expected to apply this Policy reasonably and in consideration of their own operational environments, participant groups, and activities, while continuing to comply with applicable legislation, permit conditions, and Rowing SA operational directions.

This Policy should be read in conjunction with external documents and requirements :

- [Rowing Australia Rules of Racing](#);
- [Rowing Australia National Integrity Framework](#);
- [Rowing SA policies and procedures](#);
- event safety plans and operational directions;
- local permit conditions;
- and relevant [legislation](#).

And Rowing supporting documents:

- Boat Lighting Requirements
- Emergency Contacts
- Emergency Management Plan
- Food Safety, Catering and Liquor Management
- Incident Reporting Process
- Participant Safety Requirements
- Photography and Media Policy
- Smoking, Vaping, Alcohol and Drugs
- Weather Policy
- West Lakes Course Maps
- West Lakes Permit Conditions

2. Scope

This Policy applies to all affiliated clubs and schools, registered participants and members, coaches, officials, volunteers, contractors, and support personnel involved in rowing activities conducted under the authority of Rowing SA.

The Policy applies to regattas, training sessions, camps, events, operational activities, travel associated with rowing activities, and interactions occurring within the rowing environment, including digital communication platforms.

This includes activities conducted at:

- West Lakes;
- Torrens Lake;
- regatta venues;
- club facilities;
- public reserves;
- shared pathways;
- and any other approved rowing locations.

3. Definitions

The following terms have the meanings set out below wherever they are used in this Policy.

Term	Definition
Affiliated Club	A club affiliated with Rowing SA in accordance with the current affiliation requirements.
Athlete	Any person participating in rowing, coxing, coaching, officiating, training, competition or sanctioned rowing activities.
BRO	Boat Race Official appointed to assist with regatta or event operations and water safety functions.
Club Safety Officer	The person nominated by an affiliated club responsible for coordinating safety and compliance matters within the club.
Coach	A person responsible for instructing, supervising or training athletes in rowing activities.
Coastal Rowing	Rowing activities conducted in open water environments, including beach sprints and endurance rowing activities.
Event	Any regatta, competition, training camp, education activity or sanctioned rowing activity conducted under the authority of Rowing SA.
Event Organiser	The club, school, organisation or individual responsible for planning and conducting an event.
Incident	Any event resulting in injury, illness, property damage, environmental harm, near miss, complaint or other safety concern.
Junior Participant	A participant under 18 years of age.
Low-Light Conditions	Periods where visibility is reduced and navigation or bicycle lighting may be required under applicable legislation or Rowing SA requirements.
Member	A person registered with Rowing SA through an affiliated club, school or approved membership category.
National Integrity Framework (NIF)	The policies and procedures adopted by Rowing Australia and administered by Sport Integrity Australia relating to integrity and member behaviour.
Near Miss	An unplanned event that did not result in injury, illness or damage but had the potential to do so.
Official	Any umpire, BRO, volunteer, event official or appointed representative performing an official function.
Participant	Any athlete, coach, official, volunteer, contractor, employee or other person involved in rowing activities.

Term	Definition
Personal Flotation Device (PFD)	A lifejacket or flotation device meeting applicable Australian standards and legal requirements.
Regatta	A rowing competition conducted under the Rules of Racing and Rowing SA requirements.
Risk Assessment	The process of identifying hazards, assessing risks and implementing control measures.
Rowing SA	Rowing South Australia Incorporated.
School	A school affiliated with Rowing SA or participating in Rowing SA activities.
Shared Path	A public pathway used by pedestrians, cyclists and other authorised users surrounding the rowing course and reserve areas.
Volunteer	A person who performs authorised duties without payment on behalf of Rowing SA, an affiliated club or school.
Water Safety Plan	A documented plan identifying water safety resources, personnel, emergency arrangements and control measures for an activity or event.
West Lakes	The A.M. Ramsay Regatta Course and associated reserve, boating and public access areas located at West Lakes, South Australia.
Working with Children Check (WWCC)	A screening check required under South Australian legislation for persons undertaking child-related work.

4. Legislative and Governance Framework

This Policy operates in conjunction with applicable legislation and governing body requirements, including:

- the Work Health and Safety Act 2012 (SA);
- Child Safety (Prohibited Persons) Act 2016 (SA);
- Tobacco and E-Cigarette Products Act 1997 (SA);
- Food Act 2001 (SA);
- relevant marine and boating legislation;
- Rowing Australia Rules of Racing;
- the Rowing Australia National Integrity Framework;

and applicable local government permit conditions.

4.1 City of Charles Sturt Aquatic Use Permit

Rowing activities conducted at West Lakes operate under a City of Charles Sturt Aquatic Use Permit and associated operational conditions.

The permit establishes operational requirements relating to:

- waterway usage;
- operational hours;
- public safety;
- coach conduct;
- lighting;
- traffic management;
- shared path use;
- noise management;
- and reserve operations.

Compliance with permit conditions and Rowing SA operational directions forms an important part of

maintaining safe rowing operations and continued access to the West Lakes precinct.

Where inconsistencies arise, legislative requirements prevail.

Nothing within this Policy removes the responsibility of affiliated clubs and schools to implement additional controls or procedures appropriate to their own operations and environments.

5. Shared responsibility for safety

Safety is a shared responsibility and all persons involved in rowing activities are expected to contribute to a safe and respectful environment.

Participants, coaches, officials, volunteers, contractors, and affiliated clubs and schools are expected to act safely and responsibly, comply with lawful directions, identify and report hazards, and raise concerns appropriately. All persons are expected to behave respectfully toward other waterway users, members of the public, volunteers, and officials.

Affiliated clubs and schools are expected to actively support a culture where:

- safety concerns can be raised appropriately;
- incidents are reported promptly;
- unsafe behaviour is addressed early;
- and operational concerns are managed proactively.
- Safety management is not limited to competition environments and applies equally to:
 - training;
 - travel;
 - volunteer activities;
 - event operations;
 - and interactions occurring within the broader rowing community.

6. Roles and Responsibilities

6.1 Rowing SA Responsibilities

Rowing SA is responsible for developing and maintaining safety policies and procedures, supporting affiliated clubs and schools to implement safe practices, coordinating safety requirements for sanctioned events, monitoring compliance with applicable permit conditions, managing incident reporting processes, and supporting continuous improvement across the rowing community.

Rowing SA may issue operational directions, temporary restrictions, or additional safety controls where necessary to:

- manage risks;
- respond to environmental conditions;
- support permit compliance;
- protect participants and the public;
- or manage operational concerns within shared public environments.

6.2 Club and School Responsibilities

Affiliated clubs and schools play a critical role in maintaining safe rowing environments and remain responsible for the conduct and compliance of their members, coaches, volunteers, participants, contractors, and spectators associated with their organisation.

Clubs and schools are expected to implement appropriate local safety procedures, provide suitable supervision, maintain equipment and facilities in safe operating condition, and ensure coaches and volunteers are appropriately qualified and supported.

Affiliated clubs and schools must support safeguarding obligations, communicate safety expectations clearly to members, support incident reporting processes, appoint a Club Safety Officer, and comply with all applicable permit conditions and operational directions issued by Rowing SA.

Clubs and schools are expected to take reasonable steps to ensure participants:

- understand waterway rules;
- comply with operational directions;
- behave respectfully toward members of the public;
- and operate safely within shared community environments.

Clubs and schools are responsible for ensuring participants are aware of, understand, and comply with the Participant Safety Requirements.

6.3 Club Safety Officers

Each affiliated clubs or school must appoint a Club Safety Officer.

The Club Safety Officer is responsible for assisting with implementation of this Policy, coordinating local safety matters, assisting with incident reporting and follow up, supporting emergency preparedness, maintaining emergency contact information, assisting with AED and first aid compliance, monitoring local safety concerns, and acting as a liaison with Rowing SA regarding safety matters.

The appointment of a Club Safety Officer does not remove the responsibility of clubs, schools, coaches, or participants to actively contribute to safety management.

6.4 Coaches and Team Managers

Coaches and team managers play a critical role in maintaining safe rowing environments and are expected to prioritise participant safety and wellbeing at all times.

Coaches and team managers must comply with safeguarding obligations, monitor environmental and weather conditions, provide appropriate supervision, ensure participants are appropriately briefed, model safe and respectful behaviour, and comply with Rowing SA and Rowing Australia requirements.

Coaches are expected to promote safe boating practices, reinforce waterway rules, support respectful interactions with the public, and encourage prompt reporting of hazards and incidents. Coaches must not pressure participants to train or compete in unsafe conditions.

Coaches are responsible for ensuring participants have been instructed in capsize procedures and comply with the Participant Safety Requirements.

6.5 Participants

Participants are expected to follow lawful directions, use equipment safely, comply with waterway rules and traffic patterns, wear required safety equipment, report hazards and unsafe behaviour, and avoid conduct that places themselves or others at risk.

Participants are expected to behave respectfully toward:

- officials;
- volunteers;
- coaches;
- other participants;
- members of the public;
- and other waterway users.

Unsafe, aggressive, reckless, or abusive behaviour is not acceptable.

7. Waterway Safety Requirements

All rowing activities must consider weather conditions, visibility, water conditions, vessel traffic, participant competency, emergency response capability, and environmental risks.

Activities must not proceed where conditions present an unreasonable safety risk. The safety of participants must always take priority over training or competition outcomes and clubs and coaches are expected to adopt a cautious approach where conditions deteriorate or uncertainty exists.

Boats operating between sunset and sunrise, during low-light conditions, reduced visibility, or poor weather conditions must display appropriate navigation lighting.

At West Lakes, activation of the finish tower red light should be treated as an operational indicator that lighting requirements apply.

Clubs and schools are responsible for ensuring boats are appropriately equipped prior to launching and participants must not launch boats without required lighting where conditions require it.

Rowing SA may direct mandatory PFD use in additional circumstances where environmental conditions require.

Safety boats used during training or events must be appropriately equipped, operated by competent persons, and managed in a manner that considers the safety of rowing shells, other waterway users, and members of the public.

Participants must comply with the requirements relating to swimming competency, capsize training, rescue procedures, boat safety, lighting, and participant responsibilities contained within the Participant Safety Requirements.

8. Equipment Safety

All boats and equipment used in rowing activities must be maintained in safe operating condition, comply with applicable Rules of Racing, include compliant bow balls, and be fit for purpose.

Unsafe or damaged equipment must not be used.

Clubs and schools are encouraged to undertake regular inspections of:

- boats;
- trailers;
- oars;
- communication devices;
- lifejackets;
- and safety equipment.

Participants should immediately report damaged or unsafe equipment to an appropriate coach, official, or club representative.

All boat safety requirements are outlined in the participant safety requirements document.

9. Training Safety

Training sessions must include supervision appropriate to participant age, experience, environmental conditions, activity type, and waterway conditions.

Additional supervision may be required for:

- junior participants;
- inexperienced participants;
- or elevated risk conditions.

Training must be modified, suspended, or cancelled where lightning, extreme heat, poor visibility, strong winds, unsafe water conditions, or other environmental risks create an unacceptable safety risk.

Coaches and clubs are expected to adopt a conservative approach where conditions are uncertain.

Clubs and schools are responsible for ensuring participants are aware of, understand, and comply with the swimming competency, capsize training, rescue, and other safety requirements in the participant safety requirements document.

10. First Aid and Emergency Management

10.1 Affiliated clubs and schools must maintain appropriate first aid and emergency management arrangements relevant to the nature of their activities, participant profile, location, and operational environment.

10.2 Clubs and schools are responsible for ensuring:

- appropriate first aid equipment is available and accessible during rowing activities;
- emergency contact information is readily available;
- emergency access points remain unobstructed;
- emergency response procedures are established and communicated where appropriate;
- incidents are managed in a manner that prioritises participant welfare and public safety; and
- emergency services are contacted where required.

10.3 Affiliated clubs and schools must comply with applicable South Australian Automated External Defibrillator (AED) [legislative](#) requirements.

10.4 Where an AED is required by law or provided at a venue, clubs and schools must ensure:

- the AED location is known to coaches, officials, volunteers, and participants where appropriate;
- the AED remains accessible during operational activities;
- inspection and maintenance requirements are undertaken in accordance with legislative and manufacturer requirements;
- expired batteries, pads, or consumables are replaced as required; and
- any required AED registers or records are maintained.

10.5 Rowing SA strongly encourages affiliated clubs and schools to maintain personnel with current first aid and CPR qualifications appropriate to the nature of their activities and participant groups.

10.6 For sanctioned activities, affiliated clubs and schools must identify and communicate:

- first aid arrangements;
- emergency contact procedures;
- ambulance access points;
- AED locations where available;
- emergency response responsibilities; and
- procedures for summoning emergency assistance.

10.7 Emergency procedures should be reviewed periodically and communicated to participants, coaches, volunteers, officials, contractors, and other relevant personnel.

10.8 Where an injury, illness, medical emergency, or other emergency incident occurs, priority must always be given to:

- participant welfare;
- emergency response;
- scene safety; and
- appropriate reporting and follow-up actions.

10.9 Clubs, schools, officials, volunteers, and participants must cooperate with emergency services, first aid personnel, and emergency management directions issued during an emergency situation.

11. Incident reporting

All incidents, hazards, injuries, near misses, and unsafe behaviour must be reported as soon as practicable.

Incident reporting plays an important role in supporting:

- participant safety;
- risk management;
- procedural fairness;
- organisational learning;
- permit compliance;
- and ongoing safety improvement.

Failure to report incidents may prevent appropriate risk management and follow up actions from occurring and may impact Rowing SA's ability to appropriately assess operational risks, identify patterns of behaviour, or respond to concerns in a timely manner.

11.1 Serious Incidents and External Reporting

Certain incidents may require immediate escalation and notification to external authorities, including SafeWork SA, emergency services, marine authorities, or child protection agencies.

Reporting must be undertaken in accordance with the Rowing SA Incident Reporting Procedure,

which outlines reporting requirements, reporting pathways, escalation processes, investigation responsibilities and record keeping requirements.

For the purpose of this Policy, a serious incident may include:

- a fatality;
- serious injury or illness;
- hospitalisation;
- person overboard incidents;
- missing persons;
- significant collisions;
- electrical incidents;
- fires;
- structural failures;
- dangerous occurrences;
- serious safeguarding concerns;
- or incidents involving significant risk to participants or the public.

Under the Work Health and Safety Act 2012 (SA), certain workplace incidents may constitute notifiable incidents to SafeWork SA.

This may include incidents involving:

- death;
- serious injury or illness;
- or dangerous incidents arising from rowing activities, workplaces, events, or operational environments.

Examples may include:

- incidents requiring immediate hospital treatment;
- electric shock;
- serious head or spinal injuries;
- uncontrolled fire;
- structural collapse;
- dangerous equipment failure;
- or incidents exposing persons to serious and immediate risk.

Where uncertainty exists regarding reporting obligations, incidents should be escalated to Rowing SA management immediately.

Nothing in this Policy prevents immediate contact with emergency services where required.

All incident reporting, notification and investigation processes must be undertaken in accordance with the Rowing SA Incident Reporting Procedure.

12.Safeguarding and Child Safety

All persons involved in rowing activities must comply with safeguarding obligations, working with children check requirements, the Rowing Australia National Integrity Framework, and applicable child safe requirements.

Adults must maintain appropriate boundaries with children and young people at all times and unauthorised approaches to junior athletes are not appropriate and may result in disciplinary action. Communication with children and young people must remain appropriate, professional, transparent, and consistent with child safe practices.

Clubs and schools remain responsible for ensuring compliance with safeguarding obligations and concerns relating to safeguarding or inappropriate behaviour should be reported promptly through appropriate channels.

12.1 Mental Health and Wellbeing

Rowing SA recognises that the wellbeing of participants, coaches, volunteers, and officials extends beyond physical safety, and is committed to supporting a positive and inclusive environment for mental health and wellbeing across the rowing community.

Affiliated clubs and schools are encouraged to actively promote awareness of mental health and wellbeing, and to support athletes, coaches, and volunteers who may experience mental health challenges. Clubs and schools should maintain up-to-date information on local support services and provide guidance to coaches and Club Safety Officers on how to respond appropriately if a participant discloses a concern.

Coaches, officials, and Club Safety Officers are not expected to provide clinical or professional support, but should respond with care, maintain confidentiality, and direct the person to appropriate support where required, including:

- Lifeline: 13 11 14 (24-hour crisis support)
- Beyond Blue: 1300 22 4636
- Kids Helpline: 1800 55 1800 (for participants under 25)

Where a mental health or wellbeing concern also raises a safety or safeguarding issue — for example, a risk to the person's immediate safety, or a concern involving a child or young person — it must be managed in accordance with the safeguarding and incident reporting requirements elsewhere in this Policy.

13. Media, Photography, and Media Personnel

Photography, videography, livestreaming, and media activities must respect participant privacy, comply with safeguarding obligations, comply with applicable consent requirements, and follow any accreditation requirements issued by Rowing SA.

Images or recordings must not be used in a manner that places participants at risk, breaches confidentiality, is inconsistent with child safe practices, or interferes with event operations or participant welfare.

Communication platforms including email, social media, messaging applications, and WhatsApp groups must be used appropriately and professionally.

Media personnel, including club-nominated media representatives, must hold any accreditation required by Rowing SA and, where applicable, a current Working With Children Check before capturing images or footage at Rowing SA activities. Schools must advise Rowing SA prior to an event where a student does not have consent for photography, videography, or media publication, or has restrictions relating to identification.

Refer to the Photography and Media Policy (Appendix G) for full accreditation, operational, and safeguarding requirements, including restricted activities, drone and livestreaming approvals, and consequences for breaches.

14. Food Safety

Affiliated clubs, schools, event organisers, volunteers, contractors, and external food or beverage providers conducting food preparation, catering, or liquor service in connection with rowing activities must comply with the Rowing SA Food Safety, Catering and Liquor Management document, which sets out applicable food safety, approval, and liquor licensing requirements.

All persons handling food or serving alcohol must ensure their conduct does not compromise participant safety, hygiene standards, or licensing obligations. External food and beverage providers must obtain prior approval from Rowing SA before operating within Rowing SA managed facilities or reserve areas.

Refer to the Food Safety, Catering and Liquor Management document (Appendix H) for full requirements, including council and Rowing SA approval processes, Food Safety Standard 3.2.2A obligations, Oar Café and licensed-area conditions, and liquor licensing requirements.

15. Smoking, Vaping, Alcohol, and Drugs

Smoking, vaping, alcohol consumption, and drug use in connection with rowing activities must comply with the Rowing SA Smoking, Vaping, Alcohol and Drugs document, which sets out the applicable requirements, impairment standards, and licensed-area conditions.

All persons must ensure their conduct does not compromise participant safety, supervision responsibilities, decision-making, or operational duties. Drivers and operators of safety boats, vehicles, trailers, or bicycles used in connection with rowing activities must not be impaired by alcohol or drugs.

Refer to the Smoking, Vaping, Alcohol and Drugs document (Appendix K) for full requirements, including licensed-area and alcohol service conditions.

16. West Lakes operational requirements and permit conditions

16.1 General Permit Compliance

Rowing activities conducted at West Lakes are subject to the City of Charles Sturt Aquatic Use Permit and associated operational conditions.

All persons participating in rowing activities at West Lakes must comply with applicable permit conditions, Rowing SA operational directions, and any temporary safety or operational requirements issued from time to time.

Additional permit requirements and operational procedures are contained in the West Lakes Permit Conditions document and attached as Appendix I to this Policy.

16.2 Operational Hours

Unless otherwise approved under the permit or by Rowing SA operational direction, permitted activities at West Lakes are restricted to:

- 0600 hours to 2000 hours Monday to Saturday; and
- 0700 hours to 2000 hours on Sundays and Public Holidays.

Participants, coaches, clubs, and schools are expected to ensure rowing activities are conducted within these approved operational times.

16.3 Voice Amplification Devices and Coaching Near Residential Properties

In accordance with the City of Charles Sturt Aquatic Use Permit conditions, the use of voice amplification devices for general coaching purposes is prohibited, and use near residential properties is restricted by time and location.

Refer to the West Lakes Permit Conditions document (Appendix I) for full requirements, including permitted hours for amplification at sanctioned events, coxbox/voice amplification rules within boats, and restrictions on coaching near residential properties.

16.4 Public Access and Shared Use of Local Government Land

Public access to local government land must be maintained at all times unless specific event approvals or reserve bookings apply.

Participants, coaches, clubs, schools, officials, volunteers, contractors, and spectators are expected to support the safe shared use of pathways, reserves, waterways, and public areas.

Operational areas, emergency access points, pathways, and public access corridors must not be obstructed.

16.5 Vehicle Access and Parking

Vehicle access to local government land at West Lakes is only permitted where authorised under the permit or a separate vehicle access permit, and all persons must comply with the Australian Road Rules, Council By-Laws, parking restrictions, and operational traffic management directions.

Refer to the West Lakes Permit Conditions document (Appendix I) for full requirements.

16.6 Adverse Weather and Low-Light Operations

No on-water activity is to be conducted during adverse weather conditions where the health or safety of any person may be endangered, and boats must display the lighting required under the Rowing SA Boat Lighting Requirements whenever low-light or reduced-visibility conditions exist, including when the West Lakes finish tower red light is activated.

Refer to the West Lakes Permit Conditions document (Appendix I) and the Boat Lighting Requirements document (Appendix E) for full requirements.

17. Shared Paths and Coaching

The West Lakes shared pathways are public environments used by pedestrians, cyclists, runners, residents, reserve users, and rowing participants. Coaches and support personnel operating bicycles or vehicles near shared paths must exercise caution at all times and operate in a safe and respectful manner.

Coaches using bicycles for operational or coaching activities must ensure bicycles are maintained in a safe and roadworthy condition and comply with applicable South Australian Road Rules and cycling requirements.

This includes ensuring bicycles are fitted with:

- effective braking systems;
- required lighting during low-light conditions;
- and any other mandatory safety equipment required by law.

Approved bicycle helmets must be worn at all times while operating bicycles in connection with rowing activities.

Coaches are expected to operate bicycles safely and with due care within shared public environments.

The following requirements are mandatory for coaches operating bicycles in connection with rowing activities at West Lakes:

Requirement	Mandatory Requirement
High Visibility Vest	Coaches must wear an approved high-visibility vest issued or approved by Rowing SA.
Coach Identification Number	Coaches must display their allocated coach identification number so it is clearly visible while operating on shared paths and public reserves.
Helmet Use	Approved bicycle helmets must be worn at all times.
Lighting	Bicycles used during low-light conditions must display the lighting required by law.
Shared Path Use	Coaches must give way to pedestrians and operate safely around all shared path users.
Mobile Phones	Mobile phones must not be used unsafely while riding.
Obstruction	Coaches must not obstruct pathways, emergency access points or public access areas.

Coach identification numbers assist:

- permit compliance;
- operational identification;
- community management;
- and reporting of operational concerns.

Failure to comply with coach identification or high visibility vest requirements may result in:

- removal from operational activities;
- restrictions on coaching access;
- or further disciplinary action.

Unsafe or aggressive behaviour toward pedestrians, cyclists, members of the public, or other waterway users is not acceptable.

Coaches are expected to act respectfully and professionally while operating within shared public environments.

The use of bicycles is not permitted on shared paths adjacent to any course being used for a Rowing SA Regatta, for the duration of that regatta, unless explicit permission has been granted by the Regatta Referee.

18. Compliance and Disciplinary Action

18.1 Compliance Monitoring and Breaches of Rules

Compliance with this Policy, Council permit conditions, operational directions, and applicable legislation is essential to:

- maintaining the safety of participants and the public;
- supporting respectful community use of shared spaces;
- protecting Rowing SA's ongoing access to waterways and facilities;
- and ensuring Rowing SA can continue to operate safely and effectively.

All affiliated clubs, schools, coaches, officials, volunteers, contractors, and participants are expected to comply with:

- this Policy;
- operational directions issued by Rowing SA;
- Council permit conditions;
- safety requirements;
- and all applicable laws and regulations.

Clubs and schools are responsible for ensuring their members, coaches, support personnel, volunteers, and spectators are aware of and comply with these requirements.

Breaches of this Policy may include, but are not limited to:

- failure to comply with traffic flow requirements;
- breach of Council permit conditions;
- unsafe boating practices;
- non-compliance with lighting requirements;
- unsafe cycling or coaching behaviour;
- non-compliance with high visibility identification requirements;
- operation outside approved permit hours;
- use of prohibited amplification devices;
- excessive or inappropriate noise;
- unsafe conduct on shared paths;
- unauthorised vehicle access;
- non-compliance with event operational requirements;
- failure to comply with safety directions;
- or conduct that may jeopardise the safety of persons, facilities, permit conditions, or the reputation of Rowing SA.

Complaints or reports relating to breaches may arise from:

- Rowing SA staff or volunteers;
- officials;
- Council representatives;
- residents;
- clubs or schools;
- members of the public;
- CCTV or security footage;
- or direct operational observations.

Rowing SA may investigate reported breaches and determine whether operational action is required.

Where appropriate, Rowing SA may consider:

- the seriousness of the conduct;
- actual or potential safety risks;
- previous breaches;
- operational impacts;
- intent;
- cooperation during investigation;
- and any mitigating circumstances.

Serious breaches that are considered to significantly jeopardise:

- participant safety;
- public safety;
- permit compliance;
- operational access;
- or the reputation of Rowing SA

may immediately escalate to higher penalty levels or result in immediate operational restrictions or suspension.

Accumulated offences will reset:

- at the commencement of the Summer Season in October;
- and at the commencement of the Winter Season in April.

Operational penalties and sanctions may apply in accordance with the following schedule.

18.2 Operational Penalty and Compliance Schedule

The operational responses below are intended to encourage compliance, support safety, and protect continued access to waterways and facilities

Offence Level	Financial Penalty	Operational Response
First Offence	\$50*	Warning issued where appropriate and notification provided to the Club/School and Safety Officer
Second Offence	\$100	Written notice issued to the Club/School requesting corrective action and internal communication to members
Third Offence	\$200	Communication issued to the School Sport Director, Principal, Club President, or equivalent representative. Meeting required with Rowing SA to address compliance concerns and improvement actions
Fourth Offence	\$500	Formal meeting required with Club or School leadership. Additional operational restrictions, event conditions, or suspension from competition may apply at the discretion of the Board
Fifth Offence	\$500	Temporary suspension of access, permit privileges, participation rights, or operational approvals may apply at the discretion of the Board
Continued or Serious Non-Compliance	Determined by Board	Suspension of affiliation, participation rights, or additional disciplinary action at the discretion of the Board

* Rowing SA may waive the First Offence penalty where the breach is minor or promptly remedied.

Financial penalties issued under this section will generally be issued to the relevant club or school, rather than individual athletes, recognising that affiliated clubs and schools are responsible for supporting compliance by their members and personnel.

All operational responses issued under this section will generally include written communication outlining:

- the nature of the breach;
- relevant policy or permit conditions;
- corrective actions required;
- and potential consequences for further non-compliance.

Before significant sanctions or restrictions are imposed, Rowing SA will generally seek to:

- notify the relevant organisation or individual;
- provide opportunity for response where appropriate;
- and apply principles of procedural fairness consistent with the circumstances.

Nothing within this section limits:

- disciplinary action under the National Integrity Framework;
- statutory penalties issued by authorities;
- insurance recovery rights;
- or other actions available to Rowing SA under applicable policies, rules, agreements, or legislation.

19. Policy Review

This Policy will be reviewed annually or earlier where:

- legislation changes;
- operational risks change;
- significant incidents occur;
- or permit conditions are amended.

Feedback from clubs, schools, officials, volunteers, coaches, and participants may be considered as part of the review process.

20. Supporting Documents

The supporting documents referenced throughout this Policy, including those listed in the Appendices, form part of the operational and safety requirements of Rowing SA and remain current and relevant unless otherwise stated.

These documents may be reviewed, updated, or replaced by Rowing SA from time to time as required, and may be amended without notice. Affiliated clubs, schools, coaches, officials, volunteers, and participants are responsible for ensuring they refer to the current version of any supporting document.

Appendix A	Participant Safety Requirements
Appendix B	Incident Reporting Process
Appendix C	Emergency Contacts
Appendix D	West Lakes Course Maps
Appendix E	Boat Lighting Requirements
Appendix F	Weather Policy
Appendix G	Photography and Media Policy
Appendix H	Food Safety, Catering and Liquor Management
Appendix I	West Lakes Permit Conditions
Appendix J	Emergency Management Plan
Appendix K	Smoking, Vaping, Alcohol and Drugs