



# Disciplinary Procedure

Reviewed 1<sup>st</sup> June 2026

## 1. Purpose

This procedure explains how Kingston Kayak Club will deal with alleged breaches of the Club's Codes of Conduct or other club rules.

The aim is to deal with concerns fairly, consistently and proportionately, while prioritising safety, welfare, learning and the prevention of further incidents.

Where a matter involves safeguarding, child protection, an adult at risk, criminal behaviour or serious welfare concerns, it must be referred to the Club Welfare Officer and may be referred to Paddle UK, statutory agencies or the police as appropriate.

Paddle UK's own governance material emphasises transparent procedures, fairness, consistency and timely handling of disciplinary matters.

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## 2. Principles

Kingston Kayak Club will aim to ensure that:

- concerns are taken seriously;
  - matters are dealt with promptly;
  - people are treated fairly;
  - decisions are based on evidence where possible;
  - sanctions are proportionate;
  - safeguarding matters are handled through the correct safeguarding route;
  - records are kept confidentially;
  - conflicts of interest are managed appropriately;
  - people have the opportunity to respond before formal sanctions are imposed, except where immediate temporary action is needed for safety or welfare reasons.
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## 3. Informal Resolution

Many minor conduct issues can be resolved informally.

Informal steps may include:

- a quiet word from a coach, session leader or committee member;
- a reminder of the Code of Conduct;
- a request to stop the behaviour;

- a restorative conversation;
- an apology;
- agreement about future behaviour.

Informal resolution may be appropriate where the behaviour is minor, isolated and does not raise safeguarding or serious safety concerns.

A brief written record may still be kept, especially if the behaviour involved safety, conflict, disrespect towards a coach or official, or potential repetition.

Where an informal resolution is used, this should normally be addressed as soon as reasonably possible and preferably within 14 days of the concern being raised.

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## 4. Formal Disciplinary Process

A formal disciplinary process may be used where:

- behaviour is serious;
  - behaviour is repeated;
  - informal steps have not worked;
  - the behaviour has affected safety or welfare;
  - the behaviour undermined coaches, pool controllers or officials;
  - the behaviour caused distress to others;
  - the behaviour may bring the club into disrepute.
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## 5. Making a Complaint or Report

A report should include, where possible:

- what happened;
- when and where it happened;
- who was involved;
- who witnessed it;
- what was said or done;
- whether any immediate action was taken;
- whether there are messages, emails, videos, photos or other evidence.

Reports should be made as soon as reasonably possible to a committee member, welfare officer or the chair.

Where a report is received, the club should acknowledge receipt within 7 days where possible. In urgent safeguarding, welfare or safety matters, action may be taken more quickly.

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## 6. Initial Review

The chair, welfare officer or another appropriate committee member will carry out an initial review.

The initial review should normally be completed within 14 days of receipt of the report. The relevant parties should be informed of the outcome of the initial review within this timescale where appropriate.

The purpose of the initial review is to decide whether the matter should be:

1. dealt with informally;
2. referred to the welfare officer as a safeguarding or welfare matter;
3. investigated under the disciplinary procedure;
4. referred to Paddle UK;
5. referred to statutory agencies or the police;
6. dismissed because there is no reasonable basis to proceed.

Where there is a safeguarding concern, the disciplinary process should not be used as a substitute for the correct safeguarding route.

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## 7. Temporary Protective Action

The committee may take temporary protective action while a matter is being reviewed or investigated.

This may include:

- asking a person not to attend certain sessions;
- restricting access to poolside, clubhouse, equipment areas or coaching areas;
- requiring communication to go through a named club representative;
- temporarily suspending participation;
- pausing a volunteer role;
- applying conditions to attendance.

Temporary protective action is not a finding of wrongdoing. It is a precaution to protect safety, welfare, good order and the integrity of the process.

Where temporary protective action is taken, the affected person should be informed as soon as reasonably possible. Any temporary protective action should be reviewed at least every 14 days, or sooner if new information becomes available.

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## 8. Investigation

Where a formal investigation is required, the committee will appoint an appropriate person or small panel to gather information.

The appointment of an investigator or investigation panel should normally take place within 7 days of the initial review decision. The relevant parties should be informed within this timescale where appropriate.

The investigation may include:

- speaking to the person who raised the concern;
- speaking to the person whose behaviour is being questioned;
- speaking to witnesses;
- reviewing written records, messages, emails, videos, photographs or other relevant evidence;
- considering relevant club policies and codes of conduct.

The person whose behaviour is being considered should normally be told the nature of the concern and given a fair opportunity to respond.

The investigation should normally be completed within 28 days of the investigator or investigation panel being appointed. Where this is not possible, the relevant parties should be updated, given the reason for the delay, and provided with a revised expected timescale.

Where safeguarding, legal or police involvement exists, the club may need to take advice before sharing details.

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## 9. Disciplinary Panel

For serious or contested matters, the committee may appoint a disciplinary panel.

Where a disciplinary panel is required, it should normally be appointed within 7 days of the investigation being completed.

The panel should usually consist of three people, where possible, who are not directly involved in the incident.

The panel may include:

- committee members;
- a welfare officer where appropriate;
- a senior coach;
- another suitable club representative.

Anyone with a clear conflict of interest should not be part of the decision-making panel.

Where a disciplinary meeting or hearing is required, the person whose behaviour is being considered should normally be given at least 7 days' notice of the meeting. The notice should explain the nature of the concern, who will be present, and how the person may respond.

The panel should aim to make its decision within 7 days of the meeting or hearing, unless further enquiries are needed.

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## 10. Possible Outcomes

The disciplinary panel or committee may decide that:

- no further action is required;
- advice or guidance should be given;
- an informal warning is appropriate;
- a formal written warning is appropriate;
- a restorative meeting is appropriate;
- an apology is required;
- conditions should be placed on attendance or participation;
- the person should be removed from a session, event or role;
- the person should be suspended from club activities for a defined period;
- the person's membership should be terminated;
- the person should be banned from attending club sessions or events;
- the matter should be referred to Paddle UK, the venue, statutory agencies or police.

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## 11. Sanctions

Sanctions should be proportionate to the behaviour, the impact on others and any previous incidents.

The relevant parties should be notified of the outcome and any sanction within 7 days of the investigation decision, disciplinary meeting or disciplinary panel decision.

Relevant factors may include:

- the seriousness of the behaviour;
- whether safety was compromised;
- whether a child, young person or adult at risk was affected;
- whether the behaviour disrupted a session, event or club activity;
- whether the behaviour undermined the safe or effective running of the club;
- whether the behaviour was intentional;
- whether the person accepted responsibility;
- whether there was an apology;
- whether the behaviour was repeated;
- whether previous warnings had been given;

- the need to protect club members, volunteers and the reputation of the club.

Written outcomes should normally explain the decision, any sanction imposed, the reasons for the sanction, any conditions attached, the timescale for the sanction, and the right of appeal where applicable.

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## 12. Appeals

A person may appeal a formal disciplinary decision.

An appeal must be submitted in writing within 14 days of the decision being communicated.

An appeal may be made on one or more of the following grounds:

- the procedure was not followed properly;
- the decision was unreasonable based on the evidence;
- new relevant evidence has become available;
- the sanction was disproportionate.

The club should acknowledge an appeal within 7 days of receipt where possible.

The appeal should be considered by people who were not involved in the original decision where possible.

The appeal should normally be considered within 21 days of receipt. Where this is not possible, the person appealing should be informed of the reason for the delay and given a revised expected timescale.

The appeal outcome may:

- uphold the original decision;
- overturn the decision;
- reduce or increase the sanction;
- require the matter to be reconsidered.

The appeal decision will normally be final within the club process.

The appeal outcome should normally be communicated in writing within 7 days of the appeal decision.

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## 13. Record Keeping

The club will keep confidential records of:

- reports received;
- action taken;
- investigation notes;
- decisions made;
- sanctions issued;
- appeals and outcomes.

Records will be held securely and shared only with those who need to know.

Safeguarding records should be handled in line with safeguarding procedures and retained as required by relevant guidance.

Disciplinary records should be retained for an appropriate period, taking into account the seriousness of the matter, any safeguarding implications, Paddle UK guidance, legal requirements and the club's data protection responsibilities.

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## 14. Timescales

Each stage of the process has a clearly defined timescale. However, due to the voluntary nature of the club, these timescales may not always be achievable.

Where a timescale cannot be met, the relevant parties should be informed promptly, given the reason for the delay, and provided with a revised expected timescale.

Where a matter involves safeguarding, police involvement, legal advice, Paddle UK or another external agency, the club may need to pause or extend its own process to avoid prejudicing any external process.

The club should still aim to keep relevant parties informed, where it is appropriate and safe to do so.

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## 15. Referral to Paddle UK or External Agencies

The club may refer matters to Paddle UK, the relevant venue, statutory agencies or the police where appropriate.

This may include:

- safeguarding concerns;
- criminal behaviour;

- threats or violence;
- discriminatory abuse;
- serious misconduct by a coach or volunteer;
- conduct that may affect someone's suitability to work with children or adults at risk;
- conduct that may bring the sport or club into disrepute.

Where a matter is referred externally, the club may need to take advice before continuing with its own disciplinary process.

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## **16. Final Statement**

Kingston Kayak Club wants all paddlers to improve their skills, enjoy paddlesport and feel safe, respected and supported.

Respectful behaviour from parents, carers, spectators, paddlers, coaches and volunteers helps create the safe and positive environment that the club expects.