



Operating Procedure: Governance & Management

Revision History

The formal review date for this document is **November 2027**

Issue	Date	Summary of Revision
Draft 1	January 2024	Draft for Review and comment by the Pentland Canoe Club Committee. This document replaces the General Operating Procedure previously incorporated into the Constitution prior to issue 14.
Issue 1	February 2024	Version approved at the EGM on February 24 th 2024
Issue 2	<i>November 2024</i>	<i>Revised to include requirements of the Paddle Scotland New Standard for Deployment (eg the requirement to have a safety Officer). New Section on Wellbeing & safeguarding added with the revision of the Appendix 1. The Section on Incidents and accidents and Appendix 2 updated New Section on Grievance, discipline and appeals Changes highlighted</i>



Declaration

The Pentland Canoe Club hereby adopts and accepts this Operating Procedure as the current Governance and Management document for the Club. The document can only be revised on agreement of the Club Membership by majority vote at a Members' meeting

This issue of the Operating Procedure [Governance & Management] of the Pentland Canoe Club replaces Issue 1 dated 21 May 2024

Signed: *Gary Youngson* Date: 23 November 2024

Name: Gary Youngson Position: Chair

**Original Signed and Filed with
the Club Secretary**



INDEX

Table of Contents

Revision History	1
Declaration	2
INDEX.....	3
1. Scope.....	5
2. Governance	5
2.1. Membership	5
2.2. Trustees' members roles and responsibilities	6
2.2.1. Chair duties	7
2.2.2. Secretary's duties.....	7
2.2.3. Treasurer's duties.....	7
2.2.4. Wellbeing & Protection Officer duties.....	7
2.2.5. Safety Officer duties.....	8
2.3. Notifications to OSCR	8
2.4. Meeting & notices.....	9
2.5. Board decisions and resolutions	9
2.5.1. Definition	9
2.5.2. Recording	10
2.5.3. Financial expenditure thresholds.....	10
3. Health, Safety and Environment	11
3.1. Health & safety	11
3.1.1. General.....	11
3.1.2. Activities.....	11
3.2. Environment	12
4. Wellbeing and safeguarding	12
5. Club equipment	13
6. Insurance.....	14
7. Incidents / Accidents and Reporting.....	15
8. Handling of data	15
8.1. Data Protection.....	15
8.2. Handling of members or board members registers	15



9. Grievance, discipline and appeals 16

APPENDIX 1: WELLBEING AND PROTECTION..... 17

APPENDIX 2: INCIDENT / ACCIDENTS & REPORTING 18



1. Scope

This document details the Governance and overarching management principles for the Club. Separate Operating Procedures will be produced as necessary for Club activities.

This document should be read in conjunction with the “CONSTITUTION of Pentland Canoe Club”.

2. Governance

2.1. Membership

- a. There shall be a minimum age of 14, with the exception of pool training sessions. The minimum age for attendance at pool sessions is 12 years old. This is for health and safety reasons.
- b. Children under 14 may take part in suitable Club events but a parent or other adult in loco parentis will be responsible for them.
- c. Every member should **normally** be able to swim at least 50 metre in paddling clothing and equipment. For those who are not strong swimmers, individuals should be confident to stay afloat in the paddling environment.
- d. Parents / guardian consent is required for club membership if the prospective member is under 18.
- e. New members should preferably begin with a swimming pool training session. New members joining part way through the year may be entitled to a reduction at the discretion of the Board.
- f. New participants may attend a limited number of tasters session in accordance with the terms and conditions of the Club insurance prior to applying to join the Club.
- g. The Pentland Canoe Club main catchment area consists of KW1 – 8; KW11 – KW14 postcode areas. Individuals leaving outside of these postcodes qualify for the associate membership.
- h. **Other organisations may partner or affiliate with the Club.** The benefits and conditions of the Constituted organisations membership are to be agreed with the partner organisation, and may include:
 - i) The use of the kayaks in the swimming pool under the supervision of a **suitably qualified coach** or leader of the Club. The session to be organised between the organisation and the person in charge of the Club pool sessions.



- ii) One or more pool session(s) for the affiliated organisation.
- iii) One or more **paddlesport** course(s).
- iv) The right to attend certain evening sessions during the Summer season.
- v) Any constituted or affiliated organisation must have its own policies for wellbeing and health and safety and must also comply with any such policies or requirements of the Club.

It is important to note that:

- A representative of the affiliated organisation may be invited to Club Board meetings.
- The Club will not charge any coaching fees but the organisation will be responsible for any equipment fees and any fees payable to external organisation such as the National Governing Body¹.
- The Constituted organisations shall be liable for any costs associated with an event arranged for their sole benefit.

2.2. Trustees' members roles and responsibilities

As a minimum, the Board Members will comprise of individuals elected into the following roles:

- i. Chair;
- ii. Secretary;
- iii. Treasurer.
- iv. Wellbeing & Protection Officer
- v. **Safety Officer**

Depending on the Club's workload, Board Members or Members may take on roles for key operational duties. These duties will be agreed by the Board as necessary. Typical roles which may be appropriate are:

- vi. **Membership Secretary**
- vii. Equipment Officer
- viii. Facility/ Stores Officer;
- ix. Press / Marketing Officer;

¹ The National Governing Body for Paddlesport in Scotland is Paddle Scotland



- x. **Event Organiser(s)**
- xi. New Paddler Representative;
- xii. Funding Raising Co-ordinator;
- xiii. Minutes Secretary;
- xiv. Youth Representative.

2.2.1. Chair duties

The Chair will lead the Club to achieve the overall aims and objectives undertaking a range of duties for the overall management of club affairs. This includes ensuring both Board and Members meetings are held and chairing these meetings. The Chair will normally be the spokesperson of the Club and shall prepare a report of the of the Club's activities for the Annual Members' Meeting.

2.2.2. Secretary's duties

The Secretary undertakes the main administrative duties for the Club and is normally the first point of contact for the Club, ensuring that communications are dealt with efficiently. The Secretary is responsible for arranging Board and members' meeting and to keep minutes of these and to record any resolutions passed out with such meetings.

2.2.3. Treasurer's duties

The Treasurer will manage the Club's income and expenditure and is responsible the Club's maintaining adequate financial records of these. The Treasurer provides regular reports to the Board and prepares an annual report, which has been independently reviewed, for the Annual Members' Meeting.

2.2.4. Wellbeing & Protection Officer duties

The Wellbeing & Protection Officer is responsible for ensuring that there **are policies, as recommended by Paddle Scotland, for the Wellbeing and Protection of Members under the age of 18 and adults at risk.** and

- a. ensuring **these Policies are** up to date, that it is clearly displayed (if possible), that volunteers who may have access to children **and adults at risk** are aware of the **policies**, have read and understood **them**;
- b. ensuring that all aspects of the **policies** are adhered to by the Club;
- c. maintaining a register of youth or junior members and have a contact name and details available in case of emergencies;



- d. checking that all adults with regular access to children **and adults at risk** have been appropriately vetted and maintaining records of these, **in accordance with the policies**;
- e. notifying the appropriate authorities of any concerns on child **and adults at risk** welfare raised by club volunteers or **the individual**.

2.2.5. Safety Officer duties

The Safety Officer will oversee all aspects of health & safety with the Club. This will include:

- a. promoting a good safety culture within the Club
- b. keeping up to date with the requirements of the National Governing Body and advising the Board of these
- c. Ensuring that appropriate policies and risk assessments are prepared and maintain through regular reviews.
- d. Act as the first point of contact for any health & safety matters
- e. Ensure all accidents and incidents are appropriately reported

2.3. Notifications to OSCR

Board Members, as Charity Trustees must seek prior consent from OSCR:

- before changing the name of the charity
- before amending the objects or purposes of the charity
- before amalgamating the charity with another body
- before winding-up the charity or dissolving a SCIO
- before applying to the court to change purposes, amalgamate, or wind-up.

Prior consent must be sought at least 42 days in advance of the proposed change taking effect.

OSCR must be notified no later than 3 months after the following changes have taken effect:

- as soon as the Principal Contact changes*
- when the contact details for the existing Principal Contact change*
- when the accounting year end date has changed*
- when changes unrelated to purposes are made to the Constitution
- when any change consented to by OSCR is implemented.



* These changes are made by updating the charity's details using our OSCR Online Service.

2.4. Meeting & notices

Meeting notices will be issued in compliance with the Pentland Canoe Club Constitution. The following is supplemental information to what defined by the Constitution.

Where a members' or board meeting is to involve participation via audio and/or audio-visual link(s), the notice (or notes accompanying the notice) must:

- contain the information required to join the meeting and ensure that the link or links are not subject to technical complexities, significant costs or other factors which are likely to represent - for all or a significant proportion of the membership or trustees - a barrier to participation.
- invite members to submit questions and/or comments in advance of the meeting. The chairperson of the meeting will be expected to read out, and address, in the course of the meeting all questions and/or comments as long as they do not contain material which is defamatory, racist or otherwise offensive.
- If any questions or comments are unduly lengthy the Chair may close the meeting without conclusion and reschedule the meeting to allow further preparation for the debate.
- the manner in which the meeting is conducted ensures, so far as reasonably possible, that those members who participate via an audio or audio-visual link are not disadvantaged with regard to their ability to contribute to discussions at the meeting, as compared with those members who are attending in person (and vice versa).

2.5. Board decisions and resolutions

2.5.1. Definition

The Board regularly makes decisions and resolutions which are split in two categories:

- Routine decisions;
- Resolutions affecting the Governance and the finances of the Club.

Examples of routine decisions are:

- Dates for activities: pool, summer, trips, beach cleans, dates for meetings



- Agreeing to repair equipment
- Agreeing to purchase some parts to repair equipment to keep it safe
- Agreeing who will attend a meeting
- Organising a course

Examples of resolutions affecting the Governance and the finances of the Club are:

- Expenditures above a certain threshold (see 2.5.3)
- Legal agreements for property or land
- Employing staff or consultants
- Approving / adopting policies
- Approving Operating Procedures
- Membership to other organisation excluding National Governing Body, Caithness Sports Council
- Legal proceedings
- Activities not associated with the purpose of the organisation or National Governing Body
- Expulsion of members
- Winding up of the organisation
- Disposal of assets
- Funding applications
- Purchase of new boats

2.5.2. Recording

Routine decisions do not require formal recording.

Resolutions affecting the governance and the finances of the Club must be documented in line with clauses 111 to 113 of the Constitution.

2.5.3. Financial expenditure thresholds

All expenditures equal or above £1000 require approval from a Board resolution. Changing of this threshold requires a simple majority approval at a Members' Meeting.

For lower amounts, the following rules apply:

	Up to
Treasurer and any one Board Member (normally the Chair / Secretary or Treasurer)	£500
Treasurer and any two Board Members (normally the Chair / Secretary and Treasurer)	£1000
Individuals who are given financial authority for a role / project	As delegated by the Board



Changing of these thresholds require a simple majority approval at a Members' Meeting.

3. Health, Safety and Environment

3.1. Health & safety

3.1.1. General

- a. Personal Floatation Device (PFD) (Buoyancy Aid or Life Jacket) MUST be worn at all times at club water-based events, except pool sessions². The preference is for the use of buoyancy aids but recognise that for some individuals, with an impairment, a lifejacket maybe more appropriate. PFDs should meet the relevant standards for the sport, this is currently ISO12402-5.
- b. Any individual who cannot swim must be individually risk assessed at any water-based activity where there is a risk of falling in the water.
- c. Helmets MUST be worn whilst surfing and kayaking on white water. The wearing of helmets during other paddle sport activities will be decided by the coach / leader taking into account the risks associated with the activity. The wearing of helmets during rescue practice is recommended. Helmets should meet the relevant standards for the sport, this is currently EN1385.
- d. When appropriate, the Maritime Coastguard Agency (MCA) should be informed when undertaking activities on the sea. When undertaking rescue practice on the sea, the MCA must be notified.
- e. If an individual sustains an injury whilst during a Club activity, this must be reported **to the Club's Safety Officer. These are to be reported** and recorded as described in Appendix 2.
- f. Further details on incident reporting are given in paragraph 7.
- g. Whilst individuals are encouraged to carry personal safety equipment, the Coach/Leader will carry safety equipment appropriate for the group activity. This should include a first aid kit; emergency equipment (e.g. shelter); a means to summon assistance, a repair kit appropriate for the craft being used, a means to tow a canoe/kayak in the environment.

3.1.2. Activities

- a. All Club organised paddle sport will adopt the **Paddle UK** "Environmental Definitions and Deployment Guidance for Instructors, Coaches and Leaders."

² There maybe specific controlled coaching situations where a Instructor /coach asks individuals to remove a Personal Floatation Device.



- b. For individual who have relevant skills and experience, the Club may endorse individuals to lead Club activities. Where an individual does not hold the relevant British Canoeing qualification for an activity, the Club may endorse an individual. This endorsement will be decided by the Board taking advice from relevant Instructors, Coaches and Leaders.
- c. Club members must respect the decision of the Instructor/Coach/Leader during an activity. Everyone has a responsibility for their own safety and has the right to refuse any prospect that seems beyond their capabilities.
- d. There are numerous paddle sport qualifications and there may be instances where a member of the group is a more skilled/experienced paddler than the person in charge. In these cases, the group member may wish to try something which the Leader considers is outside their own capabilities. This could lead to a situation whereby the control of the group is lost. The paddler should accept the person in charge of the activity.

3.2. Environment

All Club members and activities will look to minimise the impact of paddlesport on the environment by:

- adopting the principles recommended by the National Governing Body – Respect; Protect and Enjoy.
- Following appropriate codes and good practice guidelines such as the
 - Scottish Outdoor Access Code
 - Paddlers Code
 - Access Advisory information for sensitive areas which may be published by the National Governing Body or other organisations (e.g. RSPB; NatureScot).

4. Wellbeing and safeguarding

The Club will adopt guidance given by the National Governing Body for paddlesport and adhere to their guidelines and procedures for the well being of those under 18 and adults at risk.

All adults (club members, volunteers, or employees³) with regular access to members under 18 or adults at risk will be properly vetted. The Wellbeing & Protection Officer is responsible for this vetting and maintaining records.

If any club member, volunteer or employee who has been informed or has any concerns (or concerns reported to them, including by the individual) about a child's

³ Definitions are given in Appendix 1



or adult at risk's physical, sexual or emotional well-being should follow the process outlined in figure 1. In all cases this must be reported to the Club's Wellbeing Protection Officer (WPO). If the situation is clearly an urgent, the Police or Social Work Services must be contacted immediately.





			
Recognise	Respond	Record	Report
<p>Recognise signs and behaviour that may indicate physical, sexual or emotional abuse.</p> <p>Never promise to keep a secret. If you are told something or have a gut feeling that something isn't right you have a duty to pass information to the Club's WPO, even if you don't have permission</p>	<p>Respond calmly and positively.</p> <p>Reassure them that they have done the right thing in raising the issue with you and accept what they say without judgement, prompting or interruption.</p> <p>Where appropriate thank the person for telling you and explain that you will need to speak to the Club's WPO next.</p> <p>Once you have spoken to the WPO they will take any action required .</p> <p>Individuals should never investigate</p>	<p>Record what has been said as accurately as possible. Make sure it is factual and does not include your interpretation. Do not put words into their mouths although details of how they looked and behaved are useful (eg they had a black and were crying).</p>	<p>Contact to the Club's WPO as soon as possible who has the responsibility for taking any further actions.</p> <p>If person is in immediate danger, then contact Police Scotland (t: 999) or the Social Work Services⁴</p>

Figure 1: The Process to Respond, Record and Report Instances of Abuse

5. Club equipment

- a. Every Club member is expected to have his/her own equipment as soon as possible. However, all Club members are welcome to use Club equipment for a set donation. The donation will be set at the discretion of the Board.

⁴ Social Work Services T: 01955 608123 or 01955 608124 (Out of hours Social Work Emergency Service: 0808 1753646)



- b. New members - who have been club members for less than one year - will get preference in the use of club equipment.
- c. When Club equipment is borrowed by non-club members then the non-member MUST be accompanied by a competent Club member (qualified instructor /coach/ leader) unless they can demonstrate the appropriate competency for the environment. The borrower must pay a set donation and give a deposit. The set donation for a non-Club member shall be twice that charged to a Club member.
- d. The user of Club equipment is responsible for it. Individuals must replace or repair all damaged equipment.
- e. When requested, the Club may assist members to a purchase of a kayak/canoe or other equipment. Up to £500 maybe loaned to Club members. A loan can only be made with the agreement of three Board members. These will normally be the Chair, Secretary and Treasurer. If there is a conflict of interest the conflicted individual(s) will be replaced by other Board Member(s). The following conditions shall apply:
 - i) The item shall remain the property of the Club until such time as the loan has been repaid.
 - ii) The loan shall be repaid by the end of a period set by the Board, normally by the end of the financial year
 - iii) Failure to repay the loan will result in the equipment being retained by the Club.
 - iv) If that equipment is later sold, then the Club shall be given the opportunity to purchase it.

6. Insurance

General

The Board will ensure that there is appropriate insurance for the Club's activities. As a minimum this should include:

- Public Liability
- Professional Indemnity
- Directors & Officers Liability

This cover is normally provided through the Club being a member of the National Governing Body.

Assets (Buildings & Equipment)

The Board will review the requirement to insure Club assets for theft or damage. This will take into account the risks and the cost of insurance.



7. Incidents / Accidents and Reporting

- a. An incident / **accident** during a Club activity is when there is:
- i) An injury to a person:
 - (1) Medical assistance, including first aid, is provided or an ambulance is called
 - (2) A report under RIDDOR (major incidents in the workplace)
 - ii) Damage caused to property, equipment, vehicles etc **owned by the Club, a Club member or a third party.**
 - iii) The Emergency Services (police, fire, ambulance, coastguard etc) are summoned for assistance.
- b. All incidents should be reported to the individual in charge of the activity, who will ensure **the incident is reported. This should be to the Safety Officer or the Club Secretary. They** will follow the **National Governing Body's** requirements for reporting.
- c. **For major accidents or incidents which have involved the emergency services, a Club contact / spokesperson may need to be identified to respond to any press / media enquiries.**
- d. **Further details, including the why it is important to report an incident / accident are given in Appendix 2.**

8. Handling of data

8.1. Data Protection

- The Board will ensure that personal information individuals is handled in line with the law. The Club will collect, store and process personal information, and it recognises that the correct and lawful treatment of this information will maintain confidence in the organisation and will provide for successful operations.
- The Club will normally adopt the relevant the National Governing Body's for the sport policies, procedures and guidelines to meet this requirement.

8.2. Handling of members or board members registers

- If a member or board member of the organisation requests a copy of the register of members, the board must ensure that a copy is supplied to them



within 28 days, providing the request is reasonable; if the request is made by a member (rather than a board member), the board may provide a copy which has the addresses blanked out.

- If any person requests a copy of the register of board members, the board must ensure that a copy is supplied to them within 28 days, providing the request is reasonable; if the request is made by a person who is not a board member of the organisation, the board may provide a copy which has the addresses blanked out - if the organisation is satisfied that including that information is likely to jeopardise the safety or security of any person or premises.
- All requests will be handled in compliance with the relevant data protection and charity law and regulations.

9. Grievance, discipline and appeals

The process for dealing with complaints regarding the behaviour and /or conduct of members, volunteers or employees is set out in the Club's Disciplinary Policy/Procedure. This Policy/Procedure will follow the guidance and recommendations of the National Governing Body.



APPENDIX 1: WELLBEING AND PROTECTION

Definitions

Club Members

Are individuals who have paid the annual subscription to be a member of the Club.

Volunteers

Members and non members of the Club who may be asked to help with the Club's activities.

Employees

Individuals who have agreed to be employed to work for some form of payment under a contract of employment.

Regular Access

Individuals with regular to access to children or adults at risk could include:

- Board members;
- Club coaches/leaders and those asked to assist;
- Volunteers who will have one to one contact with children or adults at risk;
- Volunteers who may supervise children or adults at risk;
- Volunteers who may be asked to supervise children or adults at risk overnight.



APPENDIX 2: INCIDENT / ACCIDENTS & REPORTING

Every member has a responsibility to pass on relevant information regarding any incident (safety / environmental / access related) or accident.

The Club will appoint an individual to ensure that of any safety incidents / accidents are recorded and reported. This will normally be the responsibility of the Safety Officer.

Incident Reporting

The reporting system is via the National Governing Body system and is for all paddling incidents.

Incidents reported should also include near misses, as this information will help the sport to identify paddling issues and to establish an accurate picture of safety and other concerns across the country.

The information submitted is confidential but can be shared within specialist departments of the National Governing Bodies of the sport in the UK. This is to ensure that the support and advice received by the Club and members is from specialist staff and paddlers who understand the issues or environment involved.

Incidents such as those with other water users, access issues, pollution/environment, canoeing safety etc, as well as major incidents or accidents, should be also reported.

By reporting incidents and near misses the Club can help the sport to learn more about what is happening and how to improve safety.

Insurance - Incident Notification

In addition to the above, if the incident occurs in an activity that is covered by the National Governing Body insurance it is also important that the Club registers the incident through this system as a record of the incident that took place at this time.

This includes incidents which have occurred and resulted in:-

- An injury to a person
- Medical assistance being provided, or an ambulance called
- A report under RIDDOR (major incidents in the workplace)
- Damage being caused to property, equipment, vehicles etc

This is because, if an individual (the claimant) sustains an injury, they have up to three years to issue a claim against another individual or Club (the defendant) considered to be negligent in causing the injury. The defendant has only 21 days to acknowledge receipt of the claim and a further 90 days either to accept or deny liability and, in the case of a denial, to produce supporting documentation and



evidence. Failure to observe these timescales could give Insurers an opportunity to limit or even deny indemnity which, of course, could have serious ramifications for the defendant. That being the case, all those involved in sport are required to report (to their insurance brokers) every incident, particularly those involving a personal injury, which could give rise to a subsequent claim. This will ensure that detailed records are kept, so that in the event of a claim a defence may be more quickly and accurately mounted.