

## **1. Introduction**

- 1.1. Ice Hockey UK (IHUK) is the internationally recognised governing body for the sport of ice hockey in the United Kingdom. Its responsibilities are set out within its Memorandum and Articles of Association which are published on the IHUK web site.
- 1.2. IHUK is fully committed to the principles of good governance. This is the first annual governance statement prepared by IHUK and it provides IHUK's directors, staff, players, contractors, stakeholders, supporters and sponsors with an annual report on the governance performance of IHUK, for the 12 months ending in March 2024 (the reporting period).
- 1.3. This statement:
  - 1.3.1. summarises the actions taken in between March 2023 and March 2024 to strengthen the governance within IHUK;
  - 1.3.2. sets out the current governance arrangements; and
  - 1.3.3. identifies further governance improvements, which are planned for the next 12 months.
- 1.4. IHUK is in receipt of funds from UK Sport and is therefore required to comply with the requirements of the UK Code for Sports Governance (the Code). This statement is made in accordance with the Code.

## **2. The Strategy**

- 2.1 The board of IHUK (the Board) is responsible for approving the strategy of IHUK. A new strategy has been developed during 2023/24 and will be launched in July 2024.

## **3. Governance Structure**

- 3.1 IHUK's Memorandum and Articles of Association are published on the IHUK website. They are also available on the Companies' House web site.
- 3.2 The Memorandum & Articles (the Articles) had not been revised since 1999. They were reviewed in 2023 and the significantly revised Articles were approved at the IHUK AGM on 13 December 2023.
- 3.3 The major changes which were approved included:
  - 3.3.1 Amending the objects;
  - 3.3.2 Changes to the membership structure with the directors of IHUK confirmed as the members;
  - 3.3.3 Changes to the composition of the Board;
  - 3.3.4 Introduction of new committees of the Board;
  - 3.3.5 Introduction of a Governance Policy and other policies which provides greater detail than previously in many areas of governance;

3.3.6 Other changes required to ensure compliance with the UK Code of Sports Governance.

#### 4. The Board

4.1 The Board is collectively responsible for the long term success of IHUK. Lord Clifton Wrottesley is the chair of the Board (the Chair) and is responsible for the leadership of the Board. The Board is the ultimate decision making body and exercises all of the powers of the organisation other than those specifically allocated to members as defined within its Articles of Association, or delegated by the Board in line its policies.

##### ***Board membership and composition***

4.2 The Board consists of a maximum of 12 board members or directors. All appointments to the Board are overseen by the Nominations Committee (see 4.10 below). Appointments are made on merit and in line with the skills and qualifications required by the Board as defined in a skills matrix.

4.3 The Board operates within the framework of the Memorandum and Articles of Association and the Governance Policy (the latter being approved by the Board in February 2024). The Governance Policy sets out how the Board operates, its powers, the role of individuals and committees of the Board, the code of conduct for directors and how the Board will review its performance. The Governance Policy can be found on the website of IHUK.

4.4 The Board has established five committees of the Board (the Committees), with delegated powers from the Board to carry out some Board business. Each Committee has terms of Reference approved by the Board and is accountable to the Board. This is further detailed in paragraphs 4.10-4.13 below.

4.5 The composition of the Board and its Committees during 2023/24 is detailed below:

**(Fig.1) Ice Hockey UK – Composition of the Board 2023/2024**

<b>Name</b>	<b>Role</b>	<b>Date of Appointment</b>	<b>In 1<sup>st</sup> or 2<sup>nd</sup> term</b>	<b>Membership of Board Committees/Board Champion roles</b>
Clifton Wrottesley	Chair,	March 2021	1 <sup>st</sup>	Chair of Nominations Committee
Henry Staelens	CEO	April 2023	Ex officio	Attends all Board committees
Eric Morton	Senior Independent Director,	March 2017	2 <sup>nd</sup>	Member of GB Programme Committee, Member of Governance & Risk Committee, Finance & Audit Committee and Nominations Committee.
Martin Gill	Independent non-executive director & Chair of Finance & Audit Committee	March 2017	2 <sup>nd</sup>	Chair of Finance Committee. Member of HR & Remunerations Committee



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Ken Taggart	Independent non-executive director	Appointed 29 April 2016	2 <sup>nd</sup> Retired December 2023	
Geoffrey Hemmerman	Independent non-executive director	Appointed 24 January 2017	2 <sup>nd</sup> Retired December 2023	
Tom Manners	Independent non-executive director	Appointed 23 March 2023	1 <sup>st</sup> Retired December 2023	
Claire Herbert	Independent non-executive director	July 2023	1 <sup>st</sup>	Chair of Governance & Risk Committee. Member of Nominations Committee.
Grant King	Independent non-executive director	October 2023	1 <sup>st</sup>	Chair of HR & Remuneration Committee. Member of Nominations Committee. Board Equality, Diversity and Inclusion Champion.
Dean Hardman	Non-executive director	July 2023	1 <sup>st</sup>	Member of Governance & Risk Committee, Anti-Doping Board Champion
David Clarke	Non-executive director	July 2023	1 <sup>st</sup>	Chair of GB Programme Committee
Faye Andrews	Non-executive director	July 2023	1 <sup>st</sup>	Member of GB Programme Committee. Member of Finance & Audit Committee. Board Safeguarding Champion
Duncan Hough	Non-executive director (Nominated by EIH)	Jan 2024	1 <sup>st</sup>	Member of Nominations Committee
Todd Kelman	Non-executive director (Nominated by EIHL)	Jan 2024	1 <sup>st</sup>	HR & Remuneration Committee
Jamie Thomson	Non-executive director (Nominated by SIH)	Jan 2024	1 <sup>st</sup>	Member of GB Programme Committee

#### ***Board recruitment and retirement***

- 4.6 In April 2023, IHUK appointed Henry Staelens as its first CEO.
- 4.7 Five new non-executive directors were also appointed following open recruitment and three other directors were appointed to the Board as nominees of English Ice Hockey (EIH), Scottish Ice Hockey (SIH) and the Elite Ice Hockey League (EIHL).
- 4.8 Geoff Hemmerman and Ken Taggart retired from the board in December 2023, each having made a valuable contribution to IHUK over many years. Tom Manners also retired from the Board after a short period, as a consequence of the Board restructuring.

#### ***Board Meetings 2023/24***

- 4.9 The Board met on 6 occasions during the reporting Period. The focus of these meetings was in the following areas:

- 4.9.1 Revision of the Memorandum and Articles
- 4.9.2 Structure of the Board and Board Recruitment
- 4.9.3 Development and approval of new policies
- 4.9.4 Relationships with key stakeholders
- 4.9.5 Annual budget and reporting
- 4.9.6 International events and GB teams

### ***Committees of the Board***

4.10 During the year, the Board reviewed the committee structure of IHUK and established five new committees of the Board:

- Finance & Audit Committee:
- HR & Remunerations Committee
- Governance & Risk Committee
- Nominations Committee
- GB Programme Committee

4.11 The Nominations Committee met several times during the reporting period. Its focus was managing the recruitment of the CEO and the 8 new directors and approving essential Board related policies.

4.12 The HR & Remunerations Committee, Finance & Audit and Governance & Risk Committees each met multiple times during the year, with the focus on developing the policies required by IHUK to operate according to the principles of good governance and in accordance with the requirements of Tier Two of the Code. The schedule of policies which have been developed and approved during this reporting period is detailed within **Appendix 1** to this Governance Statement.

4.13 The GB Programme Committee met several times throughout the year to consider and approve the programmes and budgets for each of the GB ice hockey teams.

### ***Board Champions***

4.14 The Board has appointed three Board Champions in key areas of its work:

Welfare, safeguarding and safety	Board Champion	Faye Andrews
Anti-doping	Board Champion	Dean Hardman
Equality, diversity & inclusion	Board Champion	Grant King

4.15 The role of each Board Champion is to ensure that within their areas of responsibility, matters are properly considered by the board in all of its policy discussions and that plans are in place to embed good practice across the organisation.

### **Remuneration**

4.16 In the reporting period, in line with the policy of IHUK, no remuneration was paid to any individual in their role as a non-executive director, although Tom Manners also carried out commercial work for IHUK within a separate contract for service arrangement. Tom resigned from the Board in December 2023.

### **5. Equality Diversity and Inclusion**

5.1 IHUK has a policy commitment to create a diverse board and improve the gender balance within the Board. Currently the gender split of the board is 84% male and 16% female. There are opportunities in 2025 to improve the gender balance with two directors retiring and being replaced.

5.2 IHUK is also committed to improving the wider diversity of the board and within its employees and volunteers, players and coaches and will develop an action plan in 2024 to encourage more women, people with disabilities and people from black and ethnic minorities to become more actively involved in all aspects of ice hockey.

5.3 IHUK is committed to the principles of equality and diversity and to creating an inclusive culture within IHUK. IHUK has made this commitment, which is published on the IHUK website:

#### ***Equality Diversity and Inclusion - Our commitment***

*"We are committed to promoting equal opportunities for the participation of everyone in the sport of Ice Hockey. It is our intention to foster a culture in which diversity and inclusion is valued and everyone is treated with dignity and respect. Anyone that wants to participate in the sport of Ice Hockey, whether as a player, coach, official, team manager, member of staff, spectator, parent or carer of a junior player or in any capacity whatsoever ('Participants') will receive equal treatment regardless of age, disability, gender, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation ('Protected Characteristics'). We are also committed to providing equitable treatment to all those we deal with as an organisation, including customers and suppliers.*

*We will take all reasonable steps to:*

- promote awareness and provide training to staff, officers, volunteers and team managers (as appropriate) on all aspects of equality and diversity;*
- apply the principles of equality to all Participants;*

- *establish programmes and processes that ensure a diversity of candidates for paid and volunteer positions;*
- *implement all internal policies and procedures on a fair and impartial basis;*
- *create an inclusive working environment for employed staff, officers and volunteers that is sensitive to the needs of people of differing cultures, religions and beliefs;*
- *Set measurable equality, diversity and inclusion targets for the organisation, and review regularly*
- *make reasonable adjustments to enable Participants with disabilities to function effectively and to their full potential;*
- *ensure that all work and other environments (whether involving paid staff or volunteers) are free from all forms of discrimination, harassment, intimidation or bullying; and*
- *monitor how this policy is working in practice.*

## **6. Environmental and Social Impact**

- 6.1 Ice Hockey UK is committed to building a long-term, sustainable organisation. It is aware of the impact the organisation has on society, the environment, its stakeholders and the economy and will seek to manage this through its environmental and social governance policy (ESG).
- 6.2 Delivering an effective ESG policy and action plan will ensure that IHUK contributes positively for all stakeholders, ensures the organisation operates in a sustainable way and adds value to society.
- 6.3 As part of its strategy, IHUK will have an active focus on corporate sustainability initiatives. This will include taking steps to reduce carbon emissions, improving employee health and safety standards, increasing the reach and social impact of the sport and putting in place more robust risk management strategies. By taking proactive ESG measures, IHUK will be better equipped to successfully navigate any future challenges and disruptions that may arise including regulatory and legal interventions, thus positioning itself for long-term resilience, growth and sustainability.

## **7. Stakeholder Engagement Plan**

- 7.1 The Board is committed to developing a plan which sets out how it will engage with and listen to its key stakeholders including but not limited to; GB players, coaches and referees, its partners including English Ice Hockey, Scottish Ice Hockey, the Elite Ice Hockey League, its funding partners and sponsors. This plan will be developed by July 2024.



## **8. Risk policy, risk register and risk management**

8.1 The Board has established a risk management policy and will keep this under review. It will embed risk management procedures throughout the organisation and regularly review the risk register.

## **9. The Annual General Meeting**

9.1 The Annual General Meeting was held on 13 December 2023 and the following business was conducted:

- 9.1.1 The annual report was approved
- 9.1.2 The annual accounts were approved
- 9.1.3 The revised Memorandum and Articles were adopted
- 9.1.4 It was agreed that the Board should manage a process to retender the audit process for 2024

## **10. Governance priorities for 2024/25**

10.1 Significant progress was made in improving the governance arrangements and practices within IHUK during this reporting period. There is more work to complete and an action plan is in place for 2024/25. The priorities include to:

- 10.2 Launch the new IHUK Strategy by **July 2024**;
- 10.3 Establish the disciplinary and safeguarding case management panels and procedures by **July 2024**;
- 10.4 Submit the evidence to UK Sport and achieve compliance with the Tier Two of the Code by **August 2024**;
- 10.5 Review the agreements which exist between IHUK and EIH, SIH and EIHL by **September 2024**;
- 10.6 Conduct a comprehensive annual review of board performance and ways of working and the Chair of IHUK to hold reviews with individual directors by **September 2024**;
- 10.7 Finalise the co-operation agreements with English Ice Hockey and Elite Ice Hockey League and finalise a governance agreement between IHUK and Scottish Ice Hockey, by **September 2024**;
- 10.8 Develop further policies required to achieve compliance with Tier Three of the Code and submit to UK Sport. This includes Business Continuity Plan, People Plan, Equality, Diversity and Inclusion Strategy, Data policies by **December 2024**;
- 10.9 Embed the new ways of Board and Committee working within IHUK by **March 2025**;
- 10.10 Recruit two new Independent non-executive directors to replace the retiring directors by **March 2025**.

<b>Ice Hockey UK – GOVERNANCE STATEMENT</b>	
Approved by Board	March 2024
Review Scheduled	March 2025

## Appendix 1

### IHUK policies and procedures approved in 2023/24

IHUK Policy or Procedure	Approved by	Date	RAG
<b>Governance Policies</b>			
Memorandum & Articles	AGM	13.12.23	
Governance policy	Board	09.02.24	
Director Recruitment Policy	Nominations Committee	24.01.24	
Director Appointment Letter	Nominations Committee	24.01.24	
Director Declaration of Good Character	Nominations Committee	24.01.24	
Conflict of Interest Policy	Nominations Committee	24.01.24	
Director Induction Policy	Nominations Committee	24.01.24	
Director Code of Conduct	Nominations Committee	24.01.24	
Board Review Policy	Nominations Committee	24.01.24	
Director skills & diversity matrix	Board	21.03.24	
Board continuity plan	Board	21.03.24	
Risk Management Policy & Risk Register	Board	21.03.24	
Governance Statement	Board	21.03.24	
Selection Policy	Governance & Risk Committee	10.01.24	
Safeguarding (Children and Young People) Policy	Governance & Risk Committee	07.02.24	
Disciplinary Policy	Governance & Risk Committee	07.02.24	
Unacceptable Behaviour Policy	Governance & Risk Committee	10.01.24	
IHUK Sport Integrity Service Rules of Procedures	Governance & Risk Committee	10.01.24	
Complaints Policy	Governance & Risk Committee	13.03.24	
Environmental, Social, Governance Policy (ESG)	Governance & Risk Committee	13.03.24	
Stakeholder Engagement Plan	Governance & Risk Committee	13.03.24	
Statement of financial competencies and qualifications	Governance & Risk Committee	13.03.24	
Anti-Doping and Controlled Medication Policy	Board	29 03.23	
<b>People Policies</b>			
Recruitment And Selection Policy	HR & Remunerations Committee	06.03.24	
Employment Contract	HR & Remunerations Committee	15.01.24	
Induction Policy	HR & Remunerations Committee	06.03.24	
Probation Policy	HR & Remunerations Committee	31.01.24	
Code Of Conduct	HR & Remunerations Committee	31.01.24	
Capability Policy	HR & Remunerations Committee	31.01.24	
Disciplinary Policy	HR & Remunerations Committee	31.01.24	
Grievance Policy	HR & Remunerations Committee	31.01.24	
Performance Review and Appraisal Policy	HR & Remunerations Committee	31.01.24	
Pay and Benefits Policy	HR & Remunerations Committee	06.03.24	
Sickness Absence and Medical Appointments Policy	HR & Remunerations Committee	31.01.24	
Social Media Policy	HR & Remunerations Committee	31.01.24	
Working Hours and Annual Leave Policy	HR & Remunerations Committee	31.01.24	





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Whistle Blowing Policy	HR & Remunerations Committee	31.01.24	
Internet and Email Policy	HR & Remunerations Committee	06.03.24	
Prevention of Bullying and Harassment Policy	HR & Remunerations Committee	06.03.24	
Health and Safety Policy	HR & Remunerations Committee	06.03.24	
<b>Finance Policies</b>			
Gifts, Hospitality and Benefits Policy	Finance & Audit Committee	06.03.24	
Banking and Expenditure Controls Policy	Finance & Audit Committee	06.03.24	
Travel and Expenses Policy	Finance & Audit Committee	06.03.24	
Procurement Policy	Finance & Audit Committee	06.03.24	
Reserves Policy	Finance & Audit Committee	06.03.24	