

# Risk Management Policy

## Preamble

As the national sport organization that oversees bobsleigh and skeleton throughout Canada, BCS recognizes that there are risks inherent to all facets of program delivery, business operations, and governance.

BCS is committed to managing risks to the organization and, as applicable, to those entities and individuals with which BCS interacts. BCS takes the safety, well-being and satisfaction of its members and participants seriously. And while taking risks is often unavoidable in the pursuit of excellence and opportunity, BCS strives to do so in a thoughtful and in informed manner.

## Purpose

The aim of BCS's Risk Management Policy is to provide a guiding statement on how risk management is to be performed within BCS. In general, risk management is viewed as a comprehensive approach to improving organizational performance. However, this policy also aims to:

- Reinforce understanding of risk management as having a broad focus, beyond merely preventing lawsuits and financial losses;
- Perform an educational function, as applicable, for athletes, staff, board members, and BCS's broader constituency; and
- Over the longer term, help embed a 'risk management culture' within BCS.

Ultimately, successful risk management can help BCS:

- Prevent or limit injury or losses to participants, volunteers and staff;
- Protect the organization and its members against litigation;
- Achieve compliance with applicable laws, regulations and standards;
- Improve the quality and relevance of the programs and services that BCS provides;
- Enhance BCS's business management and human resource management practices;
- Increase BCS's brand and reputation; and
- Overall, strengthen BCS's ability to achieve its strategic objectives.

## Scope and Authority

BCS believes that risk management, ultimately, is everyone's responsibility. However, BCS also understands the importance of having a primary focal point in any endeavour. As such, the CEO of BCS is the organization's risk lead, operationally, and the Board's Governance & Risk Management Committee (GRMC) is the lead from an oversight perspective.

Together, the CEO and GRMC are responsible for leading the implementation, maintenance and communication of this policy.

This policy applies to all activities undertaken by BCS at the national level. Where BCS exercises authority over activities below the national level, risk management measures may also be prescribed by BCS accordingly. As part of Canada's bobsleigh and skeleton infrastructure, provincial and other entities associated with the sports are expected to have active risk management policies covering their jurisdictions that align with that of BCS and which form a part of the criteria by which BCS determines its formal recognition of such associations.

## **Policy**

BCS makes the following commitments:

- All activities and events undertaken by BCS will be analyzed from a risk management perspective;
- Systematic and explicit steps will be taken to identify, assess, manage and communicate risks facing BCS; and
- Risk control strategies will be reasonable and will reflect an appropriate standard of care for a given circumstance.

Notwithstanding the lead roles of the CEO and GRMC, BCS believes that risk management is a broad activity and a shared responsibility. All directors, officers, staff, contractors, athletes, and volunteers have an ongoing responsibility to take appropriate measures within their scope of authority and responsibility to identify, assess, manage and communicate risks.

## **The Risk Management Process**

Managing risks involves three fundamental steps:

- 1) Identifying potential risks using an informed, environmental scan approach;
- 2) Assessing the significance of a risk by considering its possibility and consequences; and
- 3) Developing and implementing measures to address the risks that are deemed most significant by reducing the possibility and/or consequences of the risk.

Risks can arise from any number of areas. But BCS has determined five core sources by which it categorizes identified risks:

- Operational/Program Risks
- Finance Risks
- Compliance/Legal Risks
- Governance/Oversight Risks
- External Risks

All risks faced by BCS can be addressed by one or more of the following four general strategies:

- Accept the risk – no action is taken because (i) the possibility and consequence of the risk is low or (ii) the risk is inherent to the activity and, thus, is acceptable as-is.
- Reduce the risk – steps are taken to reduce the possibility of the risk and/or its potential consequences through efforts such as improved planning, policies, delivery, supervision, monitoring or education.
- Share the risk – accept the level of risk but transfer some or all of it to others through the use of insurance, waiver of liability agreements, or other business contracts.
- Avoid the risk – eliminate the risk by avoiding the activity altogether.

The above general strategies may translate into a variety of risk control measures, including but not limited to:

- Development of policies, procedures, standards and/or rules
- Updated communication
- Education, instruction, professional development and/or specialized training
- Adherence to minimum, mandatory qualifications and/or certifications for key staff and leaders
- Use of robust and legally sound contracts (codes of conduct, athlete and coach agreements, employment agreements, contractor agreements, partnership agreements)
- Defining/reinforcing of roles and/or responsibilities
- Modified supervision and monitoring of person(s) and/or activity
- Clarifying procedures to handle concerns, complaints and disputes
- Implement schedules for regular review, maintenance, repair and/or replacement of equipment
- Refining procedures and protocols for emergency response and crisis management
- Use of warnings, signage, participation agreements and waiver of liability agreements, where warranted
- Purchasing appropriate insurance coverage for all activities and reviewing regularly

## **Reporting and Communication**

To ensure that risk management remains a high priority within BCS, and to promote an organizational culture that embraces a risk management perspective, risk management will be a standing item on the agenda of every regular Board meeting, so that the CEO and/or GRMC can provide updates, as required.

BCS recognizes that communication is an essential part of encouraging all constituents to embrace the practice of proactive risk management. As such, BCS's Risk Management Program will be posted on the BCS website, updates will be provided to membership, at least, annually at the AGM, and key lessons learned will be communicated where there is benefit to a broader audience.

## **Insurance**

BCS maintains a comprehensive insurance program that provides General Liability, Sports Professional Liability, and Directors and Officers Errors & Omissions coverage. Upon annual renewal of this Risk



Management Policy, BCS consults with the insurance provider to determine if there are any emerging gaps, issues or deficiencies to be addressed through insurance renewal.

Not all risks are insurable. However, as part of its commitment to risk management, BCS will take all reasonable steps to ensure that insurance coverage is available for those activities essential to the mission of BCS and that pose significant risks.

### **Approval**

This Policy is reviewed, amended as required, and approved annually by the BCS Board of Directors.