



## RISK MANAGEMENT POLICY

### PURPOSE

Commonwealth Sport Canada (CSC) recognizes that there are risks inherent in all facets of governance, program delivery and business operations and is committed to managing risks, taking the safety, well-being and satisfaction of its members and participants seriously. While we are not averse to taking organizational risks and pursuing opportunities, we will do so thoughtfully and in an informed manner.

The primary purpose of this policy is to provide a guiding statement on how risk management is to be performed within CSC. In general, we view risk management as a comprehensive approach to improving organizational performance and preservation. This policy has other purposes as well, including the following:

- Reinforcing an understanding of risk management as having a broad focus, beyond merely preventing lawsuits and financial losses.
- Performing an educational function for staff (employees, interns & contractors) and volunteers (Directors, Members-at-Large, Committee Members, Mission Staff, etc.); and
- Contributing to enhancing a ‘risk management culture’ within CSC.

Ultimately, successful risk management has the following benefits for CSC:

- Prevents or limits injury or losses to CSC, its participants, volunteers, and staff.
- Helps to protect CSC, its programs, and its members against litigation.
- Ensures that CSC is compliant with all applicable laws, regulations, and standards.
- Improves the quality and relevance of the programs and services that CSC provides to its members, participants, partners, and sponsors.
- Promotes improved business management and human resource management practices.
- Creates safe, inclusive, and accessible environments to deliver CSC’s mandate.
- Enhances CSC’s brand, reputation, and image.
- Informs Budget contingency planning and processes; and
- Overall, enhances CSC’s ability to achieve its strategic objectives.

### SCOPE AND AUTHORITY

The Chief Executive Officer (or designate as approved by the Board) is responsible for the implementation, maintenance, and communication of this policy. This policy applies to all activities undertaken by CSC.



## POLICY

CSC makes the following commitments:

- All activities and events undertaken by CSC will be analyzed from a risk management perspective.
- Systematic and explicit steps will be taken to identify, assess, manage, and communicate risks facing CSC.
- Risk control strategies will be reasonable and will reflect the reasonable standard of care in any circumstance (where standard of care is determined by written/published standards, industry practices, established case law precedent, and common sense).

CSC acknowledges that risk management is a broad activity and a shared responsibility. All staff and volunteers have an ongoing responsibility to take appropriate measures within their scope of authority and responsibility to identify, assess, manage, and communicate risks to those that they report to including but not limited to, the CEO or designate.

## PROCEDURES

Commonwealth Sport Canada manages risk by following three comprehensive steps:

- 1. Identifying potential risks** using an informed, environmental scan approach,
- 2. Assessing the significance of a risk** by considering its possibility and consequences,
- 3. Developing and implementing measures** to address those risks deemed significant by reducing their possibility, consequences, or both.

Risk and associated contingency planning must be considered within all budgeting to address the potential impact of arising and unexpected issues, or happenings beyond the control of the organization.

Risks arise from a number of categories of CSC's operations. In the sport domain, facilities, equipment, people, and programs all give rise to potential risks. CSC has determined that the following categories will be used when identifying risks:

- Operational/Program Risks
  - Risk related to programs in the areas of coach, official and athlete development; management of human resources, including staff and volunteers; organizational capacity to meet member and stakeholder expectations; event and competition management; planning so as to remain vital and relevant to our members.



- Compliance Risks
  - Risk related to compliance with existing laws and regulations governing employment, privacy, workplace safety, not-for-profit corporations' legislation, tenancy responsibilities, RCAA charitable status, tax, anti-doping policies, Sport Canada/other agency standards for funding and accountability, tort, and fulfillment of contractual obligations.
- Communication Risks
  - Risks related to internal and external communications, information management systems, crisis and issues management, media relations, image, and reputation management, missed opportunities to promote and exploit successful outcomes, management of intellectual property, social media opportunities and pitfalls, confidentiality.
- External Risks
  - Risks that are not directly controlled by the organization such as funding frameworks from government and other agencies; relations with governments, games organizations and international federations; security threats/risks; involvement of other sport partnerships; hosting decisions and requirements; changing political and governmental priorities; public health and safety concerns (e.g. COVID-19 pandemic), or environmental conditions.
- Governance Risks
  - Risks related to clarity of roles and responsibilities, decision-making and oversight, organizational structure, and performance; management of disputes and conflict of interest, planning for diversity and succession of the Board and committees, retention of institutional knowledge, staying current with governance best practices and trends affecting CSC.
- Financial Risk
  - Risks related to financial monitoring and reporting, control and directing of funds, sponsorship attraction and retention, currency exchange rates, investment and management of reserve funds, protection of revenue streams, long-term financial sustainability.
- Technology and Intellectual Property Risks
  - Risks related to the purchase, leasing, use and storage of all hardware and software, programs, data, documents, records, information including the protection of all CSC's intellectual property assets.

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

- **Retain** the risk – no action is taken because the possibility and consequence of the risk is low. It may also be that the risk is inherent in the sporting activity itself and thus can be accepted in its present form.



- **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.
- **Transfer** the risk – accept the level of risk but transfer some or all of it to others through the use of insurance, waiver or release of liability agreements or other contracts.
- **Avoid** the risk – eliminate the risk by avoiding the activity giving rise to the risk – in other words, simply decide NOT to do something, or to eliminate some activity or initiative.
- **Manage** the risk – through program modifications or program execution adjustments, including possible increased investment in the activity using budgeted contingency funds, program activities and objectives are maintained.

The above general strategies can be achieved by a variety of risk control measures, which for CSC may include (but are not limited to):

- Development of policies, procedures, standards, and rules
- Effective communication
- Education, instruction, professional development, and specialized training
- Ensuring a core set of organizational values has been identified, defined, and communicated throughout CSC.
- Requiring minimum, mandatory qualifications and/or certifications for key staff and leaders
- Use of robust and legally sound contracts (examples include codes of conduct, Team Member agreements, SportWORKS agreements, International Host partner agreements, employment agreements, contractor agreements, partnership agreements)
- Improving role clarity through use of written position descriptions and committee terms of reference
- Supervision and monitoring of staff, volunteers, participants, and activities
- Establishing and communicating procedures to handle concerns, complaints, and disputes.
- Implement schedules for regular review, maintenance, repair, and replacement of equipment.
- Preparing procedures and protocols for emergency response and crisis management
- Use of warnings, signage, participation agreements and waiver or release of liability agreements where warranted.
- Developing contingency budgets based on thorough assessment of risks for all project and service areas. Use of such contingency funds shall be determined following thorough examination of an arising issue/emergency by the Budget Manager with the CEO and President.



- Purchasing appropriate insurance coverage for all activities and reviewing regularly
- Complying with CSC's obligations under its insurance policy
- Assessing the efficacy of a risk control measure when it is tested.
- Periodic review and updating of these risk control measures and this Risk Management Policy.
- Complying with all requirements of funding partners, including but not limited to requirements related to the following:
  - Abuse-free sport
  - Anti-doping
  - equity, diversity, and inclusion
  - governance principles

### ***Reporting and Communication***

To ensure that risk management remains a high priority within CSC, 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 can provide updates as required. CSC will also review and periodically update a Risk Registry to support, track and monitor its risk management practices.

CSC recognizes that communication is an essential part of risk management. This Risk Management Policy will be communicated annually to our staff, team members and volunteers and we will encourage all members to communicate to CSC their risk management issues and concerns.

### ***Insurance***

CSC maintains a comprehensive insurance program that provides General Liability, Accident and Directors and Officers Errors and Omissions coverage to the directors, officers, staff, members, volunteers, and sponsors of CSC. Upon annual renewal of this policy, CSC 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, CSC will take all reasonable steps to obtain insurance coverage for those activities essential to the mandate of CSC.

### **Related Documents:**

CSC's Risk Registry

### **Document History:**

Created & Approved: November 2, 2013

Reviewed & Revised: November 27, 2019, November 29, 2021, March 1, 2024