

Volleyball BC's Risk Management Policy and Plan

As the provincial sport organization that governs volleyball throughout British Columbia, VBC is committed to managing risks to the organization by ensuring its decisions and actions reflect established standards and the organization's values.

1. Purpose

The purpose of this policy is to provide a guiding statement on how risk management is to be performed within VBC. In general, we view risk management as a comprehensive approach to improving organizational performance. The Risk Management Policy links directly with VBC's Risk Registry. This policy has other purposes as well, namely:

- Reinforcing an understanding of risk management as having a broad focus, beyond merely preventing lawsuits and financial losses;
- Performing an educational function for staff and the Board;
- Over the longer term, contributing to enhancing a 'risk management culture' within VBC.

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

- Prevents or limits injury or losses to participants, volunteers and staff;
- Helps to protect VBC and its members against unnecessary litigation;
- Ensures that VBC is compliant with all applicable laws, regulations and standards;
- Improves the quality and relevance of the programs and services that VBC provides to its members, partners and sponsors;
- Promotes improved business management and human resource management practices;
- Enhances VBC's brand, reputation and image in the community;
- Overall, enhances VBC's ability to achieve its strategic objectives.

2. Scope and Authority

The Chief Executive Officer is the designated Risk Manager for VBC, who is responsible for the implementation, maintenance and communication of this policy. It is understood that the CEO works with the required staff and volunteers to ensure that risks are managed according to this policy, which applies to all decision and activities undertaken on behalf of VBC.

3. Definitions

Risk: The effect of uncertainty on achieving desired outcomes

Risk Management: An integrated, documented and system-wide process used to identify, assess and treat risks so as to better achieve desired outcomes and reflect the organization's values

Significance of a risk: The combined ranking of the possibility of a risk occurring and the consequence should it occur. This is made up of:

Possibility (P)

Unlikely – less likely to happen than not; occurs every 5 years

Possible – just as likely to happen as not; occurs once every year

Probably – more likely to happen than not; occurs once a month

Almost certain – sure to happen; occurs once a week

Consequence(C)

Minor – will have an impact on the achievement of the objective that can be dealt with through small internal adjustments

Moderate – will have an impact on some aspect of the achievement of the objective that will require changes to strategy or program delivery that may require a delay or increase in cost

Serious – will significantly impact the achievement of the objective and require additional time, resources, costs, and thought

Catastrophic – will have a debilitating impact on the achievement of the objective; staff and board need to devote full time resources to managing the situation

Risk Consequence and Tolerance: The Board has determined the following consequence and tolerance levels for VBC risks:

DEFINITION OF CONSEQUENCE						
CONSEQUENCE	HEALTH & SAFETY	PERFORMANCE	REPUTATION	LOSS / DAMAGE	PLANNING	VALUES
MINOR	First aid treatment	Did not achieve a few performance objectives	1 or 2 public comments or complaints limited to one demographic in the community	\$1000 - 5,000	Short-term delay in achievement of planned outcomes	Low infringement of our values
MODERATE	Medical treatment. Leave of >1 week	Did not achieve some of the performance objectives	Minor, adverse public or media attention and complaints	\$5,000- \$20,000	Not being able to meet planned outcomes due to competing priorities	Internal infringement of our values
SERIOUS	Classified injury. Leave of less than 3 months of senior staff	Did not achieve most of the performance objectives	Attention from media and/or heightened concern from across the community	\$20,000- \$100,000	Not able to meet planned outcomes that impact funding obligations or partner expectations	High infringement of our values / Unintended breach of our policies
CATASTROPHIC	Fatality or permanent disability. Long-term leave of CEO	Did not achieve any performance objectives	Significantly adverse media / public attention from multiple sources	>\$100,000	Not being able to meet mandatory outcomes to fulfil funding and partner requirements and expectations	Very high infringement of our values / Intentional break of our policies

Almost certain	M	M	VH	VH
Probable	M	M	H	VH
Possible	L	L	H	VH
Unlikely	L	L	M	H
	Minor	Moderate	Serious	Catastrophic

Consequence

Categories of risks: Risks arise from a number of categories of VBC’s operations. VBC has determined that the following categories will be used when identifying risks:

- ✓ **Operational/Program Risks**
Risks related to the development and implementation of VBC programs; management of human resources, including staff and volunteers; organizational capacity to meet member and stakeholder expectations.
- ✓ **Compliance Risks**
Risks related to failure to comply with existing laws and regulations governing employment, privacy, workplace safety, new corporations’ legislation, tenant legal responsibilities, anti-doping policies, Sport Canada, other agency standards for funding and accountability, fulfillment of contractual obligations.
- ✓ **Communication Risks**
Risks related to internal and external communications, information management systems (purchase, leasing, use, and storage of all hardware and software, programs, data, records, information), crisis and issues management, media relations, image and reputation management, missed opportunities to promote and exploit successful outcomes, management of intellectual property (the protection of all VBC’s intellectual property assets), social media opportunities and pitfalls, confidentiality.
- ✓ **External Risks**
Risks that are not in direct control of the organization such as funding frameworks from government and other agencies; relations with governments, games organizations and international federations; security threats/risks, involvement in other sport partnerships; hosting

decisions and requirements; changing political priorities.

✓ **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 corporate knowledge, staying current with trends affecting VBC.

✓ **Financial Risk**

Risks related to financial monitoring and reporting, flexibility to control and direct funds, sponsorship attraction and retention, currency exchange rates, investment and management of reserve funds, protection of revenue streams, long-term financial sustainability.

4. Policy

VBC makes the following commitments:

- Activities and events undertaken by VBC will incorporate the principles of risk management;
- Systematic and explicit steps will be taken to identify, assess, manage and communicate risks facing VBC in a timely fashion;
- Risk mitigation 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).

VBC acknowledges that risk management is a broad activity and a shared responsibility. All Directors, 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 Risk Manager.

The Risk Management Policy is linked to VBC's Risk Registry. The Risk Registry is reviewed by the Board once a year formally and items are added to it as necessary and removed as they are treated.

6. Procedures

Managing risks involves three steps:

1. Identifying potential risks using an informed, environmental scan approach. This occurs on an ongoing basis by staff, and at least once a year by the Board and senior staff;
2. Assessing the significance of a risk by considering its likelihood and consequences
3. Developing and implementing measures to address those risks deemed significant by reducing likelihood, consequences or both.

VBC commits to the following:

1. Risks are identified by staff on an ongoing basis. All low to medium risks are managed by the CEO and captured within program documents. These risks are not normally identified within the VBC risk registry.
2. Risks that arise and considered to be high to very high are treated as follows:

- a. If a **High** is identified by staff, the CEO will communicate to the President of VBC within 48 hours of the risk being identified. The CEO will take all reasonable measures to manage the risk including, but not limited to, seeking the advice from other Board members, consulting external experts, etc. Once the President and the CEO feel that the risk has been managed or is in the process of being resolved, the Board will be advised using the most appropriate communications, which depending on the nature of the risk, may include an issue document, sharing at the next meeting, or calling a separate Board meeting to keep the Board informed.
- b. If a **Very High** risk has been identified, the CEO will make all reasonable efforts to immediately contact the President of VBC. The President and CEO will determine the most appropriate action and if appropriate, may organize a Board meeting within 48 hours of the risk arising. It is understood that factors may arise that prevent this from happening including time zone, availability of Directors, the nature of the risk, etc. The CEO will make all reasonable efforts to manage the risk as it occurs, taking the necessary measures including, not to limited to, seeking the advice from internal partners, other Board members and external experts.

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

- ✓ **Retain** the risk – no further action is taken because the possibility and consequence of the risk is low. It may also be that the risk is inherent in the 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 of liability agreements or other business 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.

The above general strategies translate into a variety of risk control measures. See Appendix A for examples of the measures that VBC will take to address risk.

7. Reporting and Ongoing Monitoring

To ensure that risk management remains a high priority within VBC, 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 Board Members can provide updates as required.

VBC recognizes that communication is an essential part of risk management. This Policy and our Risk Management Process will be communicated to Staff, Board of Directors, Committees and volunteers and we will encourage all members to communicate to VBC their risk management issues and concerns.

Specifically, the following steps will be taken to ensure a risk aware culture is being fostered:

- ✓ Staff reviews VBC's risk registry on a quarterly basis or as a risk arises;
- ✓ Staff provide updates on matters of risk to the Board at every Board meeting (standing item on the Board agenda);

- ✓ If changes or additional updates to the Risk Management Policy are needed during the year, staff will bring forward to the Board for discussion and approval;
- ✓ The Board annually reviews and updates the Risk Registry and the Risk Management Policy to determine if any additional high to very high level risks need to be added and to confirm the organization's risk tolerance profile.

8. Insurance

VBC 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 VBC. Upon annual renewal of this policy, VBC 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, VBC will take all reasonable steps to ensure that insurance coverage is available for those activities essential to the mission of VBC.

Policy History

Approved by Board:	January 29, 2020
Reviewed by Finance and Audit Committee:	February 25, 2021
Next Review Date:	January 2023

Appendix A: Risk Management Principles & Risk Measures

1. Risk Management Principles

This Risk Management Policy is based on the International Standard Organization (ISO 31000:2009E) principles of risk management that:

- Risk management creates and protects value
- Risk management is an integral part of all organizational processes
- Risk management is part of decision making
- Risk management explicitly addresses uncertainty
- Risk management is systematic, structures and timely
- Risk management is based on the best available information
- Risk management is tailored
- Risk management considers human and cultural factors into account
- Risk management is transparent and inclusive
- Risk management is dynamic, iterative and responsive to change
- Risk management facilitates continual improvement of the organization

2. Risk Control Measures

The above general strategies translate into a variety of risk control measures, which for VBC may include (but are not limited to):

- Development or updating of policies, procedures, standards and rules
- Effective communication
- Education, instruction, professional development and specialized training
- Ensuring a core set of organizational values have been identified, defined and communicated throughout VBC
- Adherence to minimum, mandatory qualifications and/or certifications for key staff and leaders
- Use of robust and legally sound contracts (i.e. code of conduct, 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 of liability agreements where warranted
- Purchasing appropriate insurance coverage for all activities and reviewing regularly