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Effective Date: January 2020	Next Review Date: December 2022

Preamble

As the provincial sport organization governing Archery in British Columbia, BC Archery recognizes that there are risks inherent in all facets of our governance, program delivery and business operations. BC Archery is committed to managing risks to the organization, to its members and affiliated clubs. We take the safety, well-being and satisfaction of our members seriously. Given the nature of our stakeholders, our tolerance for risk is low, and as such we will be conscientious and diligent in our program planning and delivery. While we are not averse to taking organizational and financial risks when pursuing opportunities, we will do so thoughtfully and in an informed manner so as not to jeopardize future opportunities.

Purpose

The aim of this policy is to provide a guiding statement on how risk management is to be performed within BC Archery. In general, we view risk management as a comprehensive approach to improving organizational performance. This policy has other purposes as well, namely:

- Reinforce an understanding of risk management as having a broad focus
- Draw attention to some of the key areas of risk facing BC Archery
- Provide regular benchmarks for review and updating key items relating to these risk areas
- Provide an educational function to our Board, Clubs and membership
- Over the longer term, contribute to enhancing a “risk management culture” within BC Archery.

Policy Statement

BC Archery makes the following commitments to its members:

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

Policy Scope

Ultimately, responsibility for the effectiveness, oversight and implementation of the BC Archery Risk Management Policy belongs to the Board. The Board will appoint a Risk Management Committee which shall operate as a standing committee of the Board. The Board will appoint a Board Member to chair and oversee the committee. The Committee will be responsible for the implementation, and oversight of the policy and program. It is responsible for advising the Board on risk management in fulfilling its oversight responsibilities.

The Risk Management Process

Managing risk involves five steps:

1. Establish the context / category.
2. Identifying potential risks using an informed, environmental scan approach.
3. Analyse the significance of a risk by considering its possibility and consequences and evaluating.
4. Treat the risks by developing and implementing measures deemed significant by reducing possibility, consequences or both. The risks and measures to address are entered in the risk registry.
5. Monitoring and review is an ongoing part of risk management that ensures that the important information generated by the risk management process is captured, used and maintained.

Risk Registry

The Risk Registry is a document that outlines identified and assessed risks, current risk treatment measures, possible additional risk treatment measures, and communications efforts. BC Archery has adopted this proactive, integrated, and coordinated approach to keep track of risks and risk management strategies. This approach helps our members feel confident in the decisions that are being made, supports increased understanding of the policies and procedures that flow from our decisions, and builds support and engagement through information sharing. The registry is updated regularly by the Risk Management Committee.

Categories of Risks

Risks arise from a number of categories of BC Archery's operations. In the sport realm, facilities, equipment, people and programs all give rise to potential risks.

BC Archery has determined that the following categories will be used when identifying risks:

- *Operational/Program Risks:* Risk related to the delivery of key programs in the areas of coach, official and athlete development; management of human resources, including staff and volunteers; organizational capacity to meet registrant and stakeholder expectations; event and competition management; remaining vital and relevant to our members; the inherent physical risks of our sport, equipment, property and facilities.
- *Compliance Risks:* Risks related to failure to comply with existing laws and regulations; viaSport standards for funding and accountability; fulfillment of contractual obligations; employment, privacy and antidoping policies.
- *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 management; confidentiality.
- *Governance Risks:* Risks related to clarity of roles and responsibilities, decision-making and oversight, organizational structure and performance; policies and procedures, image and reputation, management of disputes and conflict of interest, planning for diversity and succession within the Board and committees, knowledge retention and transfer.
- *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; and changing political priorities.
- *Financial Risks:* Risks related to financial monitoring and reporting, loss of funding, decline in membership, decline in other revenues, deficit reduction, flexibility to direct funds, sponsorship attraction and retention, investment and management of reserve funds, long-term financial sustainability.

General Strategies to Address Risk

All risks faced by BC Archery can be addressed by one or more of the following four 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, organization, 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, which for BC Archery may include (but are not limited to):

- Policy development
- Effective communication
- Education, instruction, professional development and specialized training
- Ensuring a core set of organizational values have been identified, defined and communicated throughout the organization and the sport
- Adherence to minimum, mandatory qualifications 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, and 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

Reporting and Communication

To ensure that risk management remains a high priority within BC Archery, 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 Risk Management Committee can provide updates on risk management as required.

BC Archery recognizes that communication is an essential part of risk management. This Policy will be communicated frequently to our staff, committees, and clubs, and we will encourage all members and affiliates to communicate their risk management issues and concerns to BC Archery.

Insurance

BC Archery maintains a comprehensive insurance program through Archery Canada that provides General Liability, Sports Accident, and Directors and Officers Errors and Omissions coverage to the directors, officers, staff, members, volunteers and affiliates of BC Archery. BC Archery will consult with Archery Canada if there are any emerging gaps, issues or concerns to be addressed through insurance renewal. Not all risks are insurable. As part of its commitment to risk management, BC Archery will take all reasonable steps to ensure that insurance coverage is available for those activities essential to the mission of BC Archery that pose significant risks and that may be insured.

Approval

The BC Archery Board of Directors and Executive Director shall review this policy every three years.

Related Policies:

Risk Assessment Process.

Risk Registry.