



## Risk Management Policy

**Section:** Swim BC Governance Policies  
**Approved by:** SBC Board of Directors

**Date of Approval:** January 20, 2022  
**Next Review:** April, 2026

### Policy Statement

1. Swim BC recognizes that there are risks inherent in all facets of our operations including governance, program delivery and business operations. Swim BC is committed to a comprehensive Risk Management Program for managing risks to the organization and to its clubs and individual members.
2. Swim BC 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.

### Definitions and Principles

3. The following terms have these meanings in this Policy:
  - a) *"Risk"* - Is the potential for a loss based on the likelihood of an incident occurring and the severity of the consequence of that incident. Risk is the chance of something negative happening that will have a direct impact on achieving objectives.
  - b) *"Risk Management"* - An explicit and organized process used to identify, assess, and treat risks so as to better achieve desired outcomes, in a way that is reflective of our values.
  - c) *"Risk Management Program"* - Swim BC's overall approach, procedures, and practices to analyze risk and to implement, monitor and evaluate risk mitigation strategies.
  - d) *"Risk Registry"* - A document that outlines identified and assessed risks, current risk mitigation measures, possible additional risk treatment measures, and communications efforts. It is essentially a spreadsheet detailing potential risks and corresponding risk management control techniques for the operations finances, governance, and success of Swim BC.
  - e) *"Risk Management Policy"* - A statement of Swim BC's commitment to risk management.
4. Swim BC takes the safety, well-being and satisfaction of our 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.

### Purpose

5. The aim of this policy is to provide guidance on how risk management is to be performed within Swim BC and outlining our commitment to risk management practices. In general, we view risk management not simply as an effort to reduce risk but also as a comprehensive approach to improving organizational performance.
6. This policy has other purposes as well, namely:
  - a) Reinforcing an understanding of risk management as having a broad focus, beyond merely preventing lawsuits and financial losses;
  - b) Performing an educational function for staff, volunteers, clubs and members;
  - c) Over the longer term, contributing to enhancing a 'risk management culture' within Swim BC.
7. Ultimately, successful risk management has the following benefits for Swim BC:
  - a) Prevents or limits injury or losses to participants, volunteers and staff;
  - b) Helps to protect Swim BC and its members against litigation;
  - c) Ensures that Swim BC is compliant with all applicable laws, regulations and standards;
  - d) Improves the quality and relevance of the programs and services that Swim BC provides to its members, participants, partners and sponsors;
  - e) Promotes improved business management and human resource management practices;



- f) Enhances Swim BC's brand, reputation, and image in the community; and
- g) Overall, enhances Swim BC's ability to achieve its strategic objectives.

### **Scope and Application**

- 8. This policy applies to all activities undertaken by Swim BC where all directors, staff, and volunteers have an ongoing responsibility to take appropriate measures within their scope of authority to identify, assess, manage, and communicate risks.
- 9. The Executive Director is responsible for the implementation, maintenance, and communication of this policy.

### **Related Documents**

- 10. The policies of Swim BC are essential to managing risks within Swim BC's governance and operations framework. Without these policies, we could not function in an ethical, safe, and procedurally fair manner. Where said policies affect both Swim BC and the broader membership, these policies are accessible on the Swim BC website. Where policies impact the internal operation of Swim BC, these policies are available on shared files.

### **Responsibilities**

- 11. We believe that risk management is a broad activity that touches all aspects of our operations. We also believe that risk management should be embedded into all our planning initiatives. Therefore, risk management is a responsibility for all of Swim BC's Representatives, from volunteers to the Officers and Directors of the Board.
- 12. Swim BC's approach to managing risk encompasses an organizational commitment to:
  - a) Identify and assess risks using consistent methodology;
  - b) Managing risk by reflecting on our values;
  - c) Identify risks and our response to such risks through the risk registry;
  - d) Monitor risks using a risk monitoring chart or other tools that can be used to continuously scan for new, emerging and evolving risks;
  - e) Learn from the risk management experience and to share these insights within our organization with a view to creating a learning culture;
  - f) Uphold and demonstrate high ethical standards, and to govern ourselves effectively and in a manner that fulfills all legal requirements; and
  - g) Maintain a comprehensive policy manual that provides direction on all aspects of our governance and operations.
- 13. Formally, the Executive Director is accountable to the Board of Directors for the implementation of the risk management process and management of risks in the business. All personnel are responsible for managing risks in their areas. Tactics related to risk will be incorporated into the planning process and be considered by the Board for all decisions.

### **Procedures**

- 14. Swim BC makes the following commitments to its members:
  - a) All activities and events undertaken by Swim BC will be analyzed from a risk management perspective;
  - b) Implement and monitor effective Risk Management procedures including the identification, assessment, and effective mitigation of risks;
  - c) Swim BC aims to take systematic and explicit steps to identify, assess, manage and communicate risks facing Swim BC;
  - d) 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 precedent, and common sense.



15. The Risk Management Process:

Managing risks involves three steps:

- i. Identifying potential risks using an informed, environmental scan approach;
- ii. Assessing the significance of a risk by considering its possibility and consequences; and
- iii. Developing and implementing measures to address those risks deemed significant by reducing possibility, consequences, or both.

16. Categories of Risk:

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

- a) Operational/Program Risks
- b) Compliance Risks
- c) Communication Risks
- d) External Risks
- e) Governance Risks
- f) Finance Risk

17. Strategies to Address Risk:

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

- a) Retain the risk (Tolerate) – 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.
- b) Reduce the risk (Treat) – 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.
- c) Transfer the risk (Transfer) – 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.
- d) Avoid the risk (Terminate) – 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.

18. The above general strategies translate into a variety of risk control measures, which for Swim BC may include but are not limited to:

- a) Development of policies, procedures, standards and rules;
- b) Effective communication;
- c) Education, instruction, professional development and specialized training;
- d) Ensuring Swim BC core values have been identified, defined and communicated throughout Swim BC;
- e) Adherence to minimum, mandatory qualifications and/or certifications for key staff and leaders;
- f) Use of robust and legally sound contracts (codes of conduct, athlete and coach agreements, employment agreements, contractor agreements, partnership agreements);
- g) Improving role clarity through use of written position descriptions and committee terms of reference;
- h) Supervision and monitoring of staff, volunteers, participants and activities;
- i) Establishing and communicating procedures to handle concerns, complaints and disputes;
- j) Implement schedules for regular review, maintenance, repair and replacement of equipment;
- k) Preparing procedures and protocols for emergency response and crisis management;
- l) Use of warnings, signage, participation agreements and waiver of liability agreements where warranted; and
- m) Purchasing appropriate Insurance coverage for all activities and reviewing regularly.

19. Risk Registry: A Risk Registry specific to Swim BC will be developed by the Executive Director, and will be maintained, reviewed, and updated on regular basis.



20. Reporting and Communication: To ensure that risk management remains a high priority within Swim BC, and to promote an organizational culture that embraces a risk management perspective, risk management will be a regular item of the Executive Director Report to the Board for each Board of Directors meeting.
21. Swim BC recognizes that communication is an essential part of risk management. This Policy and our risk management position will be communicated frequently to our staff, committees, and Clubs, and we will encourage all members to communicate to Swim BC their risk management issues and concerns.
22. Insurance: Swim BC maintains a comprehensive insurance program that provides General Liability, Sports Accident and Directors and Officers Errors and Omissions coverage to the directors, officers, staff, members, volunteers, and sponsors of Swim BC. Upon annual renewal of this policy, Swim BC consults with the insurance provider to determine if there are any emerging gaps, issues, or deficiencies to be addressed through insurance renewal.
23. Not all risks are insurable. However, as part of its commitment to risk management, Swim BC will take all reasonable steps to ensure that insurance coverage is available for those activities essential to the mission of Swim BC and that pose significant risks.

#### **Guidance**

24. For interpretation or guidance on the application of this policy, please contact the Executive Director. Any recommended changes or formal application of this policy resides under the authority of the Board of Directors.