

## RISK MANAGEMENT POLICY

April 2021

1. As the national sport organization that governs the sport of diving throughout Canada, Diving Plongeon Canada (DPC) recognizes that there are risks inherent in all facets of its governance, program delivery and business operations. DPC takes the safety and well-being of its members and registrants seriously. While DPC is not averse to taking organizational (business) risks and pursuing beneficial opportunities, it is done so in a thoughtful and well-informed manner.

### PURPOSE

2. The aim of the policy is to describe how risk management will be performed within DPC. The policy will highlight the key areas of risk facing the organization and assign responsibility for implementing and monitoring measures to address these key risks areas.

3. Ultimately, successful risk management has the following benefits for DPC:

- Prevents or limits injury or losses to participants, staff, volunteers and coaches;
- Helps protect against litigation;
- Ensures that DPC is compliant with current laws, regulations and standards;
- Improves programs and services that DPC provides to its members, participants, partners and sponsors;
- Enhances and protects DPC's brand and image within the community and Canada;
- Overall, enhances DPC's ability to achieve its strategic objectives and preserve its reputation.

### DEFINITIONS

4. Definitions:

- "Risk"* - uncertainty about outcomes that can be either negative or positive.
- "Risk Management"* - the forecasting and evaluation of organizational risks together with the identification of procedures to avoid or minimize their impact.

### SCOPE AND AUTHORITY

5. This policy applies to all activities undertaken by DPC at the national level. Where DPC exercises authority over activities below the national level, risk management measures may also be prescribed by DPC for implementation by provinces, institutes, and clubs. Provincial members of DPC are strongly encouraged to prepare a similar policy, to govern the management of risk within their jurisdiction. The Chief Operating Officer (COO) oversees risk management for the organization and is responsible for the implementation, maintenance, and communication of this policy.

## GUIDING PRINCIPLES

6. Guiding Principles:
- a) All activities and events undertaken by DPC will be analyzed from a risk management perspective with a view to protecting DPC and its registrants against possible risks.
  - b) Systematic and explicit steps will be taken to identify, measure and control both predictable and unforeseen risks facing DPC.
  - c) 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).
  - d) DPC 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.
  - e) The COO is responsible to the board for developing, implementing, and maintaining a Risk Registry that identifies accountabilities and gives effect to this policy within DPC’s operations.

## RISK MANAGEMENT PROCESS

7. Managing risks involves three steps:
- a) Identifying potential risks using an informed, environmental scan approach,
  - b) Assessing the significance of a risk by considering its possibility and consequences, and
  - c) Developing and implementing measures or mitigation techniques to address those risks deemed significant by reducing possibility, consequences, or both.
8. Risks may arise from several categories of DPC’s operations. Facilities, equipment, people and programs all give rise to potential risks. DPC has determined that the following categories will be used when identifying risks:
- a) *Operational/program risks* – the risk of poor program delivery, inattention to the risks inherent in events and activities and sport delivery, mis-use or neglect of staff, volunteers and other resources;
  - b) *Compliance risks* – risk of fines or other penalties for failure to adhere to laws, regulations, standards and reporting requirements;
  - c) *Financial risks* – risk of fraud, financial mismanagement or poor financial decision making;
  - d) *External risks* – risk of losing the support of funding agencies or other partners, or failing to respond to economic, demographic or other trends;

- e) Governance risk – risk of ineffective leadership, decision-making or organizational oversight;
- f) Communication risks – risk of ineffective internal and external communications; risks that information technologies will not provide dependable service and accurate, secure information that is available when needed;
- g) Reputation risks – risk of losing goodwill, status in the community, confidence of sponsors, and ability to generate funds and recruit volunteers;
- h) Strategic risks – risk of failing to keep the organization vibrant and relevant.

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

- a) 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.
- b) 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.
- c) 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.
- d) 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.

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

- a) Policy development;
- b) Communication and education;
- c) Ensuring a core set of organizational values have been identified, defined and communicated throughout the sport;
- d) Instruction or special training;
- e) Application of mandatory qualifications or certifications;
- f) Use of robust and legally sound contracts (athlete and coach agreements, employment agreements, contractor agreements, partnership agreements, staff and volunteer job descriptions);
- g) Supervision and monitoring;
- h) Establishing and communicating procedures to handle concerns, complaints and disputes;
- i) Purchasing appropriate insurance coverage and reviewing regularly;

- j) Preparing emergency systems and procedures and protocols for crisis management; and
- k) Use of agreements and waiver of liability agreements.

## INSURANCE

11. Insurance is one of the principal risk management measures that DPC employs:
- a) DPC Insurance Program – DPC maintains an insurance policy on behalf of the directors, staff, members and volunteers of DPC, as well as the member clubs of the provinces who opt into the insurance program. The coverage in force is a Third-Party Sport Liability Policy that includes Directors and Officers Errors and Omissions. Upon annual renewal of this policy, DPC consults with the insurance provider to determine if there are any emerging gaps, trends or issues or concerns to be addressed through insurance renewal.
  - b) Management of Insurance – Merely identifying possible risks does not mean that an event or activity is automatically covered by DPC’s insurance policy. Therefore, a proactive and focused effort is made to ensure that all events and activities are evaluated to determine their importance to the organization, their associated risks and whether these risks are insurable. Wherever possible, steps are taken to ensure that there is insurance coverage for all essential activities that pose significant risks.
  - c) Staff Responsibility – DPC’s COO is responsible for the administration of DPC’s insurance program. A designated DPC staff person is responsible for all insurance-related communications between DPC and its insurers, the participating provinces and their clubs.

## REPORTING AND COMMUNICATION

- a) The COO ensures that risk is included on the agenda for board meetings as required. The COO reports on the status of the area of risk and the DPC insurance program annually to the Board or as required.
- b) The Directors agree to use the DPC risk management approach outlined in this policy when making decisions on behalf of DPC.
- c) DPC recognizes that communication is an essential part of risk management. DPC encourages its members to communicate to DPC their risk management issues and concerns.

## REVIEW

Every 4 years or as required.