



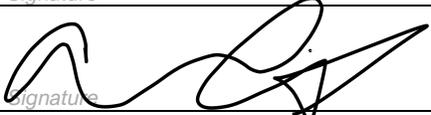
Guideline (GUI)

Risk Management Guidelines

BCSA-GUI-002

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Errors or Omissions

Big Country Soccer Association has provided this manual to the membership as a guide for the parents of players who are registered with Big Country Soccer Association. Any errors or omissions contained herein shall not supersede the by-laws, policies, procedures, or guidelines of the Association. Any changes to the manual shall be included in the next edition. The by-laws of the association supersede any guideline or policy should a conflict occur.

Document Revision History

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Section	Description



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1 Purpose

As the soccer representative for Big Country Alberta, Big Country Soccer Association (BCSA) is committed to managing risks to the Association while also providing guidelines to Association members on identification, assessment, and evaluation of risks that are specific to their community.

This guideline document is designed for leaders, administrators, and volunteers, explains current risk management processes and how they can be applied. By incorporating risk management principles into everyday practice, leaders will minimize risk, enhance decision-making, and support providing a safe soccer environment and community to youth soccer players, volunteers, spectators, and the community in support of Big Country Soccer Association Policy.

Note:

- i. *This document incorporates the lessons learned from a national Risk Management Project (RMP) which involved conducting in-depth risk assessments with eight national sport organizations, one multi-sport organization, and one medium-sized, Ottawa-based sport club. This Guide takes as reference the “Risk Management Guide for Community Sport Organizations” produced by “2010 Legacies Now”.*

2 Scope

This document applies to all Big Country Soccer Association (BCSA) and its interested parties. The interested parties that this document will apply to are:

- a) Big Country Soccer Association
- b) Big Country Soccer Association Members
- c) Youth Soccer Players Registered with BCSA
- d) Volunteers Supporting BCSA and its Members
- e) Spectators to BCSA Soccer Events

3 References

The following referenced documents are to be considered the latest edition and indispensable for the application of this document.

Table 1 – References

Document Number	Title
	Canada Soccer Association Risk Management Policy
	BC Soccer Risk Management Procedures



Document Number	Title
BCSA-POL-001	Big Country Soccer Association Policy
BCSA-FORM-007	Risk and Opportunity Register
ISO Guide 73:2009	Risk Management Vocabulary

4 Acronyms and Defined Terms

For this document, the following acronyms and terms apply.

4.1 Acronyms

Table 2 – Acronyms

Acronym	Definition
ASA	Alberta Soccer Association
BCSA	Big Country Soccer Association
CSA	Canada Soccer Association
GUI	Guideline
POL	Policy
SPOC	Single Point of Contact

4.2 Definitions

Table 3 – Definitions

Term	Definition
Member	For the purpose of this guideline, a member is defined as a community-based soccer association that is registered as a member in good standing with BCSA providing youth soccer and youth soccer development to their community.
Guideline	Guidelines is a set of rules or instructions that are provided by Big Country Soccer Association providing instructions on completing processes and/ or outlining the position of BCSA on specific topics.
Hazard	Anything that can cause harm/ loss.
Interested Party	Means a person who has an interest and may be affected by the process and/ or who may affect the defined process.



Term	Definition
Registered Members	This is the community that is registered with BCSA to register their players to compete in the Association with other registered teams. These communities will have their players registered with Alberta Soccer Association.
Risk	Risk is defined as the effect of uncertainty on objectives (financial, health and safety, governance, etc.) where effect is positive or a negative deviation from what is expected. This is evaluated through a process of assessing likelihood of the risk causing harm/ loss and the severity of the harm/ loss.
Risk Management	Coordinated activities to direct and control risk through the process of identifying, assessing, and controlling risk to the Association.
Spectator	For the purpose of this guideline, a Spectator is defined as anyone that is in attendance to a soccer event that is scheduled and organized by a member soccer association and/ or through BCSA.
Standard of Care	A standard of care means the level of care, caution, and judgement that a reasonable person would exercise in a particular circumstance.

5 Responsibilities

5.1 The following list of responsibilities are not all encompassing. Additional responsibilities may be assigned out, as required, when there are tasks and/ or actions required to represent Big Country Soccer Association, its member associations, and the governing soccer associations that Big Country Soccer Association is required to adhere to.

5.2 The BCSA Board oversees the official Association’s guidelines on risk management in place for member associations to use in support of their risk management efforts.

The function of the Board in relation to this guideline is as follows:

- a) Ensure that only the approved document templates are used for assessment of risk.
- b) Participate, when requested/ required, in member association risk management efforts.
- c) Ensure a document library is maintained to ensure adequate access to Association documents.



- d) Review risk details during scheduled Board meetings and/ or impromptu meetings called based on the nature of risk being high enough that requires immediate review and control.

Note:

- ii. *The Vice-President for BCSA is assigned as the “Risk Coordinator” and SPOC to oversee the risk management process for BCSA.*

5.3 Registered Members are responsible for the following in relation to this guideline:

- a) Look to develop a risk management process within their association using this guideline as a basis for their system.
- b) Control risks that are brought to their attention by players, volunteers, spectators, or other external parties to the member association.
- c) Include a review of risk at scheduled association meetings i.e. Board meetings to ensure a continued commitment to providing a safe and supportive environment for youth development soccer in their community.

Note:

- iii. *This is in support of Big Country Soccer Association Policy (Ref: BCSA-POL-001).*

6 Why is Risk Management Important?

6.1 Risk Management planning involves looking at things that are hazardous (real and/ or perceived) and asking questions to determine if the risk that is being recognized could impact BCSA Association and/ or its Registered Members in a manner that would breach BCSA policies for providing a safety environment for youth development soccer.

6.2 Basic questions that this guideline will present for Registered Members to ask of themselves when then identify a hazard may include but are not limited to:

- a) What could happen that would prevent us from meeting our objectives or for the soccer program and players to be impacted?
- b) What is the likelihood of the hazard could impact us?
- c) What would the consequence be if we do not look to eliminate and/ or control the hazard from impacting us?
- d) Is there anything we can do to reduce or eliminate the risk?
- e) How should we respond if the risk occurs (sometimes the risk may always be present, and we need to look at ways to respond to the risk i.e. player injury during a practice/ game).



6.3 The following should be taken into consideration as we ask ourselves the questions in 6.2 of this guidelines:

- a) Many risks can be avoided or minimized if there is a proactive plan in place.
- b) Once a risk occurs, there are a variety of options for the Association to consider. If the risk escalates to a crisis and there is no plan for dealing with this crisis, the Association ends up dealing with the issue in a reactive mode and is much more likely to make mistakes with lasting negative impact.
- c) Canadian law requires organizations to practice common sense and to fulfill a reasonable standard of care. What is reasonable depends on the particular circumstances, but in all cases the standard is determined by a combination of written standards (existing policies and procedures), unwritten standards (industry practices), case law (guidance from legal courts) and common sense.

Proactive risk management is the best way to help you meet the reasonable standard of care: failure to meet this standard can mean a finding of negligence and flowing from there, liability and lawsuit. With a robust risk management plan in place, you will spend more time carrying on the business of your sport organization rather than reacting to the many risks that come your way.

- d) You are more likely to attract and retain highly skilled Board members, volunteers, and supports if you manage your risks proactively. There is no better way to offer assurance and confidence to the people involved in the Association.
- e) It is simply a good business practice to have a risk management plan. There is a strong correlation between risk management and good governance, effective conflict resolution, sound policies and the business bottom line.

7 Risk Management Process

7.1 There are several methods for approaching risk management. For BCSA, the following approach to managing risks includes:

- a) A commitment to the identification of hazards and assessing the identified hazards using a consistent process that will determine the hazard's risk.
- b) A commitment to promoting throughout BCSA the importance of hazard recognition and the assessment of risk to help ensure we are meeting our soccer program policies.
- c) A commitment throughout BCSA to continually report and monitor new, emerging, and evolving hazards and their risk.
- d) A commitment to uphold and demonstrate high ethical standards, and to govern ourselves effectively and in a manner that fulfills all legal requirements to ensure a standard of care.



7.2 BCSA categorizes risks within these categories:

- a) **Health and Safety-** risks related to health and safety, physical hazards, injuries, extreme weather or other environmental factors, emergency, and accident/ incidents.
- b) **Communication/ Information-** 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 BCSA intellectual property assets), social media opportunities and pitfalls, and confidentiality.
- c) **Infrastructure-** risks related to equipment, property, and facilities used for soccer services.
- d) **Financial-** risks including loss of funding, decline in membership, decline in other revenues, mismanagement of funds, weak cash flow, failure to diversify revenue sources.
- e) **External-** 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.
- f) **Capabilities of Association-** risks related to the delivery of soccer programs and services including event management, IT, data, program management, human resources management (volunteers), management of crises, including service interruption.
- g) **Compliance to Governance-** risks related to board leadership, such as decision-making or oversight, policies, governance, guidelines, image and reputation, compliance to law and regulations and overall organizational capacity.
- h) **Internal Processes-** risks related to undeveloped internal processes to meet the requirements of the governing bodies and in response to risk identification.

7.3 For the ease of working in the Risk and Opportunity Registry (*Ref: BCSA-FORM-007*), many of the columns have been pre-programmed with drop-downs in order to standardize some of the details in the registry in order to filter details in the registry for trending.

Step 1: Identification of Hazard

7.4 BCSA Board, volunteers, and Registered Members will identify hazards and record the details on the Risk and Opportunity Registry (*Ref: BCSA-FORM-007*) the field “Description” as shown below. Note the following general details:

- Each hazard is to be recorded separately in the registry.
- Ensure there is enough detail to paint a clear picture of the hazard.



Description

Figure 1 – Registry Hazard Description Column

Step 2: Assessment of Risk

7.5 Using the Risk and Opportunity Registry (Ref: BCSA-FORM-007), assess the risk of the hazard against the risk matrix that is part of the form. Note the following general details:

- The assessment of a risk involves a determination of two aspects of the risk: its likelihood of coming to pass, also referred to as its chance/ probability/ frequency, and the consequences if it does come to pass.
- Each hazard is to be assessed through the risk matrix before the identification of any risk control measures that may already be in place. This is to understand the risk’s natural ranking without accounting for controls that may be in place.
- Using the risk matrix, assess each hazard. There may be hazards that apply to more than one of the categories noted in 7.2 of this guideline document. In such cases, assess the hazard in each of the applicable categories and select the category that is showing the highest rank.

7.6 The risk numbers are to be recorded in the following columns of the registry:

Initial Risk Evaluation		
Probability/ Likelihood	Severity/ Consequence	Score
		0
		0

Figure 2 – Registry Initial Risk Evaluation Column

Note:

- iv. The lowest risk rating is 1 where Likelihood and Consequence are rated 1 each. This indicates that the identified risk is very low.
- v. The maximum risk rating is 25 where Likelihood and Consequence are rated 5 each. This indicates that the identified risk is very high.



Step 3: Risk Control Identification

7.7 Each hazard, once the risk is assessed, now will require the identification of risk control measures that may be already in place. Risk control measures in terms of their effectiveness are as follows from most effective to least effective:



Figure 3 – Hierarchy of Risk Control Methods

7.8 Each control is to be listed separately with a brief description of the control to help verify the control’s existence. The details will be recorded in the following area of the registry:

Current Control/ Proposed Action

Figure 4 – Risk Control/ Proposed Action

Note:

- vi. *If there is no risk control that is currently available to help mitigate the risk to a lower risk level, this will alert the Board on the need to address an uncontrolled risk quickly, based on the ranking of the risk through the risk matrix.*



Step 4: Re-Assessment of Risk

7.9 Once controls are identified, if available, on each risk, the risk is re-assessed but this time with the risk control in mind to see if the control has successfully lowered the overall risk rating enough for the risk to be acceptable.

7.10 Using the risk matrix, each hazard is to be reassessed through the risk matrix and the risk rating recorded in the Risk and Opportunity Registry (*Ref: BCSA-FORM-007*). The information will be recorded as noted in 7.6 of this Guideline but in the following columns of the registry:

Risk Re- Evaluation			
Probability/ Likelihood	Severity/ Consequence	Score	
		0	
		0	

Figure 5 – Registry Risk Re-Evaluation

Step 5: Identification of Additional Risk Controls

7.11 After the re-assessment of risk, if a risk required new and/ or additional risk controls, they are suggested for Board review and approval. The suggested control/ action is to be recorded in the following column of the registry:

Risk Re- Evaluation			
			Additional Control/ Action Comment

Figure 6 – Registry Additional Control/ Action Description



Step 6: Board Approval and Cost Evaluation

7.12 To record Board approval, the following columns will be completed including if there is a cost and where the funding will likely need to come from:

Cost Evaluation			
Estimate	Funding From	Board Decision	Date of Decision

Figure 7 – Cost Evaluation and Board Approval

Step 7: Action Assignment and Status

7.13 Once the Board has approved the action, the task is to be assigned out with an estimated due date, status, and at what time of the year the action is to be completed before in support of BCSA soccer services. Details are recorded in the following columns of the registry:

Assigned To	Due Date	Status	Season Phase for Action

Figure 8– Action Assignment and Status

8 Board Review

8.1 During Board meetings, the agenda will include a section for the Risk Coordinator to provide updates to the Board on any items that have been cataloged into the Risk and Opportunity Registry (Ref: BCSA-FORM-007). Any additional information pertaining to risk will be recorded in the minutes by the Secretary and/ or assigned representative.

8.2 At the Annual General Meeting (AGM), the Board will provide to members a summary report on risks that have been recorded and actioned throughout the season. This summary will be recorded in the minutes of the AGM.



9 Risk Carry-Over

- 9.1** In the event that a risk is present and may take time to correct, the risk will be transferred to the follow-year's registry until such time as the risk has been closed out in the registry.

10 Governing Bodies

- 10.1** In the event that a risk that has been evaluated by BCSA involved the Governing Body, the details of the risk will be developed by the Risk Coordinator into a summary report and approved by the President for BCSA before submitting to the Governing Body.
- 10.2** Any responses to the summary presented to the Governing Body will be recorded in the minutes of the Board meeting.