



**NWT Soccer
Risk Management Policy
Approved: September 14, 2021**

I. PREAMBLE

As the territorial sport organization governing soccer throughout the Northwest Territories, NWT Soccer recognizes that there are risks inherent in all facets of our governance, program delivery, and business operations. NWT Soccer is committed to managing risks to the organization. We take the safety, well-being, and satisfaction of our members and participants seriously, and monitor the business practices of our sponsors and suppliers. While we are not averse to taking organizational and financial risks and pursuing opportunities, we will do so thoughtfully and in an informed manner so as not to jeopardize future opportunities or the sustainability of this organization.

II. PURPOSE

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

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

Ultimately, successful risk management has the following benefits for our organization:

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

III. SCOPE AND AUTHORITY

The Board of Directors are ultimately responsible for identifying, evaluating, and managing risks for NWT Soccer. The Board has designated the Executive Director as the Risk Manager for NWT Soccer, responsible for the implementation, maintenance, and communication of this policy. This policy applies to all activities undertaken by NWT Soccer. Where NWT Soccer exercises authority over activities below the territorial level, risk management measures may also be prescribed by NWT Soccer for implementation. Members are encouraged to prepare similar policies to govern the management of risk within their activities.

NWT Soccer makes the following commitments to its Members and participants:



- All activities and events undertaken by NWT Soccer will be analyzed from a risk management perspective;
- Systematic and explicit steps will be taken to identify, assess, manage, and communicate risks facing NWT Soccer;
- The risk appetite will decrease as the significance of a negative risk increases and will increase as the significance of a positive risk increases;
- The organization's risk tolerance will ensure risks identified as having a 'critical' or 'high' significance level will be managed; and
- 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).

NWT Soccer 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.

IV. THE RISK MANAGEMENT PROCESS

Managing risks involves three steps: 1) identify potential risks using an informed, environmental scan approach, 2) assessing the significance of a risk by considering its possibility and consequences, and 3) developing and implementing measures to address those risks deemed significant by reducing possibility, consequences, or both. This will be achieved through the development and maintenance of a Risk Registry. The Risk Registry will be reviewed annually in July/August by the Executive Director and recommendations will be provided to the Board of Directors for consideration by September. A Risk Owner will be identified for all risks within the Risk Registry. The risk owners(s) will be responsible for monitoring the risk and reporting to the Executive Director if there is potential for a positive or negative risk event to take place.

Risks arise from a number of categories of NWT Soccer's operations. In the sport domain, facilities, equipment, people and programs all give rise to potential risks. NWT Soccer has determined that the following categories will be used when identifying risks:

Operational/Program Risks: Risk related to key programs in the areas of coach, official and athlete development; management of human resources, including staff and volunteers; organizational capacity to meet participant and stakeholder expectations; event and competition management; remaining vital and relevant to our members; the inherent physical risks of the sport of soccer.

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.

External Risks: Risks that are not in direct control of the organization such as funding from government; relations with governments, games organizations and international federations; involvement in other sport partnerships; hosting decisions and requirements.

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 within the Board and committees, knowledge retention and transfer.

Financial Risks: Risks related to financial monitoring and reporting, deficit reduction, flexibility to direct funds, sponsorship attraction and retention, investment and management of reserve funds, long-term financial sustainability.

All risks faced by NWT Soccer 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 NWT Soccer 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, 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; and
- Purchasing appropriate insurance coverage for all activities and reviewing regularly.

V. REPORTING AND COMMUNICATION

To ensure that risk management remains a high priority within NWT Soccer, 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 Executive Director can provide updates on risk management as required.

NWT Soccer recognizes that communication is an essential part of risk management. This Policy will be communicated frequently to our staff, committees, and Members, and we will encourage all members and participants to communicate to NWT Soccer their risk management issues and concerns.

VI. INSURANCE

NWT Soccer maintains a comprehensive insurance program that provides General Liability, Directors and Officers Errors and Omissions coverage. Upon annual renewal of this Policy, NWT Soccer consults with the insurance provider to determine if there are any emerging gaps, issues or concerns, to be considered. Not all risks are insurable through insurance renewal. However, as part of its commitment to risk management, NWT Soccer will take all reasonable steps to ensure that insurance coverage is available for those activities essential to the mission of NWT Soccer that pose risks and that may be insured.

VII. COMING IN TO FORCE

The NWT Soccer *Risk Management Policy* came into force on **September 14, 2021** and will be reviewed on an annual basis and may be amended, deleted or replaced, by Ordinary Resolution of the Board of Directors.