



NATIONAL BACK EXCHANGE

# **RISK MANAGEMENT STRATEGY**

**2007/2010**

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<b>Title:</b>	<b>Risk Management Strategy</b>
<b>Date:</b>	<b>2007</b>
<b>Review Date:</b>	<b>2010</b>
<b>Created by:</b>	<b>National Executive Committee</b>
<b>Source:</b>	<b>National Executive Committee</b>
<b>Stored Centrally:</b>	<b>National Back Exchange Administration Office National Back Exchange website</b>
<b>Linked Association Strategies and Policies:</b>	<b>Risk Management Policy &amp; Procedures Records Management Policy Health &amp; Safety Policies Complaints Policy &amp; Procedures Whistle Blowing Policy Grievance and Disciplinary Policy Training and Development Policy HR Policies and Procedures</b>

## 1.0 INTRODUCTION

For the purposes of this strategy, **Risk** can be defined as *“anything which prevents the Association from achieving its declared aims and objectives”* and **Risk Management** can be considered as the systematic processes and procedures that an organisation puts in place to ensure that it identifies, assesses, prioritizes and takes action to manage these risks to ensure it continues to deliver its objectives.

The Association has a statutory responsibility to patients, public and commissioners to ensure that it has effective processes, policies and people in place to deliver its objectives and to control any risks that it may face in achieving these objectives.

- This strategy outlines the approach the Association will take to ensure that it develops effective risk management processes throughout the organisation, which enables the Association to deliver its objectives and meet its statutory requirements. It forms a key component of the Association’s overall aims.

All employees and, members are reminded of their responsibilities of familiarizing themselves with linked Association policies.

### 1.1 DEVELOPMENT OF THE RISK MANAGEMENT AGENDA

National Back Exchange wishes to develop an “open learning culture”, to understand the factors contributing to adverse incidents and to provide systems of effective feedback to employees or members following these occurrences.

### 1.2 INTER RELATED STRATEGIES

In developing the Association Risk Management strategy, the Association considered other inter-related national and local strategies that impact or have the potential to impact on the convergent strategy.

Strategies/initiatives considered included:

- The National Back Exchange Business Plan
- Membership Involvement

An assessment of the implications of these strategies is incorporated into the development of the strategic vision for the Association’s risk management.

## 2.0 DEVELOPING THE STRATEGIC VISION

The Association has identified its five main objectives:

- **Promote** the exchange and dissemination of information and ideas on back care
- **Develop** and promote common standards of training in safer handling

- **Promote** initiatives and act as a forum for providing evaluation and audit of current practice in all matters associated with back care
- **Lobby** employers to provide back care advisory services to reduce work-related problems
- **Provide** support and advice for members.

In addition, Strategic goals for National Back Exchange National Executive are as follows:

- Ensure controlled Financial Management of the association
- Enhance and develop existing communication systems and networks
- Participate in and fund Research and Development
- Develop and implement the marketing strategy of National Back Exchange
- Expand National Back Exchange through professional development both nationally and internationally
- Promote the benefits of an ergonomic approach to a Back Care Advisory Service and raise awareness of musculo-skeletal health
- Focus on core expertise and sphere of influence in people handling

These objectives were taken into consideration for the development of the Association's Risk Management Strategy. Consequently, it represents one of the key approaches that the Association will use to support the delivery of its annual objectives. Furthermore, the implementation of an effective Risk Management Strategy, underpinned by robust risk assessment procedures and processes will form a key tool for ensuring the Association has effective systems in place for delivery of its objectives.

## **2.1 STATEMENT OF VISION**

The Association's vision of "The Improvement and Promotion of Musculoskeletal Health" aims to deliver a pragmatic and effective multi-disciplinary approach to Risk Management, which is underpinned by a clear accountability structure from Trustee to Member level.

The Association will endeavour to involve its members and public in a proactive approach, which creates 'real' user involvement where appropriate. Other key partners and stakeholders will be encouraged to participate in initiatives that foster a multi-professional, multidisciplinary and multi-agency approach.

Members will be encouraged and supported to share learning and best practice in a way that creates a culture of open supportive learning with accountability, even when mistakes have been made. Knowledge will be seen as a cornerstone of building safer practice in the future and the Association will work to adopt and provide a proactive knowledge management infrastructure.

### 3.0 DEFINITIONS OF RISK MANAGEMENT

For the purposes of this strategy, the terms, "organisational risk", "financial risk" and "significant risk" are defined as follows:

- **Organisational risk** is any issue that may have an impact on organisational objectives;
- **Financial risk** is any issue that may have an impact on financial objectives.
- **Significant risk** is any systematic failure resulting in harm to patients, members or the public, or failure to achieve key performance targets after initial corrective action, or any incident that threatens the Association's ability to undertake routine business.
- **Strategic risk** is any issue that is identified by the Association's National Executive, which may impact upon delivery of the Association's corporate aims and objectives.

### 4.0 KEY OBJECTIVES OF THE STRATEGY

The Strategy is designed to deliver a number of key objectives. These include:

- The Association will ensure that Risk Management principles, processes and systems are embedded through the Executive and within the organisation.
- There will be an accountability framework with clear lines of responsibility for all staff from Trustee to Member level.
- The Association will actively promote and encourage members' involvement across the organisation with risk issues, where appropriate.
- Members will be encouraged and supported to share learning and best practice in a way which creates a culture of open supportive learning with accountability, even when mistakes have been made.
- The Association will be informed of, and where necessary, consulted on all significant risks and associated plans on a continuous basis.
- The Association will ensure that all relevant stakeholders, including staff and members, are kept informed and, where appropriate, consulted on the management of risks faced by the organisation.
- The Association will develop and endorse projects capable of showing improvements in management of risk and/or providing early warning of risks. These will be used at all levels of the organisation, including the Executive.
- Risk issues will be integrated into appropriate levels of business planning and the setting of individual objectives.

- The Association will develop systems for assessing risks for potential new activities i.e. through the business case process.
- The Association will consider how risk management should incorporate consideration of Trustees and Members.

## **5.0 ROLES AND RESPONSIBILITIES FOR DELIVERING THE STRATEGY**

This section of the strategy identifies the roles and responsibilities of key individuals and the National Executive, highlighting accountability levels at each stage.

**Organisational Risk** - The Executive is accountable for overseeing and ensuring all organizational risks are identified and controlled;

**Financial Risk** -The Treasurer is responsible for advising the Executive on all aspects of financial risk and ensuring effective mechanisms are in place to manage these risks;

### **5.1 ROLE RESPONSIBILITIES**

The Trustees, Executive and Administration Office Staff are responsible for establishing, maintaining and supporting a holistic approach to risk management, in all areas of their responsibility. They should comply with the Association's Risk Management policy and procedures and ensure effective risk management mechanisms are implemented in accordance with these. Some members of the Executive have particular specialist functions in relation to risk management as described below.

#### **5.1.1 National Chair**

The Chair has overall responsibility for the Association's risk management programme and ensuring that this operates effectively. He/she delegates operational responsibility for risk management to the National Secretary and Treasurer

#### **5.1.2 National Secretary**

The National Secretary is responsible to the Executive in relation to organization risk management and provides reports to the Executive as required.

#### **5.1.3 National Treasurer**

The National Treasurer is responsible for the financial risk management strategy within the Association. He/she will regularly report to the Executive in relation to financial risk management activities, and will liaise with other senior members of the Association as required.

#### 5.1.4 All Members and staff

All members and staff across the Association have a responsibility to ensure they comply with local risk management strategies, policies and procedures.

### **Executive Committee Responsibilities**

#### 5.1.5 National Executive

All Executive members are responsible for acting in accordance with the Association's risk management policies and procedures and advising the Trustees and members on risk issues in areas of their responsibility

## **6.0 PERFORMANCE REVIEW**

The Executive will evaluate the effectiveness of the risk management programme on an annual basis at the Business planning meeting.

The Association will utilize the following tools to support performance review:

- Business Planning
- Incident investigations and complaints
- Membership attitude surveys

The Executive may develop and use additional indicators to monitor risk management performance, as considered necessary.

## **7.0 REPORTING AND MONITORING**

Effective monitoring plays a key role in the successful delivery of the strategy and will be open and subject to scrutiny by the National Executive.

## **8.0 REVIEW**

This strategy will be subject to consideration and formal review by the Executive on a three yearly basis.

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This strategy and its associated policy and procedure will be reviewed in February 2010.

Signed (following approval by and on behalf of the Association Board):

.....Chairman

Date:

Review Date: 2010