Risk Management Policy

National Back Exchange

Responsible Person

Sarah Thornton, Chair

Authors

Kerry Kemp, Vice Chair
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Contents

1. Version Control Summary

Date	Version no.	Summary of changes	Consulting group/person
2007	1	New policy	NBE Executive
Nov 2021	2.0	Reference to Executive Committee changed to Board of Directors	Board of Directors Vice Chair
March 2025	3.0	Reviewed and updated previous risk management strategy and policy to support NBE as a Charitable Incorporated Organisation, which came into force 29th March 2023.	S Thornton, Chair K Kemp, Vice Chair M Muir, Publications Director

2. Introduction

For the purpose of this policy, risk is defined as anything that prevents the National Back Exchange (NBE) from achieving its aims and objectives. Risk management involves the systematic processes and procedures the organisation implements to identify, assess, prioritise, and manage these risks, ensuring the continued delivery of its objectives.

NBE has a statutory responsibility to its members, the public, and the Charity Commission to ensure effective processes, policies, and personnel are in place to achieve its objectives and manage associated risks.

This policy outlines NBE's approach to developing robust risk management processes across the organisation, ensuring the delivery of its objectives and compliance with statutory requirements. Key considerations include:
- NBE aims and objectives, vision, and values
- NBE business plan
- Membership involvement
- Charitable status

NBE aims to foster an "open learning culture" with accountability to understand the factors contributing to adverse incidents and to provide effective feedback systems to its members, the public, and the Charity Commission following these occurrences.

3. Definitions of Risk Management

For the purposes of this policy, the terms, "organisational risk", "financial risk", "significant risk" and "strategic risk," are defined as follows:
- **Organisational risk:** Any issue that may impact organisational objectives.
- **Financial risk:** Any issue that may impact financial objectives.
- **Significant risk: A**ny systematic failure resulting in harm to anyone involved with NBE business, failure to achieve key performance targets after initial corrective action, or any incident that threatens NBE's ability to undertake routine business.
- **Strategic risk:** Any issue identified by NBE Board of Trustees that may impact the delivery of NBE's aims and objectives, vision, and values.

4. Purpose and Scope

NBE is committed to fostering an "open learning culture" that promotes understanding and addressing factors contributing to adverse incidents. This risk management policy establishes robust feedback systems among NBE members, the Association's Administration team, and non-members involved in NBE-related activities. By implementing this policy, we seek to enhance transparency, accountability, and continuous improvement within our organisation.
This policy is designed to achieve several key objectives, including:
- Ensuring that risk management principles, processes, and systems are embedded throughout the Board of Trustees and within the organisation.
- Establishing an accountability framework with clear lines of responsibility for all Board of Trustees members, the Association's Administration Team, and the NBE membership.
- Actively promoting and encouraging members' involvement across the organisation with risk issues, where appropriate.
- Encouraging and supporting members to share learning and best practices in a way that creates a culture of open, supportive learning with accountability, even when mistakes have been made.
- Keeping NBE informed of, and where necessary, consulting on all significant risks and associated plans on a continuous basis.

- Ensuring that all relevant stakeholders are kept informed and, where appropriate, consulted on the management of risks faced by the organisation.
- Developing and endorsing projects capable of showing improvements in risk management and/or providing early warning of risks, to be used at all levels of the organisation, including the Board of Trustees.
- Integrating risk issues into appropriate levels of business planning and the setting of individual objectives.
- Developing systems for assessing risks for potential new activities, such as through the business case process.
- Considering how risk management should incorporate consideration of emerging risks and changes in the external environment.

5. Roles and Responsibilities

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

- **Organisational risk** - The Board of Trustees is accountable for overseeing and ensuing all organisational risks are identified and controlled.
- **Financial risk** -The Finance Director is responsible for advising the Board of Trustees on all aspects of financial risk and ensuring effective mechanisms are in place to manage and control these risks.
- **Significant risk –** The Board of Trustees is accountable for overseeing and ensuring that all business operations, key performance targets, and adverse events that may threaten NBE’s ability to conduct routine business are effectively managed.
- **Strategic risk –** The Board of Trustees is responsible for overseeing and ensuring that identified actual or potential strategic risks, which may impact the delivery of NBE’s aims, objectives, vision, and values, are effectively managed. The Board is committed to mitigating these risks to the lowest level reasonably practicable.

The Board of Trustees, and the Associations Administration team are responsible for establishing, maintaining, and supporting an integrated approach to risk management in all areas of their responsibility to ensure effective risk management mechanisms are implemented. Some members of the Board of Trustees have particular specialist functions in relation to risk management as described below.

5.1.1 Board of Trustees Responsibilities
All Board of Trustees members are responsible for acting in accordance with the organisations policies and procedures and advising relevant stakeholders and members on the risk issues in areas of their responsibility

5.1.2 Chair
The Chair has overall responsibility for NBE’s risk management processes and ensuring that this operates effectively. The chair will delegate operational responsibility for risk management to the Board of Trustees Secretary and Finance Director.

5.1.3 Vice Chair
The Vice Chair is responsible to the Board of Trustees in relation to significant and strategic risk management and provide reports to the Board as required.

5.1.4 Secretary
The Secretary is responsible to the Board of Trustees in relation to organisation risk management and provides reports to the Board as required.

5.1.5 Finance Director
The Finance Director is responsible for the financial risk management strategy within the NBE. He/she will regularly report to the Board in relation to financial risk management activities and will liaise with other senior members of NBE and the Associations Administration team as required.

5.1.6 All Members and the Associations Administration Team
All members and the Association Administration team have a responsibility to ensure they comply with local risk management strategies, policies, and procedures.

6. Audit – Monitoring Process

Monitoring process	Requirements
Who	● National Back Exchange Board of Trustees
How	● The Board of Trustees will review the following to support a risk management performance review considering: - Business planning - Incident investigations and complaints - Membership attitude surveys - As a result of regulatory / statutory changes or developments - As a result of NBE policy changes or developments ● Please read in conjunction with relevant procedural documents
Presented to	● Board of Trustees
Monitored by	● Procedural document review group - Sarah Thornton, Chair - Kerry Kemp, Vice Chair - Mary Muir, Publications Director ● National Back Exchange Board of Trustees
Completion / Exception report to	● Extraordinary circumstances beyond the control of National Back Exchange.