



**Perception
Insights**

Creating impact.
Inspiring confidence.

Managing Your Business Risks

Creating a Risk Register & Management Plan



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The Risk Management Process



SWOT analysis

Risk Brainstorm

Likelihood v Impact

Reduce

Avoid

Share

Tolerate

How you know it's going wrong

What you'll do instead



01 Identifying Your Risks



Undertaking a SWOT analysis

A SWOT analysis is a great way of identifying the key internal & external factors affecting your business – both positive & negative. Undertaking a SWOT analysis can be a good first step in identifying your business risks (as well as your opportunities!)

Strengths

What are the things that are going well or stand you out from other businesses in your sector?



S

Weaknesses

What are the things you know need to be fixed or risk making things go wrong? Where do you need to be better?



W

Opportunities

Things in the external environment that offer opportunities for the business – eg new markets, poor competitors, consumer demand



O

Threats

Things in the external environment that present a threat to the business – eg strong competitors, economic downturn, trends & technology



T



Holding a Risk Brainstorm

While a SWOT analysis can be a good starting point, sometimes it's not enough to help us identify the range of risks that could affect our business. A Risk Brainstorm gives us a good structure to think systematically about what *could* go wrong across 4 key domains.

It's not essential to have a lot in each category – but it would be unusual not to have something in each. The purpose is to identify the most relevant risks for your business that could have an impact if they went wrong.

<p>For example:</p> <ul style="list-style-type: none">• Cash flow• Operating costs• Pay costs• Fraud• Bad Debts• Financing <p>Financial</p> 	<p>For example:</p> <ul style="list-style-type: none">• IT systems• Plant & Equipment• Premises• Health & Safety• Supply chain• Systems & processes <p>Operational</p> 	<p>For example:</p> <ul style="list-style-type: none">• Loss of customers• Loss of contracts• New competition• Economic downturn <p>Market & Customers</p> 	<p>For example:</p> <ul style="list-style-type: none">• Loss of staff• Recruitment problems• Disciplinary & grievance• Industrial action• Failure to comply with employment legislation <p>HR/People</p> 
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A straightforward way to assess risk

Assessing risk can become an industry in its own right if we're not careful. A quick & easy, yet effective, approach is to look at:

- i. The likelihood of something happening
- ii. The impact if it does happen

And then rate them for Low, Medium or High

This way we can create a simple Red: Amber: Green rating that helps us understand which risks to worry about more.

Likelihood	Impact			
		Low	Medium	High
Low		Green	Amber	Red
Medium		Green	Amber	Red
High		Amber	Red	Red



03 Managing your risks



Managing your risks

Starting with your priority (Red) risks, the next step is to work out what you can do to reduce the risk.

This might include reducing the likelihood of it happening (exposure) or the impact if it does happen (mitigation). It may also be possible to offset the risk by sharing or transferring it to someone else, for example insurance or contractual risks.

Some risks can only be tolerated, in which case rigorous early warning systems and a robust Plan B are essential – get on the front foot that something might be about to happen and be able to swing into action quickly with your alternative solution.





04 Templates



Strengths

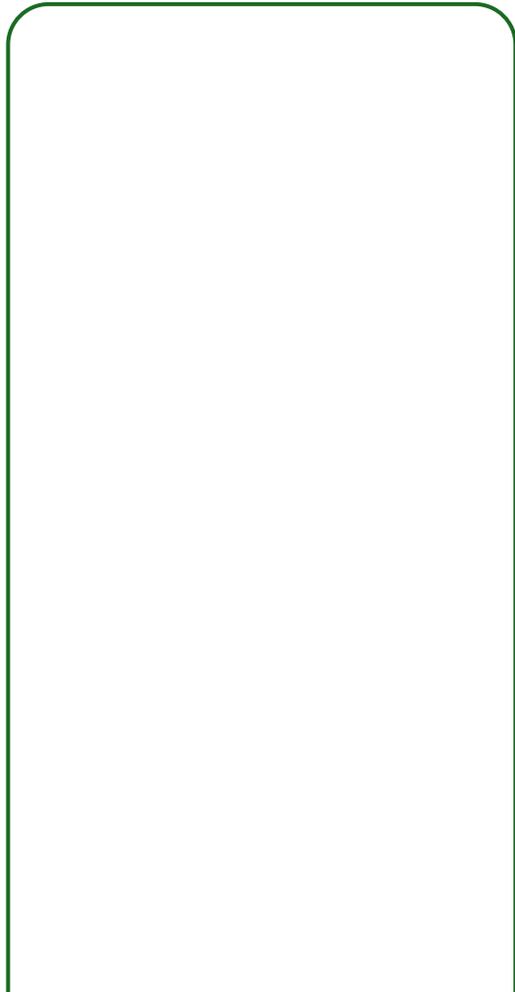
Weaknesses

Opportunities

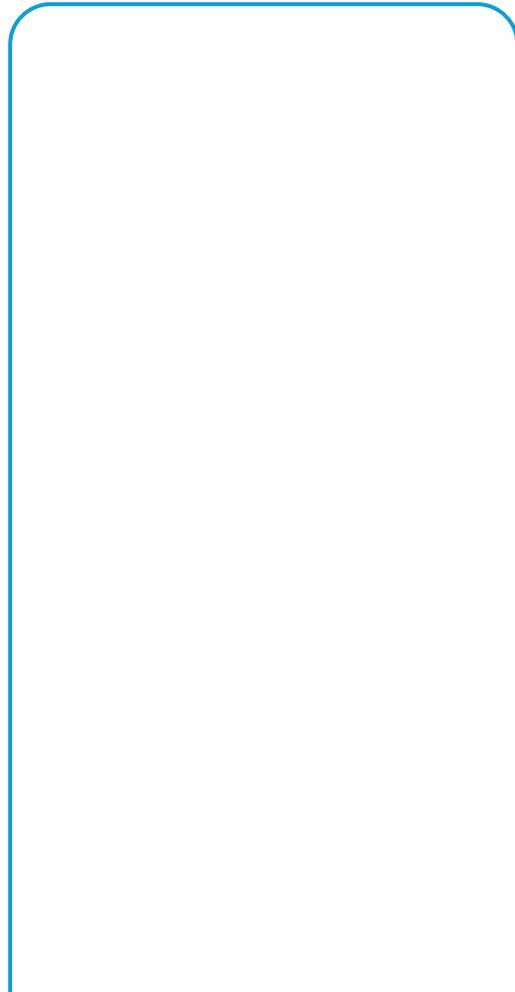
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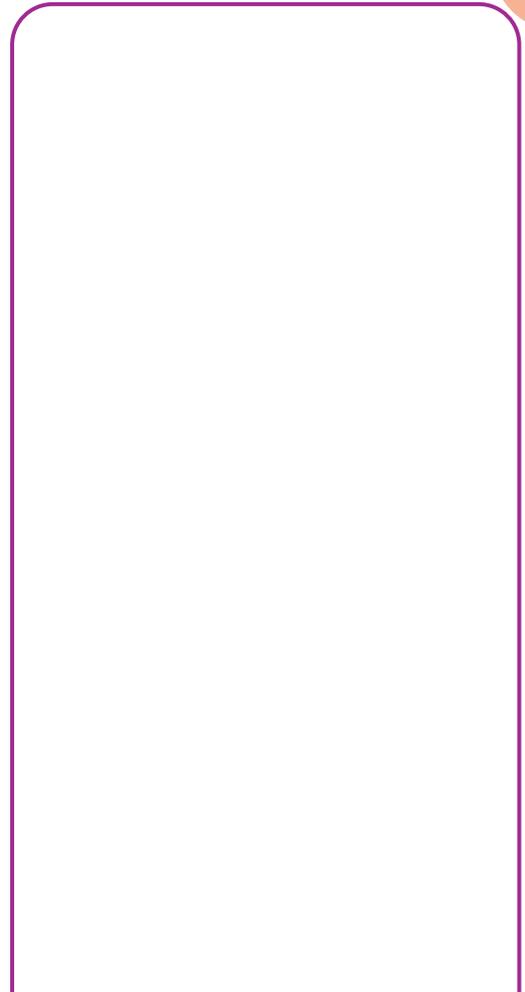
Financial



Operational



Market &
Customers



HR & People



		Impact		
		Low	Medium	High
Likelihood	Low			
	Medium			
	High			



Description		Rating				Impact	Management Plan	Early Warning	Plan B		
Financial Risks											
F1		Likelihood	Impact								
				Low	Medium						High
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			Medium								
High											
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F4		Likelihood	Impact								
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F5		Likelihood	Impact								
				Low	Medium						High
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HR Risks					
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