

- NOT PROTECTIVELY MARKED -

## Risk Management

### Guidance on completing the standard risk register

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(Note: Guidance on the risk management process itself can be found through the Management of Risk Intranet pages or by clicking here)

#### Initial set-up – to create a new risk register

- **Open** the template, which can be found in the Management of Risk Intranet pages or by clicking here.
- **Save it as** your file name and path.  
*(Note that there may be standard instructions on this later, as we are trying to create a facility for risk registers to be shared amongst users.)*
- Under the **RiskDetails** sheet, complete the name of the risk register (ie whose it is) in the top line, together with the security classification if known.  
*If the security classification is not yet known, please remember to return and consider this later.*
- Select a three-letter abbreviation to describe whose risk register it is and insert that in cell **A2** under the **Ref\_and\_initial\_details** sheet.  
*For example, Professional Services Department is PSD; the strategic risk register is STR.*

#### Setting up a new risk

- Under the **Ref\_and\_initial\_details** sheet, select the next available reference number and mark its status as Open.
- Complete details of when the risk was raised and by whom.  
*For example, it may have emanated from discussion at a recent Portfolio Board.*
- Under the **RiskDetails** sheet, complete the description of the risk, using the three-part **Source(s) | Event | Impact(s)** format.  
*This assists in understanding, rating and managing the risk.*
- Complete details of the **risk owner** and **risk contact**.  
*Note that these people should be fully aware of this and should accept the role.*
- Under the **Ref\_and\_initial\_details** sheet, select a category for the risk.  
*There is a flow chart in the risk management process to help with any queries on this.*
- Complete details of the existing controls in respect of the risk.  
*Please take the opportunity to consider these controls:*
  - are they actually in place?
  - are they still appropriate?
  - is there now a better solution?
- Add any additional comments, if required.

#### Rating the risk

- Under the **RiskDetails** sheet, there are three ratings, but this is actually intended to avoid unnecessary work!

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- First, consider how likely the risk is to occur, using the method described in the risk management process. This will give a probability of Very High, High, Medium, Low or Very Low. Next, consider (in the same way) how severe the impact would be if the risk occurred, to give the impact rating.  
*These assessments should be made on the basis of the risk as it is now, allowing for the existing controls, but not for any future changes you would wish to make.*
- Make the appropriate selections in the **Initial Rating** section, **Probability** and **Impact** columns.  
*Since we are setting up a new risk, these ratings will automatically repeat in the **Current Rating** section. Later, when the rating may have changed, the **Current Rating** can be overwritten. Initially, however, the **Current** is the same as the **Initial**.*
- Now consider the response to the risk, again in line with the risk management process. There will usually be a need to set out specific actions (with owners and target dates) *only* if the intention is to **Treat** (or mitigate) the risk.  
*Remember that such actions involve use of resources and may themselves give rise to other risks. It may be quite appropriate to identify a risk, but then **Accept** it and take no further action.*
- Where it *is* appropriate, set out specific actions with realistic completion dates.
- Now consider the change which these actions would make – when complete – to the risk rating (probability and impact) and select the appropriate values under the **Target Rating**.  
*Consider whether the change in rating justifies the implementation of the actions. Consider what level of risk is acceptable, but also what actual change to the probability and/or the impact will be made by the completion of the actions. If the expected benefit of the actions is not sufficient, the response to the risk will have to be reconsidered.*
- Record the date when an action is completed, in order to close it off.
- The “flag” on the left (below the risk reference) will show whether any action on a risk is overdue or is nearing its due date.

### Changing a risk entry

- Changes to a risk, such as updating its current rating, adding a new action or revising the response to the risk can be made in the manner described above.
- If additional lines are required, there are some present within the existing form.<sup>1</sup>
- Similarly, further space for additional risks can be added to the form.<sup>1</sup>

### Any query/problem?

- Please contact the [Management of Risk](#) team.

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<sup>1</sup> The facility to do this automatically will be added to your risk register as an upgrade. Meanwhile, it will be necessary to contact the Management of Risk team to do this.