

## Personnel

People are your most important resource. It's important that everyone who works in your business, especially key employees, is fit for the work they do, and that their skills are up to date.

### Does your business have a problem in these areas?

Yes No N/A

- Accidents
- Sickness absence and wellbeing
- Recruitment and retention
- Skills shortages and use of consultants
- Work-life balance
- Violence at work
- Travel and traffic
- Vandalism
- Motivation of the workforce
- Other

Yes= action or more investigation is needed  
No= satisfactory  
N/A = not applicable

## Finance management

To survive in business, you must be profitable. And if you have shareholders and investors, they'll expect a return on their investment too. Key aspects of managing your finances include effective budgeting and planning, and using economic indicators to help you make decisions. You should also keep your data processing up to date. Not having enough knowledge of tax and contract issues increases your risks.

### Does your business have a problem in these areas?

Yes No N/A

- Profitability<sup>1</sup>
- Liquidity<sup>2</sup>
- Gearing<sup>3</sup>
- Investment
- Taxation
- Planning
- Decision-making
- IT systems
- Other

<sup>1</sup> It's important to cost jobs properly to make a profit.

<sup>2</sup> Even if you have a full order book, your business can still fold if you have cash flow problems.

<sup>3</sup> Gearing (otherwise known as 'leverage') measures the proportion of assets invested in a business that are financed by borrowing. The higher the level of borrowing (gearing) the higher are the risks to a business, because interest and debts have to be repaid. Gearing can be a financially sound part of a business's capital structure if it has strong, predictable cash flows.

## Operational arrangements

Your business operations should be well organised and continuously improved. Risks include depending too much on a subcontractor or customer, as well as quality problems and delayed deliveries, which can stop production.

Does your business have a problem in these areas?	Yes	No	N/A
Contract and liability issues			
Dependencies			
Service quality			
Transport			
Storage			
Other			

---

## Property and production

The key questions in production are: what are you producing, who are you producing it for, and how, when and where are you producing your product? The answer to these questions can reveal the source of production risks, for example low productivity, downtime, quality problems, the availability of raw materials. Production downtime can be related to fixed assets such as buildings, machines and IT equipment, and to liquid assets such as raw materials.

Does your business have a problem in these areas?	Yes	No	N/A
Premises			
Machines and equipment			
Raw materials			
Production downtime			
Maintenance			
Fire			
Flood			
Equipment failure			
Loss of information			
Criminal activity			
Transport damage			
Environment			
Other			

## Sales and marketing

You need to sell your products or services, and have effective marketing and reliable distribution. The risks you face include unexpected changes in consumption of your product or service, and depending on a small number of customers. You also increase your risks if you export to other countries. It's important to know your own strengths and weaknesses, and those of your competitors too.

Does your business have a problem in these areas?	Yes	No	N/A
The market			
Market intelligence			
Customer relations			
Service			
Product quality			
Advertising			
Complaints			
Distributors			
Pricing			
Competition			
Other			

---

## Stakeholder groups

By looking at your network of business and other relationships, you can identify and manage risks caused by stakeholder groups and partners.

Does your business have a problem in these areas?	Yes	No	N/A
Your personnel			
Customers			
Investors			
Subcontractors and suppliers			
Authorities			
Others			

---

## Standards and legislation

You need to know about the standards and legislation that apply to your industry, and keep pace with any changes to them. If you don't, you increase the risks you face.

Does your business have a problem in these areas?	Yes	No	N/A
Government legislation			
Regulations			
Trading standards			
Quality standards			