

# Risk Management in Growth

## 1. Developing a Growth Strategy

Risk management is essential in ensuring the success of the Growth strategy. To set the context, develop a mid/long-term growth strategy. [Click here to check out our 'Road to Growth'](#) resource to learn more how to do this.

## 2. Outline your growth actions

Before identifying risks, refer to the growth actions and projects from your Growth Strategy.

Breakdown into actions – results – deadline – responsibility – resources needed.

## 3. Identify risks

Identify potential risks, and gather ideas and views on potential scenarios:

- What potential **barriers** and **challenges** are there to reach the intended result? Go through each project or action block
- What are the internal and external risks involved?

## 4. Setting up a risk register

Set up a risk register ([Click here to read more in 'NSO Risk Management Process'](#)):

- What is the **likelihood** of these risks happening?
- What is the level of **impact** it may have on your plan?
- What is the overall **significance** of each risk (multiply likelihood by impact)
- Consider investing in a software/online tool you will use for risk management

### Example of a risk register template

Risk	Impact	Likelihood	Overall significance	Mitigation action
Risk 1	Medium	Low	Low	Action 1
Risk 2	Medium	High	Medium	Action 2

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## 5. Develop a risk mitigation plan

Key questions for your plan:

- What are the most significant risks?
- For each risk identified, what can be done to avoid or mitigate it?
- How often this will be done? Who will be responsible for it?

## 6. Monitor

Communicate and monitor your risk register at least twice a year as a general practice:

- Report and review the most significant risks with your board or other oversight body for the Growth strategy
- Update the risk register re-evaluating the new emerging risks or the old ones already there
- Combine it with your strategy monitoring efforts

### Risks closely associated with Membership Growth

**Strategic:** Competition for the time of current/potential members; lack of strategic direction from the National Board

**Operational:** Not enough staff to support local groups in their growth campaigns; local groups don't have enough facilities to host meetings

**Information:** Data security incident in the membership management system; new members are not able to register via an online system due to a lack of digital skills

**Reputational:** A negative image of Scouting due to past media articles hinders the ability to attract and retain new members



### Example: Escoteiros do Brasil (UEB, Union of Brazilian Scouts)

Escoteiros do Brasil (UEB, Union of Brazilian Scouts) **performs a risk assessment for their Growth strategy regularly - twice a year.** The main risks that occur are: 1) lack of resources and infrastructure (e.g. facilities) to implement all the growth projects, 2) not being able to train local volunteers to carry out local growth campaigns. To mitigate them, it's essential to mobilize financial and human resources and seek for various forms of trainings (both on-site and online) as well as seek partnerships to avoid lack of infrastructure.

During and post Covid, risk assessment played a crucial role in ensuring sustainability of UEB's growth. A program called '**Transform to Grow**' was created as a tool which helps NSO in their next steps, attentive to changed reality with an objective to build a better world. Overall, the growth strategy strongly contributes to UEB's resilience by providing a platform to support local volunteers. It also helps illustrating the impact and results growth can have on a unit level to provide motivation for youth and adult members and generate interest in the Scout Movement.