Risk Management

G-Cloud 15

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About this service

BMT’s Risk Management service enables organisations to identify, assess and control risks, both threats and opportunities across cloud-enabled programmes. We combine recognised best-practice methodologies, including APM Project Risk & Analysis Management (PRAM) Guide, AXELOS Management of Risk (MoR), and Institute of Risk Management (IRM) principles, with deep practical experience gained across complex public-sector programmes.

Our approach ensures threats and opportunities are understood, quantified, prioritised and managed in line with organisational risk appetite and governance frameworks. We support cloud migration, digital modernisation, multi-supplier delivery, service transitions and operational environments where risk clarity and assurance are essential

When to use this service

Use this service when your organisation needs to:

- Identify, assess and actively manage risks associated with **cloud migration, modernisation or cloud-based service operation**.
- Understand risks relating to **data protection, cyber security, service availability, resilience and supplier dependency**.
- Strengthen governance with a structured **risk management framework**, embedded into programme and project delivery.
- Improve visibility for senior stakeholders through clear, evidence-based risk reporting.
- Enhance confidence in delivering outcomes to time, cost, quality and benefits expectations.
- Uplift organisational capability and maturity in risk management.

What we deliver

We design and implement practical, enduring risk and opportunity management systems tailored to your organisation. Our deliverables include:

- **Risk and opportunity registers**
- **Risk maturity assessments**
- **Risk and opportunity management processes**
- **Risk reporting and dashboards**
- **Risk governance models and escalation routes**
- **Risk strategy and policy documentation**
- **Knowledge transfer and training materials**

What benefits we provide

- Reduced exposure to uncertainty and improved likelihood of successful delivery.
- More efficient resource planning and prioritisation.
- Clearer, more robust decision-making informed by structured analysis.
- Increased organisational risk maturity and improved risk culture.
- Greater senior leadership awareness of risk impacts and mitigations.
- Stronger business cases and governance evidence

How we deliver this service

BMT provides a scalable service with flexible, skilled resources delivered via a Managed Service mechanism. Our outcome-based delivery to cost, time and quality is managed by a Lead Consultant. Your relationship with us is maintained through a dedicated manager who is assigned to you.

We work collaboratively with your teams and stakeholders to ensure that risk management is embedded at both strategic and delivery levels

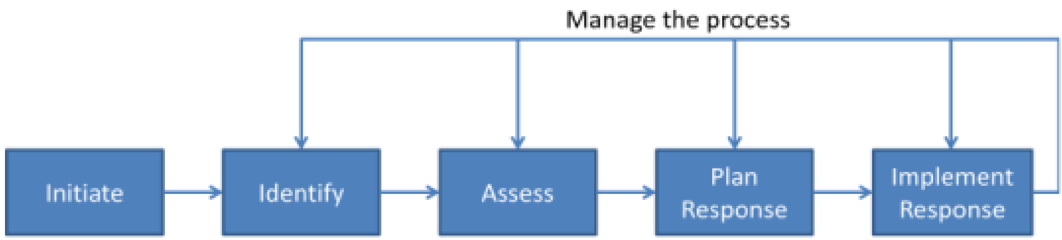
Our approach includes:

- Regular engagement with SMEs and decision-makers.
- Clear communication of assumptions, mitigations and implications.
- Continuous monitoring of service performance.
- Rapid escalation routes and structured governance.
- Knowledge and skills transfer to strengthen in-house capability

The BMT approach blends the benefits of recognised guidance and methodologies, (including those from the Association of Project Management's (APM) Project Risk & Analysis Management (PRAM) Guide, Best Practice Management of Risk (MoR) and the Institute of Risk Management (IRM)), with practical experience gained by our qualified practitioners over many years working on a variety of complex programmes.

With a wealth of experience from an impressive portfolio of major projects across public and private sectors, we have developed a project risk management model that focuses on delivering an assured process in a heavily scrutinised and regulated environment.

Aligned with the APM PRAM Guide and Government/Treasury guidance on project management and approvals, the BMT process addresses threats (negative impacts) and opportunities (positive impacts) in a 5-step process.



1. Initiate — Setting the foundation for effective risk management

Before any assessment begins, it is essential to establish structure, purpose and expectations. In this phase, we:

- Define scope, context and organisational risk appetite.
- Develop the **Risk and Opportunity Management Plan (ROMP)**.
- Establish reporting cycles and governance arrangements.

This ensures a shared understanding of objectives and boundaries.

2. Identify — Building a complete and meaningful risk picture

We work with stakeholders to uncover insights, assumptions and uncertainties. This includes:

- Identifying threats and opportunities through interviews and workshops.
- Reviewing assumptions, dependencies and schedules.
- Capturing early indicators of emerging issues. This produces a transparent baseline of known risks and opportunities.

3. Assess — Understanding impact, timing and scale of uncertainty

Assessment blends qualitative insight with structured analysis to inform decision-making. We:

- Evaluate likelihood, impact, proximity and ownership.
- Assess potential effects on time, cost, quality, benefits and reputation.
- Where required, conduct **Quantitative Risk Analysis (QRA)** using tools such as ARM, Predict! or Primavera Risk Analyser.
- Use scenario-based discussions to test sensitivity and confidence levels. The outcome is a meaningful analysis that helps leaders prioritise actions.

4. Plan Response — Designing realistic and owned mitigation actions

Effective planning turns insight into action. We:

- Define appropriate strategies (avoid, reduce, transfer, accept, exploit).

- Agree realistic mitigation activities, dependencies and review points.
- Assign clear ownership and responsibilities. This ensures that responses are actionable, proportionate and aligned to governance expectations.

5. Implement Response — Embedding actions and measuring effectiveness

Risk management must stay active throughout delivery. We:

- Monitor progress against mitigation actions.
- Validate effectiveness and adjust where required.
- Identify residual and follow-on risks.

This keeps leadership informed and maintains momentum.

Managing the process — A continuous cycle of assurance

Risk management does not end with implementation. As delivery progresses, risks evolve. We continuously:

- Track emerging risks and refine assessments.
- Maintain transparent reporting dashboards.
- Support governance, approvals and decision-making with clear evidence.

This ensures the risk process remains relevant, forward-looking and aligned with delivery priorities.

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Risk management is continuous. As delivery progresses, risks evolve. We track emerging risks, refine assessments and maintain transparent reporting dashboards that support governance and approvals.

Experience

We have provided Risk Management services extensively across:

- UK MOD
- Metropolitan Police Service (MPS)
- Department for Work and Pension (DWP)
- Home Office

Contact details

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