Risk area/risk identified	Potential impact	Risk level before controls			Control procedure (yet to be instituted in blue)	Risk Level After Controls		
		Likelihood	Impact	Gross risk		Likelihood	Impact	Gross Risk
Lack of direction, strategy and forward planning	- Issues are addressed piecemeal with no strategic reference - Needs of members not fully addressed - Financial management difficulties - Reputational damage	3	3	12	- Long term strategic plan - Regular robust Board and committee meetings - Regular budget review and scrutiny of accounts - Feedback from members - Performance management of staff through appraisals	2	3	9
Loss of key staff	- Experience, knowledge or skills - Key relationships at risk - Operational impact on key projects and priorities	4	4	20	- Ensure CFS remains an attractive employer - Succession planning - Relationships not reliant on a single individual - Document systems, plans and projects	3	4	16
Significant change in government policy	- Negative impact on international student recruitment - Loss of access to student funding for home students	3	5	20	- Participate in lobbying and roundtables - Stay abreast of developments in order to have contingency	3	3	12

Reporting to Board and regulator (accuracy, timeliness and relevance)	- Inadequate information resulting in poor-quality decision-making - Failure of committees to fulfil their control functions - Board becomes remote and ill-informed - Penalties instituted by regulator	3	3	12	- Strategic planning, objective setting, budgeting and reporting processes - Ensure Board effectiveness through annual review - Ensure an understanding of project authorisation procedures - Regular contact between staff and board/committee members	2	3	9
Poor service provision	- Student complaints - Loss of students - Loss of tuition income - Reputational damage	2	5	15	- Complaints procedures - Staff recruitment and appraisal procedures	1	4	8
Poorly thought-out project or service development	- Poor compatibility with objects, plans and priorities - Financial viability problems - Lack of skills among staff	3	2	8	- Appraise each project, including budgeting and costing - Review authorisation procedures - Adhere to monitoring and reporting procedures	1	2	4
Theft or fraud	- Loss of capital - Inability to pay staff - Reputational damage	2	5	15	- Robust banking security - Dual authorisation for BACs payments - Fit for purpose accounting software	1	5	10

					● External accountant with access to accounting software to provide further oversight ● Frequent reporting to Finance and Resources Committee and Board			
Employment issues	● Employment disputes including claims for injury, stress, harassment, unfair dismissal, equal opportunity and diversity issues	2	4	12	● Robust recruitment, appraisal and feedback processes ● Training and development as required ● Train managers on basic employment law as required	1	3	6
IT disaster recovery and planning	● IT system failures or loss of data ● Destruction of property, equipment, records through fire, flood or similar damage ● Interruption of service to members	3	4	16	● All data on reliable cloud based storage ● Insurance cover ● Effective and appropriate disaster management plan	1	4	8
Data breach	● Breach of data protection law ● Reputational damage	3	3	12	● Increased, two factor authorisation for email ● Password management software ● Adequate training	2	3	9
Student withdrawal	● Loss of income ● Reputational damage ● Ramifications with	5	3	18	● Enhanced contact points with students for feedback ● Increased interventions with	4	2	10

	regulator				students of concern (poor academic performance or attendance) ● Maintenance of student risk register ● Effectively monitor student withdrawal stats ● Engage pipeline of transfer students			
Adverse publicity regarding a member of the academic community	● Reputational damage	3	4	12	● Robust staff recruitment procedures ● Frequent engagement with students and staff to ensure a sense of belonging and pride in school ● Close monitoring, with alerts, of social media and other digital channels (google reviews / glassdoor etc)	2	4	10
National or international crisis curtailing student recruitment and other activities	● Poor service provision ● Loss of key staff ● Loss of key relationships ● Reputational damage ● Loss of income	3	5	20	● Flexible working arrangements (supported by technology) ● Multiple income streams (eg student recruitment in multiple markets) ● Ensure flexibility of offer	3	2	8
School slips back into loss-making due to recruitment targets not being hit and/or	● Risk to employee jobs	3	5	20	● Focus on growth and quality student experience ● Careful cost management	4	2	10

unforeseen costs								
Building - break in services, fire/boiler breaking/other building issues	● Required internal conditions cannot be maintained ● Increase risk to staff, students, visitors ● Teaching cannot occur / experience impacted ● Building cannot be used	2	5	15	● Daily/Weekly/Monthly building checks completed ● H&S/Compliance servicing tracked and booked with professionals on statutory schedules ● Reporting measures in place for building issues ● Monthly meeting to monitor	1	4	8
Equipment - General - damaged / stolen	● General work cannot be completed ● Teaching cannot occur / experience impacted ● Negative Staff experience ● Negative student experience	2	3	9	● Staff and students responsible for equipment as per staff and student contract & handbooks ● Spares/contingencies for key equipment ● Cloud-based so alternative IT equipment can be used ● Access controlled entrances with report on scanned entry cards ● School has comprehensive insurance cover ● Monthly meeting to monitor	1	2	4
Equipment - For Curriculum Delivery - damaged / stolen	● Teaching cannot occur / experience impacted ● Shoots cannot occur ● Negative Staff experience ● Negative student	2	4	12	● Staff and students responsible for equipment as per staff and student contract & handbooks ● Spares/contingencies for key equipment ● Alternative assessments possible	1	2	4

	experience				• Access controlled entrances with report on scanned entry cards • School has comprehensive insurance cover • Monthly meeting to monitor			
Validating Partner doesn't renew agreement/ DAPs process unsuccessful	• Student complaints • Loss of students • Loss of tuition income • Reputational damage	2	5	15	• Maintenance of excellent relationship with current validating partner • Completing DAPs process with time buffer within current agreement • Awareness of alternative validating partners	1	4	8

Scoring guidance

Impact

Descriptor	Score	Impact on service and reputation
Insignificant	1	• no impact on service • no impact on reputation • complaint unlikely • litigation risk remote
Minor	2	• slight impact on service • slight impact on reputation • complaint possible

		• litigation possible
Moderate	3	• some service disruption • potential for adverse publicity - avoidable with careful handling • complaint probable • litigation probable
Major	4	• service disrupted • adverse publicity not avoidable (industry media) • complaint probable • litigation probable
Extreme/catastrophic	5	• service interrupted for significant time • major adverse publicity not avoidable (national media) • major litigation expected • resignation of senior management and board • loss of sector confidence

Likelihood

Descriptor	Score	Example
Remote	1	may only occur in exceptional circumstances
Unlikely	2	expected to occur in a few circumstances
Possible	3	expected to occur in some circumstances
Probable	4	expected to occur in many circumstances
Highly Probable	5	expected to occur frequently and in most circumstances

Gross risk calculation Gross risk = Likelihood * Impact + Impact

Impact		Remote 1	Unlikely 2	Possible 3	Probable 4	Highly Probable 5
Extreme/ Catastrophic	5	10	15	20	25	30
Major	4	8	12	16	20	24
Moderate	3	6	9	12	15	18
Minor	2	4	6	8	10	12
Insignificant	1	2	3	4	5	6

Likelihood

Source: Charity Commission for England and Wales (2010), GUIDANCE Charities and risk management (CC26).