

<h2>Risk Strategy</h2>
------------------------

The SUS Executive Officer has been working in conjunction with Catriona McAllister to produce a Risk Strategy for SUS.

The draft plan is attached and is split into a number of sections for each risk:

- Description of risk
- Business Objects
- Risk category
- Likelihood
- Impact
- Risk Rating
- Risk Owner
- Current Controls
- Additional Controls
- Person responsible for action
- Date for completion
- Date last reviewed

**SUS Executive is asked to:**

Item
➤ Consider plan and ask any questions

## Risk Register

	1	2	3	4	5	6
<b>Description of Risk</b>	Status of SUS. Currently unincorporated. Need to assess the best governance for SUS. Risk of staying as is against moving to company limited by guarantee.	Relationship with BUCS and financial dependence on contribution from BUCS.	Relationship with <b>sportscotland</b> . SUS is dependent on the partnership support and financial contributions of <b>sportscotland</b> .	Profile of SUS with Scottish Government. Currently good understanding and appreciation of SUS at government level but this could change with a change of administration. SUS needs to raise profile to ensure it is viewed as a major player in the development of sport and health agendas.	Substantial reliance on member institutions payment of affiliation fees.	SUS's ability to manage a fast and intense period of growth resulting from inclusion of Scotland's colleges and projects such as Active Students.
<b>Business Objective</b>	3.1.1	3.2.4	3.2	3.2	3.1.3	3.1
<b>Risk Category</b>	Strategic	Strategic & Financial	Strategic & Financial	Strategic	Strategic & Financial	Strategic
<b>Likelihood</b>	3	1	2	2	1	2
<b>Impact</b>	2	3	3	2	3	2
<b>Risk Rating</b>	<b>6</b>	<b>3</b>	<b>6</b>	<b>4</b>	<b>3</b>	<b>4</b>
<b>Risk Owner</b>	Executive Officer	Sports Programme Manager	Executive Officer	Executive Officer, Sports Programme Manager & Chair	Executive Officer	Executive Officer and Sports Programme Manager
<b>Current Controls</b>	<b>sportscotland</b> partnership manager, the executive committee & Sub committees, executive officer and SUS	Signed contract in place August 2010 for five year period which should ensure BUCS will pay a contribution	SUS 2009-2014 updated Strategy and annual plan submitted to <b>sportscotland</b> and this will form the basis	Good communications directly with government departments.	There is a reliance from member institutions on SUS to provide the majority of competitive University Sport and as	Strategy and action plans in place that will shape the development of SUS in a planned approach.



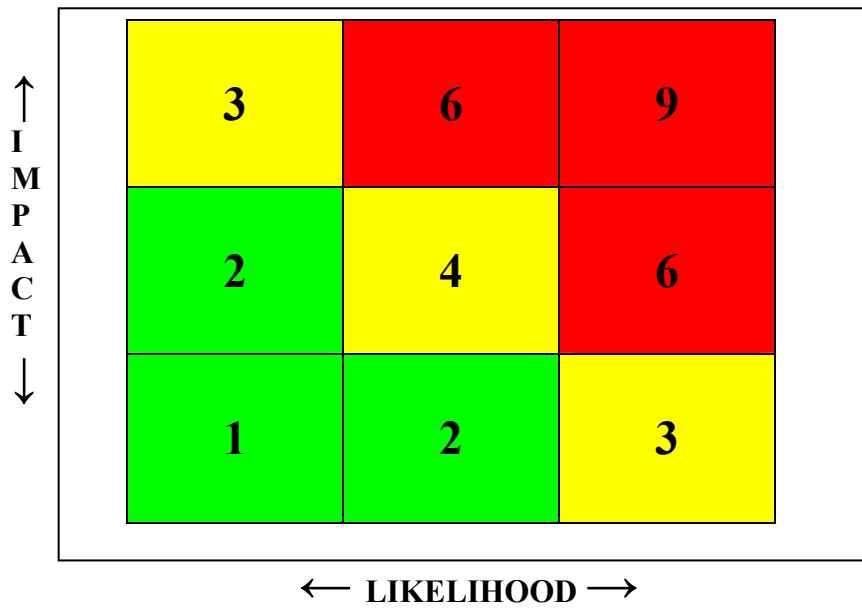
	7	8	9	10	11	12
<b>Description of Risk</b>	Dependence of key staff and their skill sets. Reliance on individuals and volunteers.	Reliance on office space. HR and IT services of Edinburgh University	Reliance on Key companies such as Kukri, LLM etc.	Complexity of Competitions programme and reliance on very small team who can administer this.	Operational Reserves. Currently receiving low interest rate and reserves at too low a percentage of the overall operating budget.	Financial Systems and Monitoring. Risk of having no financial system in place. Risk of fraud. Detailed financial procedures required and approved by Exec.
<b>Business Objective</b>	3.1.2	3.1	3.2.5	3.4	3.1.3	3.1.3
<b>Risk Category</b>	Operational	Operational	Operational	Operational	Financial	Financial & Operational
<b>Likelihood</b>	3	1	2	2	2	1
<b>Impact</b>	2	3	2	2	3	2
<b>Risk Rating</b>	6	3	4	4	6	2
<b>Risk Owner</b>	Executive Committee	SUS Chair	Executive Officer	Sports Programme Manager	Executive Officer	Executive Officer
<b>Current Controls</b>	SUS staff can cover for each other for short absence periods and committees can supplement work of paid staff.  Action plans in place for each committee.  Operations Manual in place which allows people to cover for staff absence or if staff moves on.	Good relationship with Edinburgh who are happy to provide services.	Contracts in place with suppliers and sponsorship companies. However this is still a risk in the current financial climate.	Use of SDC / development group for each sport and action plan for competitions committee.	Reserve is in place of £50k.	SAGE system introduced. Some financial procedures in place. Control of credit card limits and cheque co-signing. Proceed with moving to online banking.  Budget reviewed by Exec and controlled by SUS staff to ensure SUS meets budget.  Finances audited.
<b>Additional Controls</b>	Continue to add further detail to manual and ensure information is kept	3 year contract with EU to guarantee ongoing use of offices and	Regularly review agreements with companies and develop	Documented procedures for operation of all	Any surplus in annual budget is added to reserves.	Detailed financial procedures required for organisation.



	13	14	15	16		
<b>Description of Risk</b>	Cashflow management.	Media Exposure of a negative activity associated with SUS.	Litigation or criminal proceedings	Damage or theft of SUS assets		
<b>Business Objective</b>	3.1.3	3.1	3.1	3.1		
<b>Risk Category</b>	Financial	External	External	External		
<b>Likelihood</b>	3	1	1	1		
<b>Impact</b>	2	2	2	2		
<b>Risk Rating</b>	6	2	2	2		
<b>Risk Owner</b>	Executive Officer	Executive Officer	Executive officer	Executive Officer		
<b>Current Controls</b>	<p>Payments from partners and member institutions are followed up regularly.</p> <p>Reserves are held and can be used to help cashflow as required.</p>	<p>Strict control on information and communications out of SUS.</p> <p>Management of representative teams to ensure SUS is not brought into disrepute.</p>	<p>Civil Liability and Employers Liability insurance in place</p>	<p>All assets stored in locked offices or cupboards.</p> <p>SUS merchandise signed in and out of the office</p>		
<b>Additional Controls</b>	<p>Through SLA agreements with <b>sportscotland</b> and BUCS agree deadlines for payments of monies to ensure it is with SUS in August each year.</p> <p>Change payment system for member institutions so a set fee is payable by August each year and a further fee charged once outcome of audit of</p>	<p>Establish polices and risk assessments for representative team activities and staff and volunteer activities.</p>	<p>Review insurance cover in place.</p> <p>Establish polices and risk assessments for representative team activities and staff and volunteer activities.</p>	<p>Take out insurance on all SUS assets not covered by University of Edinburgh insurance</p>		

	previous year is collated.					
<b>Person Responsible for Action</b>	Executive Officer	Sports Programme Manger, Executive Officer	Sports Programme Manger, Executive Officer	Executive Officer		
<b>Date for Completion</b>	June 2011	June 2011	June 2011	November 2010		
<b>Date Last Reviewed</b>	September 2010	September 2010	September 2010	September 2010		

## Risk Rating Grid



<b>6-9</b>	<b>Unacceptable</b> Take immediate action
<b>3-4</b>	<b>Tolerable</b> Look to improve
<b>1-2</b>	<b>Acceptable</b> No further action, but ensure controls maintained

## Summary of Risks

1. Status of SUS. Currently unincorporated. Need to assess the best governance for SUS. Risk of staying as is against moving to company limited by guarantee. Being considered during project planning process.
2. Relationship with BUCS and financial dependence on contribution from BUCS.
3. Relationship with **sportscotland**. SUS is dependent on the partnership support and financial contributions of **sportscotland**.
4. Profile of SUS with Scottish Government. Currently good understanding and appreciation of SUS at government level but this could change with a change of administration. SUS needs to raise profile to ensure it is viewed as a major player in the development of sport and health agendas.
5. Substantial reliance on member institutions payment of affiliation fees. System for calculation of member fees currently under review.
6. SUS's ability to manage a fast and intense period of growth resulting from inclusion of Scotland's colleges and projects such as Active Students.
7. Dependence of key staff and their skill sets. Reliance on individuals and volunteers.
8. Reliance on office space. HR and IT services of Edinburgh University.
9. Reliance on Key companies such as Kukri, Image Scotland etc.
10. Complexity of Competitions programme and reliance on very small team who can administer this.
11. Operational Reserves. Currently receiving low interest rate and reserves at too low a percentage of the overall operating budget.
12. Financial Systems and Monitoring. Risk of having no financial system in place. Risk of fraud. Detailed financial procedures required and approved by Exec.
13. Cash flow management.
14. Media Exposure of a negative activity associated with SUS.
15. Litigation or criminal proceedings.
16. Damage or theft of SUS assets.