Risk Owner (Dir. Level)	Risk No	Theme	Risk Type	Risk Description	Likelihood	Impact	Initial Risk Score	Mitigating Action in Place	Residual Risk - Likelihood	Residual Risk - Impact	Residual Risk - Score	Date Risk added	Dir of Travel since last report	Notes
Hayley	1	People	Strategic	Trustees do not have the relevant skills and experience resulting in poor strategic leadership and	2	4	8	Effective recruitment and planning processes in place. Annual Board reviews Trustee induction & training programme					\leftrightarrow	
Hayley	2	People	Strategic	added value from the board Clarity of trustee roles leading to a lack of leadership and a dysfunctional board	2	4	8	Updated & relevant skills matrix considering future need Regular board reviews of trustee roles and person specifications Ensure the Chair is fully briefed and the role is clearly articulated Induction and ongoing training and development of all trustees	1	4	4		\leftrightarrow	
		People	Reputational	Conflicts of interest at Board meaning that decsions are unduly influenced which could impact on	1	4	4	Develop and implement guidance and proceedures for effective management of conflicts of interest Ensure that there is a register of interest created and that it is	-				\	July 20: Increase from 8 to 12. Need to update conflict of interst policy and ensure Board members are aware of responsibilities Nov 22: Decrease from 12 to 4. Conflict of interest policy updated and Board members and Executive staff
Matt	4	People	Operational	reputation of organisation and breakdown of trust Loss of key staff resulting in loss of experience, krowledge and skills, impact of capacity of the remaining staff, low morable and potential decrease in productivity.	3	4	12	updated on an annual basis Documentation of systems, plans and projects. Effective workforce development fuscreasion planning Effective handower and induction process Update employees contracts to reflect senority in organisation. Ongoing capacity Kinck of currents 2418	3	3	9		\	have completed. Sapt 21 increase from 12 to 1.6. 80P; manager retiring 101 part of Greated point). Riccussions around capity of 80P; function and rewarter of role profile. National and foulation to member resigned impact on transfer of learning into consumable narrative. Nov 212 Borcease from 16 to 12. 80P is mested. Succession plan has been put in place to ensure transfer of information.
Richard	5	People	Financial	Extension of the Local Pilot contracts resulting in increased redundancy costs and employment rights	4	1	4	Ensure financial planning is in place and robust budget is produced to cover increase in costs. Ensure constant dialogue with Sport England collegaues to discuss pressures or concerns and to plan effectively.	4	1	4		\leftrightarrow	Sept 21: Decrease from 16 to 4. Confirmation from GMCA that they will cover the redundancy costs for the Local Pilot and GM Walking staff
Richard	6	People	Operational	Loss of Finance Manager resulting in a lack of skills to manage and operate a key part of the organisation impact on payroll, organisation and programme budgeting and forecasting.	3	5	15	Ensure that there is succession planning in place Payroll is outsourced to Rochdale Council Ensure that Budget managers are trained and understadin how to manage their respective budgets Board expertise with Richard Roe.	3	4	12		\leftrightarrow	
	7	People	Reputational	Recruitment of unsuitable staff / volunteers leading to safeguarding, health and safety concerns / incidents. Impact on the reputation of the programme and organisation and financial cost of recruitment, saft time.	2	4	8	Job Descriptions and person specifications for all roles Enforcement of recrutiment proceedures including enhanced CRB (where necessary) and references. Training for staff in recrutiment and interviewing 6 month probationary period Utilise the organisation values in the recrutiment process	2	4	°		\leftrightarrow	July 20: Reduction from 12 to 8. New role profile templates have been created to better illustrate the values and behaviours of the organization, interviewing to also adopt a values question approach.
Matt	,	People	Reputational	recruatment, start time. Inability to recruit and retain quality staff resulting in inability to deliver effectively and gaps within the skills matrix within the organisation.	3	4	12	Utilise the organisation values in the recruitment process periodic review of pay scales for market comparison. Pay Policy developed and implemented Promotes additional benefits - pension, medical scheme, flexible working conduct exist interviews and act upon information Effective recruitment, induction and appraisal / development process in place.	2	4	8		\leftrightarrow	to also adopt a values question approxim.
Eve	9	People	Strategic	Oranisational culture acts as a barrier to achieving potential, impacting on securing additional funding, creating meaningful relationships and influencing change in the wider system.	3	5	15	Regular communication with staff - Team Tuesday and annual staff survey. Creating structures for feedback and taking the 'temperature' of the organisation. Challenging behaviours which impact on the culture of the organisation.	2	5	10		\leftrightarrow	July 20: Increase from 15 to 20. Hangover from previous ways of working and culture impacting on the ability to change culture at pace. Feb 21: Decrease from 20 to 15 Speaking Up Grp now in place where cultural concerns can be discussed and caught early.
Matt	10	People	Reputational	Organisational culture creates low staff morale impacting on productivity, increased sickness, and low retention of staff	3	5	15	Regular contact with staff through 1:1's, Team Tuesday and annual staff survey. Task and finish group created to drive through team priority plans and organizational breakfrough areas Creating strucutres for feedback and taking the temperature of the organization	2	4	8		\leftrightarrow	July 20: Increase from 15 to 20. Similar as above. Change in culture taking more time to ensure staff are completely confortable with approach and feel engaged. Feb 21: Decrease from 20 to 15 Speaking Up Grp provides a forum where concerns can be raised and closer involvement of the Board
Hayley	11	People	Strategic	New CEO at Sport England leading to a change in focus and a different delivery model potentially impacting on finances through grants	1	5	5	Maintain / improve reputation of GreaterSport as high performing Active Partnerships Regular engagement / discussions with Sport England through North West Sport England lead. Take the opportunities to influence and shape thinking based on relationship and experience across Greater Manchester	1	5	5		CLOSED	Feb 21: Decrease from 15 to 5 New 55 strategy has been launched and it is supporting esisting delivery models and the importance of Active Partnerships. Sept 22: COSED: New strategy has been launched and focus and delivery aligns with way of working within GOM. Investment secured for 5 years.
Matt	12	People	Reputational	Lack of diversity within the organisation impacts on the ability to engage some audiences and deliver on the vision of GreaterSport / GM Moving	3	4	12	Utilize the Greater Manchester CVS network to engage with more divers audiences. Ensure the recruitment process is overt in welcoming diversity and adverts are circulated utilizing GM CVS network Workforce development around divers audiences.	3	4	12		\	Nov 22: Decrease from 16 to 12. We are utilising different networks within communities and the brander GM network to engage and understand more diverse communities. Also looking at our internal process to recruit - the messaging, the reach - to grow the diversification of the organisational workforce. This will also apply wen looking for new Trustees on the Board in the commitments.
Hayley	13	People	Operational	New blended leadership model isn't financially sustainable resulting in instability within the organisation leading to low morale, lack of capacity and reputational damage.	3	5	15	Accurate budget forecasting to identify pressures. Be aware of external funding timelines and contractual situations with staff to put in place continuity and succession planning to develon new organisational structure.	3	5	15		\leftrightarrow	Sept 21: Budget planning process to be undertaken once outcome of Sport England Investment known. This is due to be early September 21. Feb 22: Decrease 20 to 15 Primary Investment for 2022-27 secures Executive function until 2025 when other investment streams currently flish!
Richard	45	People	Operational	Office space is not suitable for the change in ways of working - IT in meeting rooms, more home working - impacting on efficiency of organisation.	3	4	12	Begin to look at alternative arrangements for the office space in consultation with staff Begin discussions with GLL regarding the vision for the facility and any potential improvements to IT infrastructure. Begin to research alternative options and undertake an options analysis	3	4	12	Jul-20	\leftrightarrow	Sept 22: Decrease 16 to 12 There will be three workplace hubs that the GreaterSport team can access all of which provide different solutions for the team and way of working.
Matt	41	People	Operational	Results of the pay review results in some salaries reducing leading to staff disenchantment, impacting on culture within the organisation and quality of work.	2	5	10	Consistant communication with staff about the objectives of the pay review and the process. Discuss with Tradit ski implications of applying the outcomes of the pay review once agreed by sub committees and board Support line mangers in having difficult conversations with staff	2	2	4	Apr-21	CLOSED	Sept 21: Job evaluation panel is reviewing updated role profiles with outcome due to be known Nov 21. Paper to be taken to Noms & Roms and Audit & Risk with recommendation. Oct 21: Reduction from 20: 10 Conversations with consultant have suggested that salaries across the organisation will increase with no staff impacted by reductions.
Richard	42	People	Financial	Results of the pay review mean that the running costs of the chaffy are increased due to salary upoint for members of scalf.	3	5	15	Results and implications of the pay review are discussed by the appropriate sub-committees and board. Decisions made ensure the sustainability of the organisation and charges implemented only if this is not adversely affected.	3	4	12	Apr-21	\leftrightarrow	Sept. 21: Job evaluation panel is reviewing updated role profiles with outcome due to be known Nev 21: Paper bot be taken to News & Rema and Audit & Risk with recommendations. 10: A review of the part of the p
Hayley	43	People	Operational	Organisational form to meet emerging priorities from Sport England strategy and GM Moving In Action leads to staff unrest, impacting on culture, sickness and quality of work.	3	4	12	Communication plan put in place to engage staff throughout the process of any organisalizional restructure. Trafford HR engaged around potential redundancies. Line managers supported to have difficult conversations	3	3	9	Apr-21	\leftrightarrow	
Richard	46	People	Operational	Closure of office space for a period of 5 months resulting in staff having to remain working from home for a prolonged period of time impacting negatively on mental wellbeing and culture of the organisation	5	2	10	30 hot desks being created. Monthly team meetings held face to face in central venues to create and maintain organisaltonal connections. Ensuring space is fit for purpose when re-opened. Opportunities to use other meeting spaces around Greater Marchester.	5	2	10	Sep-21	\leftrightarrow	Sept 22: Decrease from 15 to 10. Alternative arrangements with GMCA and Chamberspace have created solutions both short term and long term for workspace for the organisation.
Hayley	47	People	Operational	Growth of GM Moving and Jaunch of new strategy leads to greater opportunities against a backdrop of stretched capacity within GreaterSport - Impact on Individuals and relationships.	5	4	20	Ensuring the PDRs have clear outcomes linked to the porioritities of the organisation Creation of GreaterSport business plan to align work with. Clarity about the role of GraeterSport within the GM Moving strategy	3	3	9	Sep-21	\leftrightarrow	Sept 22: Increase from 16 to 20. More opportunities are being created due to the reputation and work of the team. Creating challenges around backfill and recruitment.
	50	People	Operational	Staff become disenchanted if the pay progression is not awarded for a specific year due to budgetary pressures.	2	5	10	Ensure internal messaging emphasises that pay progression in discretionary and not compulsory. Ensure communication in year is done in a timely and clear remaining the communication in year in done in a timely and clear art in place cade process for decision making and governance around pay progression.	3	3	g	Feb-22	\	Sept 22: Increase from 12 to 20. Increase in cost of long beyond the forecasted 51 km ye result in potential potential programme of the potential and pay progression. Impact oner link to NC payce. (In NOV 22: Decrease from 20 to 10. A flavy or disprior (23) per salary has been forecasted within the budget and staff but this has been greed that shortfall could be found from reserves.
		Process	Compliance	Fallure to conform to the UK Code of Governance resulting in funding being withdrawn from Sport	3	5	15	Governance action plan in place					\leftrightarrow	
Matt	14	Process	Operational	England	3	4	12	IT recovery plan / data backup in place and reviewed. Annual insurance cover	2	5	10		\leftrightarrow	
Alex	15		-persolitat	Disaster affecting the office resulting in loss of equipment, data files and place of work		_		Business continuity plan in place	3	3	9			
Matt	16	Process	Operational	Health and safety lapses in office resulting in injury to staff. This could lead to productivity loss, low morale, impact on apcity for other staff.	3	3	9	Annual review of health and safety policy. Health and safety training on induction of new staff Risk assessments of activities	2	3	6		\leftrightarrow	
Beth	17	Process	Operational	Lack of skills / knowledge to create the conditions for digital transformation resulting in limited impact of digital to increase physical activity	4	4	16	Digital experience of trustees on the Board Grow expertise and confidence internally through staff development Digital is a key breakthrough area for the organisation	3	4	12		\leftrightarrow	May 20: Reduction from 20 to 16. Impact of Covid has speed up the knowledge around digital and its potential impact on PA

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		Process	Operational	Inability to identify and evidence the value and impact of GreaterSport / GM Moving meaning we will suggle to influence wider system change and lead thinking likeling system change to citrily levels.	3	4	12	Dedicated research and insight team in place Connection into wider system R&I teams (GMCA, SE) Transation of Insight in digestable formats. Utilising the models being developed through score being developed through score to the Walking and wider for Moving work and writing across the					\	Nov 22: Decrease 16 to 12. We are progressing the evaluation processes internally with reflection logs and some making sealishes to codify the Anage and impact that we are seeing within the work. This matched with a greater depth of ananylasis of Active Lives data is beginning to provide a compelling data story. This method is also be reflected in some of the localities that we are working allogistic and some national
Beth Richard	18	Process	Operational	arross populations and in places. Change of IT suppliers and systems could lead to business continuity issues as we migrate to new systems, become efficient in new programmes and create a relationship with new suppliers.	3	5	15	organisation and wider partners. Meet with potential signifiers to understand and discuss current in Toutions and their application to the needs of circusst-point. For instanct-point, former there is a workforce development package within any successful studier to ensure staff air familiars with new programmers under the programmers of the programmers	3	3	9		CLOSED	investments. May 20: Increase from 16-20. With homevorking more prevalent the ability to train staff and have access to the system as it tanders providers is of maximum importance. Also have been even on file are lot in the trainfer providers in the section of the trainfer providers from 10-15. Some providers in the contraction of services has taken place. New software packages (Frames) installed. Monthly I'm entirely in place to manage regardion.
		Process	Reputational	Prosecution / legal action relating to health and safety liability resulting reputational damge to the organisation, cpacity issues as staff time is diverted away from core work and financial impact with	2	4	8	Effective Health and Safety management Health and safety training for all staff as part of the induction process Ensure / review appropriate insurance cover in place	3	**	12		\leftrightarrow	wontony if interings in place to managering atour.
Matt	20	Process	Compliance	Increased future insurance costs Prosecution / legal action relating to safeguarding (child /adult) incident / allegation	2	4	8	Legal skill set on the Board Safeguarding training for staff & volunteers Review reporting mechanisms for safeguarding incidents Review safeguarding policy annually in line with national guidance	1	4	4		\leftrightarrow	
Matt	21							Appropriate CRB's in place for staff & volunteers with direct contact with Children and vulnerable adults.	2	4	8			
Matt	22	Process	Compliance	Ensuring GDPR compliance so that data breaches and subsequent fines do not occur	2	4	8	Staff trained and understand GDPR. Implement the GDPR plan.	2	4	8		\leftrightarrow	
	23	Process	Compliance	Breech of contractual arrangements / funding agreements could have financial and reputational implications.	3	5	15	Ensure all contracts, funding agreements are understood by programme staff and conditions are met. Ensure consitant dialogue with linked funding relationship manager		_			\leftrightarrow	
Hayley		Process	Strategic	Future Sport England strategy takes a direction which is coposite of the current conversation and way of working and this impacts on future investment model and role of Active Partnerships	2	4	8	Trauer risk are demfiled, mitagated and managed. Take the opportunity to lead and shape the strategy conversation through consistent and positive dialogue with Sport Teigland collegaues. Ensurer constantiny of message and approach from across Greater Manchester leaders, partners and systems when speaking to Sport Infigrand about the new strategy and future direction of delivery and relationship future Sport Teigland collegaues to system events to hear and multi-goot Teigland collegaues to system events to hear and	2	5	10		CLOSED	
Hayley	24	Process	Strategic	Change in political and senior leadership support for physical activity is diluted by change in personnel	3	4	12	engage in conversations from a place perspective. Ensure that conversations are happening across the system and within the different layers.	1	4	4			
Hayley	25	PIOCES	Strategic	diverting influence and investment away from GreaterSport	,	-	12	Ensure there are is the evidence and there are the stories to effectively illustrate the impact of the work and the approach taken by GreaterSport / GM Moving Evetn pack in place to support staff in organising small / medium events.	2	4	8		\leftrightarrow	
Matt	26	Process	Reputational	Poor management of large sporting events e.g.School Games, resulting in injury to participants and damage to reputation	3	4	12	Bespoke Health and Safety plan for the School Games which is reviewed after each event. Ensure insurance is appropriate for the event Ensure checks are in place for volunteers and inductions are undertaken.	2	4	8		\leftrightarrow	
														May 20: Reduction from 15 to 10. Funding has been
Hayley	26	Pounds	Financial	Removal / decrease of Sport England funding meaning that the organisation is unsustainable and not able to deliver core services.	2	5	10	Origing enagement with Sport England colleagues. Monthly review of financial projections. Monthly review of financial projections. Formular general veelor medic Clampi Commission regarisments to a commission of the Commission regarisments and the Commission of the Commission of Com	2	5	10		CLOSED	secured up to 2022 for Core and programmes (CP). Med 21 locased from 120 to 20 An increase from 120 to 20 No investment settlement agreed, Sport figured withing Not investment settlement agreed, Sport figured withing Notice for the settlement of the Sport figured from the Sport Sport figured providing restricts around research and settlement of the Sport Sport figured providing restricts around reseal and impact of any potential reductions. Out 21: Reduction 26 to 25 to 2
Hayley	27	Pounds	Financial	Reduction / removal of GMCA funding resulting in ability to deliver core operations and maintain staffing levels	1	5	5	Continue to demonstrate the impact of the GreaterSport / GM Moving work on the GMACA outcomes. Continue to work across the system and forge strong working relationships with leaders, embedding the approach of GreaterSport / GM Moving in other system Effective performance management the other performance management white performance management profusers emporal manifesto.	2	5	10		\leftrightarrow	May 28: Increase from 15 to 20. Unknown impact on Cond 19 on local government finances. Mitigations in place still stand. Sept 21: Commerciations capsing with co-investment partners about level of funding and timescales. Feb 22: Decrease from 20 to 5. Varbal agreement of GMCA core funding for 2022-23 for same amount as previous years.
Richard	28	Pounds	Strategic	Non continuation of 'start up' LP investment leading to redundancy of staff, lack of enabling support from a central resource and no ability to track change.	1	5	5	Engagement with Sport England colleagues to co-design a timetable for future funding. Manage existing funding effectively through monthly budget meetings. Utilise the process evaluation to highlight the impact of the work and tell the story of the Local Pilot approach.	1	5	5		\leftrightarrow	May 20: Reduce from 20 to 15. Process in place for extension of IP start up funding up to 2025. Nov 20: Reduce from 15 to 5 Funding secrued upto 2025 for IP core team and evaluation enabler.
Both	29	Pounds	Strategic	Non-continuation of the GM Walking ambition work leading to redundancy of fatfit, lack of enabling support and no ability to track change	4	5	20	Engagement with HSSP colleagues through monthly(7) implementation meetings. Manage existing resources effectively stronglic SM Moving Beacrities and monthly budget meetings. Utilise the findings of the evaluation to highlight the impact of the work and the tile of Working strily.	2	5	10		↑	Nov 26: Reduce from 28 to 15 Positive conversations with HSGT-Submission being made with support and guidance, Proposal to stilline underspend from contrel feducate just 1962. Red 21: Increase from 18 to 20 Charges from
Eddie	30	Pounds	Financial	Poor budgetary control and reporting leading to overspending and poor credit control underminig the long term sustinability of the organization	2	4	8	Monthly budget holder meetings Monthly forecasting on overall financial position of the organisation Annual audit of the accounts and implement recommendations.	2	4	8		\leftrightarrow	July 20: Reduced from 12 to 8. Training for all staff. Monthly meetings with all budget managers so budgets regularly monitored. Full compliment of staff in finance team.
240	31	Pounds	Financial	Insufficient funds to support pension liabilities in the	2	5	10	Investigate alternative pension arrangements. Identify future pension costs					\leftrightarrow	July 20: Reduced from 15 to 10. Agreement from Audit and Risk and Board to continue with the current
Eddie	31	Pounds	Financial	future. Potential fraud or error with the accounts leading to financial loss, damaged reputation and possible regulatory action	3	4	12	Present options paper to Audit and Risk with recommendations Put in place an annual audit of accounts Regular budget meetings between FD and CEO Monthly budget meetings with budget holders Annual finance training and included as part of induction	2	5	0		\leftrightarrow	pension provider.
		Pounds	Reputational	regulatory action Using unscrupulous companies within our supply chain resulting in reputational damage and loss of grant funding	3	4	12	Understand the background of new organisations within the supply chain. Check references of companies Utilise the procurement policy when looking to purchase		*	•		\leftrightarrow	
Eddie Richard	33	Pounds	Operational	Reduction / removal of HSCP funding to support GM Moving executive rises resulting in lack of leadership and non-continuation of the work.	4	5	20	convices / goods. Origining conversations with HSCP / GMCA and Sport England regarding a co-investment strategy. Featural scenario planning to understand impact of reduction in funding on GreaterSport	2	4	10	Jul-20	↑	Nov 20: Redward from 20 to 15. Linked to No.15, positive conversations with NSCP Linked to No.15, positive conversations with NSCP Linked to No.15 to 20. Linked to wailing investment - detrino to 10 to March Linked to wailing investment - detrino to 10 to March Linked to wailing investment - carbon of house francial investment for 22 to accomband of house francial investment for 220 to accomband of house francial investment for 50 to March for 10 to 10
Richard	44	Pounds	Financial	Potential investment portfolio decreases in value resulting in lower level of reserves and inability to meet charitable commitments in the event of needing to close the organisation	3	5	15	Agreement reached with Audit and Risk committee and Board reagrding the level of investment into a portfolio Managing the level of risk and understanding the appetite for risk surrounding be investment portfolio First surrounding be investment portfolio Ensuring the level of investment is managable and does not leave the organisation exposed	2	5	10	Apr-21	\leftrightarrow	

	51	Pounds	Financial	Inflation results in a higher settlement for Cost of Living increases via public sector trade union negotiations. Potential pressure on GreaterSport budget resulting in overspend	4	5	20	Rigorous budget management of the salary and operational budgets will be undertaken with quarterly report to Board and 6 monthly reports to the Audit and Risk committee informing trustees of budget position. Use of reserves to militagete small shortfall in budgets. This would need to be agreed via Audit and Risk and the Board of Trustees.	4	3	12	Feb-22	\leftrightarrow	
	52	Pounds	Financial	Inflation results in higher running costs for GreaterSport in hiring meeting spaces, running activities, insurances, rent etc	4	5		Rigourous budget management of individual budget lines with quarterly reports to Board and 6 monthly reports to Audit and Risk: committee informing trustees of budget position.	4	3	12	May-22	\leftrightarrow	
	53	Pounds	Financial	T&Cs for new investment cycle require more detailed information menaing that more capacity is needed to report. Misreporting could result in clawback or reprofiling of investment	2	4	8	Restructure accounting structure to ensure that finanicial requirements are captured. Reporting to A&R to insure assurance of process Regular communication with Sport England regarding spend and any changes / reprofiling of investment	2	4	60	May-22	\	Nov 22: Decrease from 12 to 8. New budget structure now in place. Budget managers have access to real time accounts. Updated forecasts discussed with Sport England
Hayley	34	Place	Strategic	Unforseen change of national and/or regional policy / priorities	4	4	16	Ongoing engagement of Board, Sport England, national / regional networks Revised strategy / work programme to reflect new policy / priority	3	4	12		\leftrightarrow	
Matt	35	Place	Strategic	Lack of commitment and enagement from local partners leading to an inability to deliver vision / outcomes.	3	4	12	GreaterSport staff allocated localities to work alongside and support at both executive and operational levels Annual MFs and value added survey given to all stakeholders with results montread and acted upons.	2	7	6		\leftrightarrow	Nov 20: Increase from 9 to. 16 Impact of Covid on priorities for local partners to support vision and outcomes. Feb 22: Decrease from 16 to 12 Conversations with senior and strategic leads in place has demonstrated a commmitment to GM Moving that necks to be monitored
Hayley	36	Place	Strategic	Not meeting the targets of Zmillion people and 75% fairly active damages reputation and future funding affections	5	4	20	Business planning and recourse pand towards these targets and aligned to least active populations of forest understanding of place through linked Governingsof. Of Min Moving soft for localities. Some participation rate and to create a marriant with case the discharge in participation rate and to create a marriant educt on the effectively communicated and to create a marriant educt on the effectively communicated concentration of the participation rate and to create a marriant educt on the effectively communicated and to create a marriant educate and concentration of the	4	4	16		CLOSED	Nov 20: Increase from 16 to 20: Latest Active Lives results show a decrease in activity levels (Cool impact). Further lockdown (not and local) and continue in impact behaviour and porturnity to be separated to the continue of the continue
Hayley	48	Place	Strategic	Change in Health governance structures across GM and personnel mean that the understanding of GM Moving is lost, which could impact on investment and influence for GreaterSport	4	4	16	Ensure that influencing strategy and key personnel data is kept up to data. Create meetings with new Chair and CEO of GM ICs to potentially introduce to GM Moving, GraeterSport and the work to date. Continue to manage relationships with regaulr touch points and updates.	2	4	·	Oct-21	\leftrightarrow	
Hayley	49	Place	Strategic	People and structural changes at Sport England meaning understanding and history of work and approach in GM could be lost impacting on influence and potential investment	2	4	8	Continue conversations with Justine and Tim about the work in GM. Ensure that conversations are created as soon as new people come into post and invites to visit GM. Continue to feed narrative around the approach and change being seen across GM	2	3	6	Feb-22	\leftrightarrow	
Beth	37	Promotion	Strategic	Inability to translate data into narrative impacts on ability to lead thinking, displays no progress, impacts reputation and potentials future investment	4	4	16	Cross organisational focus on translation of data into narraitve and collection of stories. Focused communication and marketing plan with clear, insight led campaigns (That Counts and Walking). Use of different media to tell the story (Webinars, website, social media).	3	4	12		\leftrightarrow	
Beth	38	Promotion	Operational	Ineffective internal communications leading to lack of clarity within the organisation, low morale and mission drift.	3	4	12	Team Tuesday established to bring organisation together to share progress, information changes at a policy level etc. Creation of 'squads' to drive forwards specific tasks within the organisation with distributed leadership approach.	2	4	8		\leftrightarrow	July 20 - Reduce from 16 to 12. Layers of communication removed e.g. 'keadership' group. Better use of task and finish groups and establishement of Team Tuesday to share informalton and inform decision making and clarity
Beth	39	Promotion	Operational	Rebranding of GS Sport Awards to GM Moving Awards resulting in lack of understanding from stakeholders and the wider public.	4	4	16	Development of a communication message around the rebrand of the event.	3	4	12	May-20	CLOSED	GreaterSport no longer hosting a GS or GM Sport Awards
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