

			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 reports to Board and 6 monthly reports to the Audit and Risk committee informing trustees of budget position. Use of reserves to mitigate small shortfall in budgets. This would need to be agreed via Audit and Risk and the Board of Trustees.	4	3	12	Feb-22	↔	
	51		Pounds	Financial	Inflation results in higher running costs for GreaterSport in hiring meeting spaces, running activities, insurances, rent etc	4	5	20	Rigorous 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	↔	
	52		Pounds	Financial	TBCs for new investment cycle require more detailed information meaning 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 financial 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	8	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
			Place	Strategic	Unforeseen 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		↔	
Hayley	34														
			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 NPS and value added survey given to all stakeholders with results monitored and acted upon.	2	3	6		↔	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 commitment to GM Moving that needs to be monitored
Matt	35														
			Place	Strategic	Not meeting the targets of 2million people and 75% fairly active / active damages reputation and future funding allocations	5	4	20	Business planning and resources geared towards these targets and aligned to least active populations. Greater understanding of place through linked GreaterSport / GM Moving staff to localities. Strength in the R&I to understand changes in participation rate and to create a narrative that can be effectively communicated. Constant dialogue with Board, Esac and funding partners about progress and challenges - where can blocks be removed and pace introduced.	4	4	16		CLOSED	Nov 20: Increase from 16 to 20: Latest Active Lives results show a decrease in activity levels (Covid impact). Further lockdowns (nat and local) will continue to impact behaviour and opportunity to be active and move more. Sept 21: Latest Active Lives survey show continued decline in activity levels due to impact of Covid. System is now looking at recovery plans. Feb 22: This target has been removed with the new GM Moving in Action strategy and the GreaterSport Business Plan.
Hayley	36														
			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 date. Create meetings with new Chair and CEO of GM ICs to potentially introduce to GM Moving, GreaterSport and the work to date. Continue to manage relationships with regular touch points and updates.	2	4	8	Oct-21	↔	
Hayley	48														
			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	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	↔	
Hayley	49														
			Promotion	Strategic	Inability to translate data into narrative impacts on ability to lead thinking, displays no progress, impacts reputation and potential future investment	4	4	16	Cross organisational focus on translation of data into narrative 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		↔	
Beth	37														
			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		↔	July 20: Reduce from 16 to 12. Layers of communication removed e.g. 'leadership' group. Better use of task and finish groups and establishment of Team Tuesday to share information and inform decision making and clarity.
Beth	38														
			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
Beth	39														
								0						↔	
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								0						↔	NEW
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