

| Risk Type | Risk Description | Likelihood | Impact | Initial Risk Score | Mitigating Action in Place | Residual Risk - Likelihood | Residual Risk - Impact | Residual Risk - Score |
|--------------|---|------------|--------|--------------------|---|----------------------------|------------------------|-----------------------|
| Strategic | Trustees do not have the relevant skills and experience resulting in poor strategic leadership and added value from the board | 2 | 4 | 8 | Effective recruitment and planning processes in place. Annual Board reviews Trustee induction & training programme Updated & relevant skills matrix considering future need | 1 | 4 | 4 |
| Strategic | Clarity of trustee roles leading to a lack of leadership and a dysfunctional board | 2 | 4 | 8 | 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 |
| Reputational | Conflicts of interest at Board meaning that decisions are unduly influenced which could impact on reputation of organisation and breakdown of trust | 2 | 3 | 6 | Develop and implement guidance and procedures for effective management of conflicts of interest Ensure that there is a register of interest created and that it is updated on an annual basis | 1 | 4 | 4 |
| Operational | Loss of key staff resulting in loss of experience, knowledge and skills, impact of capacity of the remaining staff, low morale and potential decrease in productivity. | 3 | 4 | 12 | Documentation of systems, plans and projects. Effective workforce development / succession planning Effective handover and induction process Ongoing capacity check of current staff | 3 | 3 | 9 |
| Financial | Extension of the Local Pilot contracts resulting in increased redundancy costs and employment rights | 4 | 4 | 16 | Ensure financial planning is in place and robust budget is produced to cover increase in costs. Ensure constant dialogue with Sport England colleagues to discuss pressures or concerns and to plan effectively. | 3 | 3 | 9 |
| 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 understand how to manage their respective budgets Board expertise with Richard Roe. | 3 | 4 | 12 |
| 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, staff time. | 3 | 4 | 12 | Job Descriptions and person specifications for all roles Enforcement of recruitment procedures including enhanced CRB (where necessary) and references. Training for staff in recruitment and interviewing 6 month probationary period Utilise the organisation values in the recruitment process | 2 | 4 | 8 |
| Reputational | 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 | Periodic review of pay scales for market comparison. Pay Policy developed and implemented Promote additional benefits - pension, medical scheme, flexible working Conduct exit interviews and act upon information Effective recruitment, induction and appraisal / development process in place. | 2 | 4 | 8 |
| Strategic | Organisational 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 |
| Reputational | 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 organisational breakthrough areas Creating structures for feedback and taking the temperature of the organisation | 2 | 4 | 8 |
| Strategic | New CEO at Sport England leading to a change in focus and a different delivery model potentially impacting on finances through grants | 3 | 5 | 15 | 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 experiences across Greater Manchester | 2 | 5 | 10 |
| Reputational | Lack of diversity within the organisation impacts on the ability to engage some audiences and deliver on the vision of GreaterSport / GM Moving | 4 | 4 | 16 | Utilise the Greater Manchester CVS network to engage with more diverse audiences. Ensure the recruitment process is overt in welcoming diversity and adverts are circulated utilising GM CVS network Workforce development around diverse audiences | 3 | 4 | 12 |
| 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. | 4 | 5 | 20 | 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 develop new organisational structure. | 4 | 4 | 16 |
| | | | | 0 | | | | 0 |
| Compliance | Failure to conform to the UK Code of Governance resulting in funding being withdrawn from Sport England | 3 | 5 | 15 | Governance action plan in place | 2 | 5 | 10 |
| Operational | Disaster affecting the office resulting in loss of equipment, data files and place of work | 3 | 4 | 12 | IT recovery plan / data backup in place and reviewed. Annual insurance cover Business continuity plan in place | 3 | 3 | 9 |
| Operational | Health and safety lapses in office resulting in injury to staff. This could lead to productivity loss, low morale, impact on capacity 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 |
| 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 |

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| Operational | Inability to identify and evidence the value and impact of GreaterSport / GM Moving meaning we will struggle to influence wider system change and lead thinking linking system change to activity levels across populations and in places. | 4 | 4 | 16 | Dedicated research and insight team in place Connection into wider system R&I teams (GMCA, SE) Translation of insight into digestible formats. Utilising the models being developed through Local Pilot, GM Walking and wider GM Moving work and hsring across the organisation and wider partners | 3 | 3 | 9 |
| Operational | 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 | 4 | 5 | 20 | Meet with potential suppliers to understand and discuss current IT solutions and their application to the needs of GreaterSport. Ensure there is a workforce development package within any successful tender to ensure staff are familiar with new programmes. Identify a Board sponsor to support with the tender process (writing and evaluating). | 3 | 4 | 12 |
| Reputational | Prosecution / legal action relating to health and safety liability resulting reputational damage to the organisation, capacity issues as staff time is diverted away from core work and financial impact with increased future insurance costs | 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 Legal skill set on the Board | 1 | 4 | 4 |
| Compliance | Prosecution / legal action relating to safeguarding (child /adult) incident / allegation | 2 | 4 | 8 | Safeguarding training for staff & volunteers Review reporting mechanisms for safeguarding incidents Review safeguarding policy annually in line with national guidance Appropriate CRB's in place for staff & volunteers with direct contact with Children and vulnerable adults. | 2 | 4 | 8 |
| 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 |
| Compliance | Breach 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 constant dialogue with linked funding relationship manager Ensure risks are identified, mitigated and managed. | 2 | 5 | 10 |
| Strategic | Future Sport England strategy takes a direction which is opposite of the current conversation and way of working and this impacts on future investment model and role of Active Partnerships | 2 | 4 | 8 | Take the opportunity to lead and shape the strategy conversation through consistent and positive dialogue with Sport England colleagues. Ensure consistency of message and approach from across Greater Manchester leaders, partners and systems when speaking to Sport England about the new strategy and future direction of delivery and relationship Invite Sport England colleagues to system events to hear and engage in conversations from a place perspective. | 1 | 4 | 4 |
| Strategic | Change in political and senior leadership support for physical activity is diluted by change in personnel diverting influence and investment away from GreaterSport | 3 | 4 | 12 | Ensure that conversations are happening across the system and within the different layers. Ensure there are the evidence and there are the stories to effectively illustrate the impact of the work and the approach taken by GreaterSport / GM Moving | 2 | 4 | 8 |
| Reputational | Poor management of large sporting events e.g.School Games, resulting in injury to participants and damage to reputation | 3 | 4 | 12 | Event pack in place to support staff in organising small / medium events 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 |
| | | | | 0 | | | | 0 |
| Financial | Removal of Sport England funding (linked to A24) meaning that the organisation is unsustainable and not able to deliver core services. | 2 | 5 | 10 | Ongoing engagement with Sport England colleagues. Monthly review of financial projections Ensuring reserve levels meet Charity Commission requirements to wind down organisation if needed. Identification of alternative funding opportunities Development of business growth plan - reducing % of reliance on Sport England core funding | 2 | 5 | 10 |
| Financial | Reduction / removal of GMCA funding resulting in ability to deliver core operations and maintain staffing levels | 4 | 5 | 20 | Continue to demonstrate the impact of the GreaterSport / GM Moving work on the GMCA outcomes. Continue to work across the system and forge strong working relationships with leaders, embedding the approach of GreaterSport / GM Moving in other systems Effective performance management Influence mayoral manifesto | 2 | 5 | 10 |
| 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. | 3 | 5 | 15 | 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. | 3 | 5 | 15 |
| Strategic | Non continuation of the GM Walking ambition work leading to redundancy of staff, lack of enabling support and no ability to track change | 4 | 5 | 20 | Engagement with HSCP colleagues through monthly(?) implementation meetings. Manage existing resources effectively through GM Moving Executive and monthly budget meetings. Utilise the findings of the evaluation to highlight the impact of the work and tell the GM Walking story | 3 | 5 | 15 |
| Financial | Poor budgetary control and reporting leading to overspending and poor credit control undermining the long term sustainability of the organisation | 3 | 4 | 12 | Monthly budget holder meetings Monthly forecasting on overall financial position of the organisation Annual audit of the accounts and implement recommendations. | 2 | 4 | 8 |

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| Financial | Insufficient funds to support pension liabilities in the future. | 3 | 5 | 15 | Investigate alternative pension arrangements. Identify future pension costs Present options paper to Audit and Risk with recommendations | 3 | 5 | 15 |
| Financial | Potential fraud or error with the accounts leading to financial loss, damaged reputation and possible regulatory action | 3 | 4 | 12 | 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 | 4 | 8 |
| Reputational | 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 services / goods. | 2 | 4 | 8 |
| | | | | 0 | | | | 0 |
| 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 |
| Strategic | Lack of commitment and engagement from local partners leading to an inability to deliver vision / outcomes. | 3 | 3 | 9 | 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 |
| Strategic | Not meeting the targets of 2million people and 75% fairly active / active damages reputation and future funding allocations | 4 | 4 | 16 | 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, Exec and funding partners about progress and challenges - where can blocks be removed and pace introduced. | 4 | 4 | 16 |
| | | | | 0 | | | | 0 |
| 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 |
| 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 |
| 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 |