

SALFORD PRIMARY STRATEGY FOR CHANGE PROJECT RISK REGISTER

APPENDIX 3

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Project Name:		Salford CC Primary Strategy for Change										
Updated		02/06/2008										
Risk ID No	Educational / Building risk	Risk Description	Cost	Time	Ethos	Achievement	Reputation	COMBINED RANKING	Risk Owner	Mitigation Actions	Action Owner	Action Date
			Risk Ranking	Risk Ranking	Risk Ranking	Risk Ranking	Risk Ranking					
Local Authority												
1.01	Education	Elected members do not support school organisation proposals	Medium	Medium	Medium	Medium	Medium	Medium	Mike Hall	Mitigated - approved by Salford Cabinet 27th May 2008		complete
1.02	Education	Lack of resources leads non delivery of Salford's Primary Strategy for Change	High	High	High	High	High	High	Mike Hall	Resources plan in preparation	Mike Hall	end of June 2008
1.03	Education	Pupil forecasts are not accurate	High	High	Medium	Medium	High	High	Kathryn Mildenstein	(1) work with Corporate Planning and Spatial Strategy Team to monitor population forecasts. (2) Monitor and review pupil/population forecasts annually.	Kathryn Mildenstein	November
1.04	Buildings	The proposals for the size of a new/refurbished school is inaccurate	Medium	Medium	Medium	Medium	Medium	Medium	Kathryn Mildenstein	See 1.03 above	Kathryn Mildenstein	November
1.05	Education	Decision Maker (Schools Adjudicator or LA) does not approve the proposals	Medium	High	Medium	Medium	High	High	Kathryn Mildenstein	(1) provide the decision maker with all evidence required so they can make an informed decision. (2) Have contingency plan for alternative proposal.	Kathryn Mildenstein	Part of statutory process for each individual proposal
1.06	Education	Competition process adds additional time to school organisation timetable and causes delays	Low	High	Medium	Medium	High	High	Kathryn Mildenstein	School organisation process and timescale checked by legal department. Timescale now checked and built into the programme. Mitigated		complete

Education Vision/Curriculum

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2.01	Education	Transformation cannot be achieved due to lack of change management/CPD	Medium	Medium	Medium	High	High	High	Paul Ford	Develop a project plan to deliver change management / CPD to schools	Paul Ford	September 2008
2.02	Education	ICT infrastructure and CPD not sufficient to deliver transformation.	Low	Low	Medium	Medium	Medium	Medium	Tony Ryan	ICT will be delivered through the LEP and will include CPD	Kevin Palmer	April 2009
2.03	Education	Recruitment and retention of school leadership staff	Medium	High	High	High	High	High	Mike Hall	Schools workforce development group to work to resolve issue. Workforce strategy finalised.	Richard Dodd	
2.04	Education	ECM is not implemented as part of Primary SfC	Medium	Medium	Medium	Medium	Medium	Medium	Paul Walsh	Stakeholder conferences to be held in the Autumn term.	Irene Heald	October 2008
2.05	Education	Extended Schools are implemented as part of Primary SfC	Medium	Medium	Medium	Medium	Medium	Medium	Paul Walsh	Jane Middleton to ensure that aspiration for change are embedded in the strategy. Continued support to schools from the Extended Schools team.	Karen Moody	
2.06	Education	SEN/PRU/Inclusion strategy not developed prior to implementation of Primary SfC.	Medium	High	Medium	Medium	Medium	High	Mike Hall	Paul Woltman to lead on the inclusion strategy which will determine SEN/PRU developments. Behaviour Improvement Group to be consulted.	Paul Woltman	October 2008

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Stakeholder												
3.01	Education	Lack of buy in from the local community / stakeholders or adverse press in the local community impacts on admissions, recruitment, and other operations causing disruption and objections.	Medium	Medium	Low	Medium	Medium	Medium	Irene Heald	(1) Marketing Team to develop a communication strategy with specific approaches highlighted for individual projects/initiatives.	Sue Hill	September 2008
	Education	Not meeting aspirations of schools	Low	Low	Medium	Low	Medium	Medium	Irene Heald	(1)Regular coordinated communication with HTs (2)Strategy prepared for releasing information.	Mike Hall/John Stephen's/Sue Hill	
Dioceses												
4.01	Education	Failure to secure support of RC, Anglican, Methodist Dioceses	Low	Low	Low	Low	Low	Low	Mike Hall	Regular communication with Diocesan Reps. Strategy signed off. Further communication regarding taking the proposals forward to be set.	Jill Baker	June 2008 - September 2008
4.02	Buildings	Failure to secure 10% VA contribution to capital costs.	High	High	Medium	High	High	High	Irene Heald	Ongoing issues with the Dioceses.	Irene Head	September 2008
DCSF												

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5.01	Buildings	DCSF cannot guarantee funding for lifetime of programme	High	High	High	High	High	High	Irene Heald	(1) reconsider the schools still in the programme that have not yet received any investment and re-prioritise based on the funding available to the council net of PCP allocations. (2) Try to identify alternative funding streams to mitigate the loss of approx £3.2m per year.	Irene Heald	April 2009 to March 2012
5.02	Buildings	DCSF do not approve Salford's submission.	Medium	Medium	Medium	Medium	Medium	Medium	Mike Hall	Salford CC to work very closely with Pilot LA's until submission approved.	Irene Heald	September 2008
Capital Costs												
6.01	Buildings	Procurement delayed due to establishment of LEP Co.	Low	Low	Low	Low	Low	Low	Mike Hall	Primary Capital Programme would be delivered through the LEP or Urban Vision strategic partnerships.	Mike Hall	April 2009
6.02	Buildings	Capital receipt values are not accurate	High	Medium	Medium	Medium	Medium	High	Irene Heald	(1) only used the unprotected part of the site for the initial capital receipts estimate. There could be the potential to increase these using the closing schools regulations by seeking a 'General Consent', from the DCSF to dispose of some of the protected area's such as playgrounds. Or alternatively any extra could be used to plug any shortfall in receipts if valuations do not materialise. (2) Also, if the outstanding Playing Field Strategy successfully identified land that could be converted into playing fields for those schools without or short of provision, then there is the potential to increase the capital receipts further by disposing of those redundant fields that will yield the maximum receipt/receipts.	Irene Heald	April 2009 to March 2010
Land / Planning												

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7.01	Buildings	Land purchases/acquisitions can not be achieved	Medium	Medium	Medium	Medium	High	High	Irene Heald	Assess the risk of CPO etc against the opportunity for transformation in relation to deliverability, delay and cost	Irene Heald	April 2009 to March 2010
7.02	Buildings	Planning constraints restrict range of proposals / solutions. For example: heritage value of existing buildings restricts scope for refurbishment and/or redevelopment; or identified need for additional school land has to be weighed against other competing priorities for land use.	Medium	Medium	Low	Medium	Medium	Medium	Barry Whitmarsh	(1) Involvement of development control service and council's planning team at an early stage of option preparation and development, and continued close liaison throughout the programme. (2) Timetable to allow sufficient flexibility to allow alternative solutions to be considered and tested on any potentially contentious scheme. (3) Option appraisal process to be thorough and fully recorded in order to demonstrate convincing case in support of planning applications.	Barry Whitmarsh and Irene Heald	April 2009 to March 2010
ICT												
8.01	Education	Failure to negotiate a primary managed service with the LEP.	Medium	Medium	Medium	Medium	Medium	Medium	Tony Ryan	(1) We are currently at the dialogue stage with 2 managed service providers for the BSF LEP. Both bidders are aware of our plans for the primary estate & are keen to engage. (2) An output specification has been developed with the involvement of a group of headteachers which has been passed to the bidders. (3) A 'Total Cost of Ownership' ICT exercise has been undertaken to consider value for money.	Tony Ryan	April/May 2009

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8.02	Education	Transformation cannot be achieved due to lack of ICT related change management/CPD	Medium	Medium	Medium	Medium	Medium	Medium	Tony Ryan	(1) The School Improvement Service provides the primary estate with high quality ICT support. The support focuses on leadership & management, curriculum development, the use of ICT as a tool to enhance teaching/learning and management/adminisatratio. (2) Schools are receiving support via the BECTA Self Review Framework. (3) We are currently working with a number of schools on a range of pilot initiatives re the innovative use of ICT. (4) CPD and change management feature in the Primary Output Specification being discussed with the BSF LEP bidders.	Tony Ryan	April/May 2009
8.03	Education	% buy in of ICT managed service is low.	Medium	Medium	Low	High	Medium	High	Tony Ryan	(1) Buy in is currently indicated as very positive and is in excess of 50%. (2) linking capital investment to managed service.	Tony Ryan	April/May 2009