Hereford Academy - ICT Risk Register

19th February 2008

Ref:	Risk	Mitigation
1.	Change Management - the delivery of the ICT vision will require a significant change management exercise to ensure it is embraced by staff and students alike.	Require ICT service provider to deliver change management support as part of their managed service delivery and continuous professional development offering.
2.	Capacity of the market to respond – the increased number academy projects, the location factor and the maturation of the BSF & Academy programmes may limit the Education ICT market's ability to respond to the Academy's requirements.	Comprehensive soft market testing exercise has been conducted to ensure market is primed and ready when the Academy goes to market.
3.	Stakeholder Engagement – key stakeholders such as existing teachers, students and parents may not engage with ICT solution thereby limiting its effectiveness.	Allow existing ICT staff at the Academy input into all ICT components of the Academy programme. Deliver world class Professional Development programme. Integrate ICT into wider stakeholder engagement programme.
4.	Lack of transformation – the ICT service will not be able to underpin the envisaged transformation.	The project will secure ICT advisory services to articulate the Output, Functional and Technical Specifications.
5.	Lack of revenue funding	Affordability questions were included as part of the soft market testing exercise and received a positive response. Secure detailed cost models for any proposed ICT solution.
6.	Lack of capital funding – as a 'new school' the Academy will not receive any capital funding for 3 years after it has opened.	The procurement process will need to ensure that the ICT solution will not require capital investment for the first 3 years. Given the current refresh requirements around classroom based technology this is not unrealistic.
7.	MIS Integration – If the MIS is not coherently integrated into the Learning Platform then power of that data will be lost.	The procurement process will need to ensure that the ICT service provider is able to deliver a solution offers a Learning Platform integrated with an MIS.
8.	Interface between ICT Managed Service, MIS and Learning Platform because the MIS and Learning Platform are in situ and out of scope of the ICT procurement.	Requirement for interface analysis and resolution to be clearly articulated in the Output, Functional and Technical Specifications.

| 9. | Interface between design and build and ICT contractors during the ITT stages and the subsequent build programme. | The ICT procurement is programmed to encourage ongoing dialogue between the tow parties.
The Academy (through the ICT advisory expertise to be procured post OBC) will actively manage this interface. |