

Belgrave Primary School - Risk Analysis - Academy Conversion, the Wrexham Road Development and New School provision

Purpose: to provide a high level overview of the key current strengths and weaknesses of the school together with broad key opportunities and threats/risks against the different potential options that the Governing Board have considered

Current Strengths	An outstanding primary school
	Expert teaching and leadership
	Excellent learning outcomes for our children
	Engaged parents and the local community
	Ability to recruit and retain high-quality staff
	Existing strong culture and ethos
	Strong local governance and oversight
Current Weaknesses	We are unable to meet the demand for places from the local community due to the size of the school
	The size of the current site does not provide expansion and enrichment capability
	More limited staff career progression opportunities in a smaller school environment
	Current national curriculum alignment, although thorough and robust, presents inflexibility in the learning environment
	Current finance constraints are creating operational risks, e.g. building maintenance
Option 1	Do nothing

Option 1 Opportunities	To continue to maintain the current high standards and outstanding education provision
	To maintain outstanding learning outcomes for children in the current 1 form school model
	To maintain the strong community engagement in the current local area
	To maintain strong local governance
Option 1 Threats/Risks	The continued finance constraints whilst under Local Authority control potentially leading to increased risk, e.g. building safety
	The inability to serve the extended community that the Wrexham Road development brings
	The Wrexham Road development delivering a new primary school that may attract prospective parents which may negatively impact pupil numbers and or demographic of intake
	The new primary school attracting current staff where they see this has an opportunity for career development
	By doing nothing we potentially become isolated in the expanded local community and become a potential target for a future MAT alignment that we may not have full control over nor influence within
	Potential attainment impact as some children have not completed a full Rec to Y6 journey due to joining another school mid primary journey as existing parents/children are attracted and thus leave to nearby schools, e.g. the new school or Kings
	Reception class is potentially not educationally progressive enough for new children as they have been to local outstanding nursery establishments that offer enhanced pre school environments, e.g. Forest School, Cookery School
	The lack of expansion capability potentially affecting our children's learning outcomes if we are unable to provide enhanced and enriched learning surroundings that keeps pace with the evolving education standards and expectations
Option 2	Convert to an Academy and set up our own MAT and take on the new school
	To have the opportunity to set the agenda and be in holistic control of the process and implementation
	To create a MAT with the culture and ethos that we value highly and defines BPS

Option 2 Opportunities	To have control in the selection of the Trustees who will govern the MAT
	To have a greater say in the strategic direction of the MAT
	To offer curriculum enrichment for the children and educational innovation by not being bound by the national curriculum
	To take a leading role in shaping the future primary education in the, to be expanded, local community
	To offer improved Continued Professional Development and expanded teaching opportunities for our staff that continues to drive and motivate staff to deliver the best possible outcomes for our children
	To maximise the sharing of resources to alleviate budget challenges and share best practice
	To maintain a local governance structure that is similar to the current arrangement but with added oversight and accountability from the MAT that we can define
	To have the opportunity to have more control and flexibility over the finances of the school
	To continue to have the ability, as an Academy/MAT, to utilise, if required, core Local Authority services, e.g. HR and behavioural support
Option 2 Threats/Risks	Much higher risk of unsuccessful implementation due to the complexity, resource and effort involved to set up an Academy /MAT from nothing
	We have a lack of expertise in setting up a MAT and placing a bid for a new school
	The educational landscape may change due to political changes which may not favour an Academy structure
	The Academy status is an irreversible process
	There is no Local Authority safety net if there are any financial/budget issues
	Due to the complexity of setting up a MAT from nothing there is a risk that we are unable to meet the demands of the timeline requirements of bidding for the new school
	There is a risk that becoming a single academy we'd be unable to form a MAT or be established enough as a single academy to align to the preferred choice for potential bids, i.e. an established MAT

	Conversion to an Academy may take longer than expected resulting in unexpected additional workload for the Governing Board
	Due to the higher risk of implementation there maybe additional risks to school performance as resources are focused too much on the implementation requirements rather than the day to day operational needs of the school
Option 3	Convert to an Academy and join an existing successful primary MAT in the city with other similar primaries and take on the new school
Option 3 Opportunities	To align primary education strategy with other primary academies within the MAT
	Joining a MAT with a thorough understanding of local opportunities and challenges and the ability to react appropriately to that environment
	To offer curriculum enrichment for the children by sharing best practice and educational innovation by not being bound by the national curriculum
	To offer improved Continued Professional Development and expanded teaching opportunities for our staff that continues to drive and motivate staff to deliver the best possible outcomes for our children
	To maximise the sharing of resources to alleviate budget challenges and share best practice
	To have the opportunity to have more control and flexibility over the finances of the school
	To maintain a local governance structure that is similar to the current arrangement but with added oversight and accountability from the MAT that we can influence
	To continue to have the ability, as an Academy, to utilise, if required, core Local Authority services, e.g. HR and behavioural support
	The risk of an identified MAT not having alignment to the ethos and philosophy of Belgrave that would potentially negatively affect the school culture
	The educational landscape may change due to political changes which may not favour an Academy structure
	A change to Academy status is an irreversible process
	No control over the Trustees of the MAT and future strategic direction
	There is no Local Authority safety net if there are any financial/budget issues

<p>Option 3 Threats/Risks</p>	<p>The potential that alignment to a primary MAT would drive too much like for like competition between primaries that drive incorrect behaviours that are not aligned to our current ethos and philosophy</p> <p>The potential risk that we are not the lead or leading primary school partner if we join an existing primary MAT</p> <p>The primary MAT not being located in the local area so not aligned and conscious of local issues and requirements of the local community</p> <p>The potential risk that MAT alignment does not align to current staff well being and or ambition which may lead to operational school issues</p> <p>Due to the complexity of converting to a Academy and joining a MAT there is a risk that we are unable to meet the demands of the timeline requirements of bidding for the new school</p> <p>Conversion to an Academy may take longer than expected resulting in unexpected additional workload for the Governing Board</p> <p>Partner primaries don't provide enough enhanced facilities to strengthen our children's learning outcomes - more like for like</p> <p>Due diligence concerns or issues that are not resolved in a timely manner that may impede successful implementation</p>
<p>Option 4</p>	<p>Convert to an Academy and join The Learning Trust MAT and take on the new school</p>
	<p>To provide a reception to Y13 educational pathway that enhances learning outcomes for our children via a more holistic MAT</p> <p>To provide alignment to a MAT that shares our ethos and values thus providing continued excellent outcomes for our children</p> <p>To offer curriculum enrichment for the children by sharing best practice and educational innovation by not being bound by the national curriculum</p> <p>To align to a MAT that is led by a CEO with vast experience (14 years) of headship at an outstanding local secondary school (Christleton)</p> <p>To provide expansion capability to meet demand from the local community</p> <p>To become the leading primary school within the MAT enabling Belgrave to shape the future primary strategy of the MAT therefore becoming the lead primary partner</p> <p>To take a leading role in shaping the future primary education in the, to be expanded, local community</p>

Option 4 Opportunities	To offer improved Continued Professional Development and expanded teaching opportunities for our staff that continues to drive and motivate staff to deliver the best possible outcomes for our children
	To improve the ability to recruit and retain high-quality staff due to a range of professional opportunities within the school/ MAT
	To align to a MAT that has relevant experience of building a new school, e.g. Chester International School
	To align to a MAT that has relevant recent experience of successfully bidding for additional funding/grants
	To maximise the sharing of resources to alleviate budget challenges and share best practice
	To maintain a local governance structure that is similar to the current arrangement but with added oversight and accountability from the MAT that we can influence
	To retain children through the reception to Y6 primary journey as parents/children deem no value added in moving schools mid school journey therefore presenting the opportunity to maximise the learning outcomes for all the children and school attainment
	To align to a MAT that is located in the local area and so is conscious of local issues and requirements of the local community
	To continue to have the ability as an Academy, to utilise (if required) core Local Authority services, e.g. HR and behavioural support
	To provide enhanced secondary school transition capability for our children from Y6 to Y7 therefore maximising the learning outcomes within the secondary education domain
Option 4 Threats/Risks	Financial and general due diligence concerns or issues that are not resolved in a timely manner that may impede successful implementation
	Moving to an Academy is an irreversible process
	The educational landscape may alter due to political changes which may not favour an Academy structure
	No control over the Trustees of the MAT and it's future strategic direction
	There is no Local Authority safety net if there are any financial/budget issues
	Local governance structure / model is not appropriate or not aligned to the current model

The potential risk that MAT alignment does not give support to current staff well being and or ambition which may lead to operational school issues

Conversion to an Academy may take longer than expected resulting in unexpected additional workload for the Governing Board

Due to the complexity of converting to an Academy and joining a MAT there is a risk that we are unable to meet the demands of the timeline requirements of bidding for the new school