



**Melton  
Borough  
Council**

**ICT Development Plan  
(Information, Telecommunications & Technology)**

**MELTON BOROUGH COUNCIL**

**2007 to 2010**



## CONTENTS

<b>1</b>	<b>DEVELOPMENT .....</b>	<b>4</b>
1.1	DEVELOPMENT POLICY.....	4
1.2	ICT DEVELOPMENT PLAN.....	4
1.3	FEASIBILITY STUDY.....	5
1.3	EVALUATION TECHNIQUES FOR PACKAGES.....	5
1.4	PROGRAMME MANAGEMENT .....	5
1.5	PROJECT MANAGEMENT.....	6
<b>2</b>	<b>DEVELOPMENT PLAN 2007/08 - 2009/10 .....</b>	<b>7</b>
2.1	TIMESCALE.....	7
2.2	PROJECTS.....	7
2.3	SUMMARY OF PROJECTS .....	7
<b>3</b>	<b>ICT ARCHITECTURE.....</b>	<b>8</b>
	2007/08 PROJECTS .....	8
3.1	KIRONA MOBILE .....	8
3.2	ROLLOUT OF WERMS .....	9
3.3	CORPORATE GIS SYSTEM.....	10
3.4	WEBSITE DEVELOPMENTS .....	11
3.5	STRATEGIC IT FRAMEWORK.....	12
	2008/09 PROJECTS .....	13
3.6	MASTER DATA MANAGEMENT .....	13
3.7	SINGLE SIGN ON.....	14
<b>4</b>	<b>INFORMATION .....</b>	<b>15</b>
	2008/09 PROJECTS .....	15
4.1	INTRANET & COLLABORATION .....	15
<b>5</b>	<b>TELECOMMUNICATIONS .....</b>	<b>16</b>
	2008/09 PROJECTS .....	16
5.1	TELEPHONE SYSTEM REPLACEMENT.....	16
<b>6</b>	<b>SYSTEMS &amp; TECHNOLOGY .....</b>	<b>17</b>
	2007/08 PROJECTS .....	17
6.1	REPLACEMENT PC'S.....	17
6.2	REPLACEMENT SERVERS .....	18
6.3	I-PROCUREMENT.....	19
6.4	CASH RECEIPTING UPGRADE .....	20
6.5	INTERNET CONNECTION.....	21
	2008/09 PROJECTS .....	22
6.6	USER TRAINING .....	22
6.7	EMAIL ARCHIVING .....	23
6.8	THIN CLIENT BUSINESS CASE .....	24
6.9	VIRTUAL SERVER BUSINESS CASE .....	25
6.10	NETWORK MANAGEMENT .....	26
	2009/10 PROJECTS .....	27
6.11	UNIX SERVER.....	27
<b>7</b>	<b>SECURITY &amp; BUSINESS CONTINUITY.....</b>	<b>28</b>
	2007/08 PROJECTS .....	28
7.1	IT SECURITY UPGRADES .....	28
<b>8</b>	<b>DESIRABLE.....</b>	<b>29</b>
	2008/09 PROJECTS .....	29
8.1	COMMITTEE MINUTES .....	29
8.2	SUNDRY DEBTOR REPLACEMENT .....	30
8.3	MOBILE ACCESS TO OUTLOOK.....	31
8.4	WORKFORCE SCHEDULING .....	32
	2009/10 PROJECTS .....	33
8.5	LAND CHARGES DATA CAPTURE.....	33

<b>9</b>	<b>PROJECT PROGRAMME 2007/08.....</b>	<b>34</b>
<b>10</b>	<b>RISK.....</b>	<b>36</b>
10.1	RISK MANAGEMENT .....	36
10.2.	IMPACT & PROBABILITY .....	37
10.2.2	INTERNAL RISKS .....	37
10.2.3	EXTERNAL RISKS .....	38

## 1 DEVELOPMENT

### 1.1 Development Policy

1.1.1 The policy of the Council will be to acquire packaged application software rather than to develop software in-house.

1.1.2 The Council recognises that it is not possible to transform its services utilising packaged software alone and will undertake development work as required, in particular in the area of middleware and web services to interface systems.

### 1.2 ICT Development Plan

1.2.1 The Head of ICT will submit an annual ICT Development Plan in respect of major projects to the Policy, Finance & Administration Committee.

1.2.2 Major projects will be deemed to be those involving estimated expenditure greater than £5,000 or in excess of 5 person days support work from ICT Services staff.

1.2.3 The ICT Development Plan will identify the following:-

- Relative priorities for current year and next two years;
- Projected target date for start of project and timescale for implementation;
- Estimates of implementation support required for each project;
- Estimated cost and summary of potential benefits for each project;
- Indication as to availability of funding.

1.2.4 At the time of submitting the Development Plan all new projects involving capital expenditure must be supported by Form A of the Council's Capital Project Appraisal System. These schemes will not be authorised until they have been allocated funding by the Council and a Form B has been approved by the Policy, Finance & Administration Committee.

1.2.5 All requests/proposals for major ICT projects from whatever source shall be considered by the Council's Management Team. The requests should be in writing on a pro-forma, addressed to the Head of ICT, and should include an Operational Requirement made up of the following elements:

- Objective/purpose of development;
- Justification/need for new system;
- Definition of current problem if replacing existing system;
- Required timescale for completion of project;
- Identification of potential for savings/benefits.

1.2.6 Following consideration by the Management Team the project will be prioritised by the Council's Making Progress Group and included in the development plan.

1.2.7 Proposals arising from the Council's transformation programme will be considered for inclusion in the development plan following the production of an approved business case. Projects will be prioritised by the Making Progress Group and included in the development plan.

### 1.3 **Feasibility Study**

1.3.1 All major projects in the plan with proposed capital expenditure in excess of £10,000 must be subjected to a feasibility study before submission of the Form B to the Policy, Finance & Administration Committee. The requirements of the feasibility study will be to:

- Build on the operational requirement to provide a detailed specification of user requirements;
- Identify the alternative options for meeting user requirements;
- Identify the timescale and resource requirements;
- Identify the costs of acquiring/developing, implementing and operating the proposed system;
- Consider the impact of the proposal on other systems; and
- Evaluate the alternatives, analyse costs and benefits and make recommendations.

1.3.2 A simplified version of the feasibility study minimising jargon and technical terms should accompany the Form B submission to Policy, Finance & Administration Committee.

### 1.3 **Evaluation Techniques for Packages**

1.3.1 In order to minimise the risk of acquiring package solutions that do not meet essential user requirements the following evaluation process must be followed:

- Highlight the key aspects of the user specification, i.e. the functionality that is absolutely essential to the user;
- If possible view the system in a closely related live environment;
- Use an evaluation team, which must include users, at least one member of ICT Services with an invitation also made to Internal Audit;
- Invite potential suppliers to respond to the detailed specification of requirements; and
- Potential suppliers must clearly demonstrate plans to comply with new technological developments identified by the Evaluation Team, particularly those applicable to the Council's own strategic direction.

1.3.2 Package solutions must not be acquired which do not comply with the ICT Strategy and any orders must be raised by the Head of ICT unless the Management Team agrees to the contrary.

### 1.4 **Programme Management**

1.4.1 The Head of ICT will develop a programme of work to implement the approved projects.

1.4.2 The programme of work will be submitted to the Making Progress Group for approval on an annual basis.

1.4.3 Progress of the projects within the programme of work will be monitored on a regular basis by the Making Progress Group.

## 1.5 **Project Management**

- 1.5.1 All major ICT projects will be managed using the principles of the Prince 2 project methodology. Smaller projects will be managed using generally accepted project management principles.
- 1.5.2 As a minimum the following must be adopted as a framework to ensure essential project management requirements are met:
- Implementation/development will commence for approved projects only and this will be in the established order of priority. The order of priority may only be varied by the Making Progress Group.
  - A project board must be established to include at least one member of each affected service and one member of ICT Services. Internal Audit will also be invited to participate.
  - As a minimum the following documents should be prepared and maintained by the “owner” service, a business case, a project plan, a risk log, an issue log, an end project report review. The documents will be reviewed and approved by Making Progress Group.
  - Progress reports will be prepared for the Making Progress Group at agreed points, including at the closing the project stage.
  - Responsibilities of individuals should be clearly defined.
- 1.5.3 One department will be required to take the lead on any project. This department will be classed as the "owner department" as they will be the "owner" of the software.

## 2 **DEVELOPMENT PLAN 2007/08 - 2009/10**

### 2.1 **Timescale**

2.1.1 This plan covers major ICT projects for the financial years 2007/08 to 2009/10. The projects included in the plan have been categorised between those that are unavoidable, high priority and other.

### 2.2 **Projects**

2.2.1 Projects arise from a number of sources. Projects are identified by service departments as part of the annual planning process. Projects are also identified by ICT Services, these are projects necessary to maintain the Council's ICT infrastructure and projects designed to embrace the benefits of new technology.

2.2.2 Increasingly the Council's transformation programme will become a major contributor of new projects as the programme improves business processes within the Council.

2.2.3 A large number of business as usual projects also arise from ICT Services. These projects involve maintaining the Council's existing investment in ICT. An upgrade to a major Council information system is typically a large scale project in its right.

### 2.3 **Summary of Projects**

2.2.4 Listed below is a summary of the major projects within the current development plan. These are projects which have large financial expenditure, or will take more than 5 days to implement.

### 3 ICT ARCHITECTURE

#### 2007/08 PROJECTS

##### 3.1 Kirona Mobile

<i>Start Date:</i>	April 2007
<i>Completion Date:</i>	October 2007
<i>Implementation Support:</i>	Change Team, ICT Services
<i>IT Support Required:</i>	90 person days
<i>Estimated Cost:</i>	£91,000
<i>Funding:</i>	Capital – General Fund, HRA
<i>Recurrent Costs:</i>	£18,000
<i>Project Appraisal Stage:</i>	Form B approved
<i>Owner Service:</i>	Customer Services, Social and Economic Development

##### 3.1.1 Description

The project is to roll out the Kirona mobile working and benefits expert system. This project is a key component of the transformational change initiatives within Customer Services and Social and Economic Development Services.

The benefits expert system will allow Customer Services staff to process benefits claims within 1 hour in the offices or at a claimant's home when the required documentary evidence is available.

The system will also allow housing inspectors to undertake inspections electronically, without the need to re-key data. Inspectors will be able to go straight to site without the need to visit the offices first.

The system also incorporates a remote worker safety system. Other features include a SMS, MMS messaging system to notify events to customers and officers such as SMS text facilities to remind customers of up and coming appointments.

##### 3.1.2 Benefits of Project

This project should lead to the following benefits:

- Improved service delivery times;
- Improved efficiency;
- Improved customer services;
- Provision of services at customers home.

### 3.2 **Rollout of WERMS**

<i>Start Date:</i>	August 2007
<i>Completion Date:</i>	December 2008
<i>Implementation Support:</i>	ICT Services, Welland Staff
<i>IT Support Required:</i>	90 person days
<i>Estimated Cost:</i>	£90,000
<i>Funding:</i>	Revenue - General Fund
<i>Recurrent Costs:</i>	Not applicable
<i>Project Appraisal Stage:</i>	Not applicable
<i>Owner Service:</i>	ICT Services

#### 3.2.1 **Description**

One of the aims of the Modernising Government agenda is that all newly created public records will be electronically stored and retrieved. To meet this target this project aims to rollout the electronic records management system acquired with the Welland Partnership to all services within the Council.

All incoming documents will be scanned in to a computerised format and then processed electronically. It is anticipated that this should improve the operational efficiency in terms of document management. This should lead to savings in terms of storage for large volumes of paper, thus providing a more environmentally friendly solution than the current situation of lots of paper. This will also assist in the general move toward the concept of a "paperless" office.

#### 3.2.2 **Benefits of Project**

This project should achieve the following benefits:

- Reduction in office filing space;
- Improved operational and administrative efficiency;
- Easy access to documents;
- Protection against loss of information.

### 3.3 **Corporate GIS System**

<i>Start Date:</i>	April 2007
<i>Completion Date:</i>	March 2008
<i>Implementation Support:</i>	ICT Services
<i>IT Support Required:</i>	40 person days
<i>Estimated Cost:</i>	£26,000
<i>Funding:</i>	Capital – Planning Delivery Grant
<i>Recurrent Costs:</i>	£8,000
<i>Project Appraisal Stage:</i>	Form B approved
<i>Owner Service:</i>	ICT Services

#### 3.3.1 **Description**

This project aims to introduce a web based corporate GIS system. This system will make GIS data available to anyone in the Council who requires access to it and will make geographic data available on the Council's website.

The system will provide the necessary infrastructure to support the CAPS Building Control, Development Control and Local Develop Framework public access systems.

Users will be able to search for properties geographically and find out information about them. The Council's local plan constraints, current planning applications and other data sets will be made available.

The project will also provide to users access to all of the Council's major GIS based datasets via a web browser interface.

#### 3.3.2 **Benefits of Project**

This project should lead to the following benefits:

- Improved efficiency;
- Reduced costs;
- Provision of geographic information to officers;
- Provision of geographic information to customers.

### 3.4 **Website Developments**

<i>Start Date:</i>	September 2007
<i>Completion Date:</i>	March 2008
<i>Implementation Support:</i>	ICT Services, Customer Services, Service Users
<i>IT Support Required:</i>	60 person days
<i>Estimated Cost:</i>	£58,000
<i>Funding:</i>	Capital - Planning Delivery Grant
<i>Recurrent Costs:</i>	£5,000
<i>Project Appraisal Stage:</i>	Form B approved
<i>Owner Service:</i>	ICT Services, Regulatory Services

#### 3.4.1 **Description**

A number of projects will be undertaken this year which will improve the quality of the Council's website.

The website will be upgraded to include a number of programming changes to improve its W3C AA accessibility. The Browse Aloud system will be installed which reads the website to customers who require this service.

The GovMetric Customer Satisfaction system will be incorporated to measure Customer Satisfaction with the website.

A number of new CAPS modules will be introduced. This will replace the existing Planning, and Building Control online websites with newer versions. Environmental Health and Local Development Framework information will also be made available online.

The layout of information on the website will also be reviewed to make it easier to find.

#### 3.4.2 **Benefits of Project**

This project should lead to the following benefits:

- Improved access to services;
- Improved quality of information;
- Additional services online;
- Improved customer experience.

### 3.5 **Strategic IT Framework**

<i>Start Date:</i>	October 2007
<i>Completion Date:</i>	March 2008
<i>Implementation Support:</i>	ICT Services
<i>IT Support Required:</i>	90 person days
<i>Estimated Cost:</i>	£90,000
<i>Funding:</i>	Capital
<i>Recurrent Costs:</i>	£12,000
<i>Project Appraisal Stage:</i>	Form A approved
<i>Owner Service:</i>	ICT Services

#### 3.5.1 **Description**

The concept of the strategic IT framework is to allow multi-agency transactions to be delivered seamlessly to the citizen. It is a components based system based around modern web services standards and service orientated architecture. The idea is that any component can be replaced with a new component without adversely affecting the delivery of service to the customer.

The project will enhance or replace existing elements of the Council's ICT architecture. This will entail a refresh of the CRM system, the introduction of an integration hub consisting of workflow and middleware, the introduction of a data warehouse and business intelligence, an enhanced transactional website.

#### 3.5.2 **Benefits of Project**

This project should lead to the following benefits:

- Multi-agency service delivery;
- Single point of contact;
- Improved customer services;
- Targeted provision of services.

## 2008/09 PROJECTS

### 3.6 Master Data Management

<i>Start Date:</i>	April 2008
<i>Completion Date:</i>	December 2008
<i>Implementation Support:</i>	ICT Services
<i>IT Support Required:</i>	90 days
<i>Estimated Cost:</i>	£20,000
<i>Funding:</i>	Capital
<i>Recurrent Costs:</i>	£4,000
<i>Project Appraisal Stage:</i>	Form A to be submitted
<i>Owner Service:</i>	ICT Services

#### 3.6.1 Description

Master Data is that persistent, non-transactional data that defines an organisational entity for which there is, or should be, an agreed upon view across the organisation. This key organisational information may include data about customers, businesses, properties, and, employees.

Master data is often used by several functional groups and stored in different data systems across an organisation and may or may not be referenced centrally; therefore, the possibility exists for duplicate and/or inaccurate master data.

Master data management (MDM) is required to enable consistent computing between diverse system architectures and business functions. MDM is required to enable consistent computing between diverse system architectures and business functions.

MDM also becomes important when two or more public sector organisations want to share data across organisational boundaries. In this case, MDM becomes a public sector issue.

An easy to use, web-based master data management system is the missing link between operational/transactional systems, business intelligence and Performance Management systems.

This project will define the master data management standards required by the Council, and implement a system to manage the data. The system will either be a commercial off the shelf system or custom built in house. A single reference source of citizen, business and property data will be developed.

#### 3.6.2 Benefits of Project

This project should lead to the following benefits:

- Consistent quality of information within the Council;
- Facilitate easier integration between systems;
- Enable sharing of data with other organisations;
- Efficient strategic IT framework.

### 3.7 **Single Sign On**

<i>Start Date:</i>	April 2008
<i>Completion Date:</i>	July 2008
<i>Implementation Support:</i>	30 days
<i>IT Support Required:</i>	ICT Services
<i>Estimated Cost:</i>	£10,000
<i>Funding:</i>	Capital
<i>Recurrent Costs:</i>	£2,000
<i>Project Appraisal Stage:</i>	Form A to be submitted
<i>Owner Service:</i>	ICT Services

#### 3.7.1 **Description**

This project is required to enable the strategic IT framework to function efficiently. A method of authentication is required to allow citizens to access information and undertake transactions. This method of authentication will need to be common across all transactions. Users also need a method to authenticate to provide seamless access to all Council information.

Single sign enables a user to authenticate once and gain access to the resources of multiple software systems. With the increasing requirement to integrate systems and provide users with access to resources in multiple back office system, single sign on becomes more of an issue.

Ideally a user should be able to authenticate themselves whilst logging in to their PC and then use this authentication to access all the information resources that they require on the Council's network without the need to authenticate via login credentials again.

This project will improve the ability of systems to share authentication information. It is envisaged that solutions involve making use of the LDAP and single sign capabilities within Microsoft Active Directory and Microsoft Windows.

#### 3.7.2 **Benefits of Project**

This project should lead to the following benefits:

- Easy access to information resources;
- Improved user efficiency;
- Reduction in system administration overheads.

## 4 INFORMATION

### 2008/09 PROJECTS

#### 4.1 Intranet & Collaboration

<i>Start Date:</i>	September 2008
<i>Completion Date:</i>	December 2008
<i>Implementation Support:</i>	All services
<i>IT Support Required:</i>	60 days
<i>Estimated Cost:</i>	None
<i>Funding:</i>	Not Applicable
<i>Recurrent Costs:</i>	None
<i>Project Appraisal Stage:</i>	Not Applicable
<i>Owner Service:</i>	ICT Services

##### 4.1.1 Description

The aim of this project is to replace the Council's aging Intranet and shared information area (Q:\ drive) with a system designed to manage information and allow collaborative working.

The Microsoft Sharepoint Portal server is included as part of the Microsoft Enterprise Licence agreement. It is therefore proposed to utilise this licence and implement the system. Sharepoint Portal makes the Intranet more manageable and easier to navigate.

Today's knowledge workers must sift through an ever-increasing amount of information that can be located anywhere in the world and in any format. To use information effectively, the knowledge worker must know that the information exists and must also know where to find it.

Sharepoint is a flexible, scalable solution, which can help knowledge workers manage information.

##### 4.1.2 Benefits of Project

This project should lead to the following benefits:

- Allow knowledge to be easily found;
- Allow knowledge to be shared and developed collaboratively;
- Allow users easy access to all the Council's information resource.

## 5 TELECOMMUNICATIONS

### 2008/09 PROJECTS

#### 5.1 Telephone System Replacement

<i>Start Date:</i>	April 2008
<i>Completion Date:</i>	August 2008
<i>Implementation Support:</i>	ICT Services
<i>IT Support Required:</i>	30 person days
<i>Estimated Cost:</i>	£60,000
<i>Funding:</i>	Capital
<i>Recurrent Costs:</i>	£10,000
<i>Project Appraisal Stage:</i>	Form B to be submitted
<i>Owner Service:</i>	ICT Services

##### 5.1.1 Description

This project will replace the Council's existing telephone exchange. The Council's current telephone exchange has now reached the end of its life and will become unsupported in 2008.

It is envisaged that the new system will be a modern Voice over IP (VOIP) system with state of the art contact centre facilities.

VoIP can facilitate tasks that may be more difficult to achieve using traditional telephony.

VoIP is location independent, only an internet connection is needed to get a connection to VoIP; for instance call center agents using VoIP phones can work from anywhere with a sufficiently fast and stable Internet connection.

VoIP phones can integrate with other services available over the Internet, including video conversation, message or data file exchange in parallel with the conversation, audio conferencing, managing address books and passing information about whether others (e.g. friends or colleagues) are available online to interested parties.

VoIP can be transmitted over the same network as data traffic, which allows for a reduction in costs for remote sites as they no longer need both voice and data provision.

VoIP includes features that most telecommunication companies normally charge extra for, such as 3-way calling, call forwarding, automatic redial, and caller ID.

##### 5.1.2 Benefits of Project

This project should lead to the following benefits:

- Continued provision of telephony services;
- Improved customer service.

## 6 SYSTEMS & TECHNOLOGY

### 2007/08 PROJECTS

#### 6.1 Replacement PC's

<i>Start Date:</i>	Every 12 months
<i>Completion Date:</i>	Every 12 months
<i>Implementation Support:</i>	IT Services
<i>IT Support Required:</i>	75 person days
<i>Estimated Cost:</i>	£35,000 per year
<i>Funding:</i>	Revenue - ICT
<i>Recurrent Costs:</i>	Not applicable
<i>Project Appraisal Stage:</i>	Not applicable
<i>Owner Service:</i>	ICT Services

##### 6.1.1 Description

The life of a PC is approximately 3-4 years. It is therefore proposed to replace a quarter of the Council's PC's every year, so that all the PC's are replaced on a rolling 4 year cycle at the end of their useful life.

It is necessary for the Council to keep its PC's up to date so that the current versions of application software can be run. It is not possible to run old versions of software indefinitely as these eventually become unsupported.

##### 6.1.2 Benefits of Project

This will achieve the following benefits:

- Spread the cost of replacement equipment;
- Lead to planned replacements;
- Provide up to date equipment;
- Provide supportable equipment;
- Spread the workload of installing new equipment.

## 6.2 **Replacement Servers**

<i>Start Date:</i>	Every 12 months
<i>Completion Date:</i>	Every 12 months
<i>Implementation Support:</i>	ICT Services
<i>IT Support Required:</i>	40 person days
<i>Estimated Cost:</i>	£20,000
<i>Funding:</i>	Revenue - ICT
<i>Recurrent costs:</i>	Not applicable
<i>Project Appraisal Stage:</i>	Not applicable
<i>Owner Service:</i>	ICT Services

### 6.2.1 **Description**

The life of an Intel server is approximately 3-4 years. It is therefore proposed to replace a quarter of the Council's servers every year, so that all the servers are replaced on a rolling 4 year cycle at the end of their useful life.

It is necessary for the Council to keep its servers up to date so that the current versions of application software can be run. It is not possible to run old versions of software indefinitely as these eventually become unsupported.

### 6.2.2 **Benefits of Project**

This project should achieve the following benefits:

- Continued support of the servers;
- Improved operational and administrative efficiency;
- Spread the cost of replacement equipment
- Lead to planned replacements;
- Provide up to date equipment;
- Provide supportable equipment;
- Spread the workload of installing new equipment.

### 6.3 **I-Procurement**

<i>Start Date:</i>	October 2006
<i>Completion Date:</i>	December 2007
<i>Implementation Support:</i>	ICT Services, Financial Services
<i>IT Support Required:</i>	100 person days
<i>Estimated Cost:</i>	£95,000
<i>Funding:</i>	Capital Grant - IEG
<i>Recurrent Costs:</i>	£3,000
<i>Project Appraisal Stage:</i>	Form B approved
<i>Owner Service:</i>	Financial Services

#### 6.3.1 **Description**

This project aims to establish e-Procurement within the Council. E-Procurement has the potential to greatly streamline the purchasing process and reduce the paperwork involved, potentially leading to real cost savings.

This project will see the implementation of a web based electronic purchasing system. This will be the I-Procurement module of Oracle e-Business Suite and it will punch out to the I&DeA Marketplace. The introduction of purchasing cards or credit cards to enable ordering by telephone or over the Internet may also be introduced.

The I-Procurement installation will support the Welland Procurement initiatives by ensuring that purchases are made on agreed contracts.

#### 6.3.2 **Benefits of Project**

This project should lead to the following benefits:

- Improved efficiency;
- Reduced costs;
- Meet e-Government targets.

## 6.4 **Cash Receipting Upgrade**

<i>Start Date:</i>	April 2007
<i>Completion Date:</i>	October 2007
<i>Implementation Support:</i>	Change Team, ICT Services
<i>IT Support Required:</i>	60 person days
<i>Estimated Cost:</i>	£36,000
<i>Funding:</i>	Capital
<i>Recurrent Costs:</i>	£4,000
<i>Project Appraisal Stage:</i>	Form B approved
<i>Owner Service:</i>	Financial Services

### 6.4.1 **Description**

The project is to update the existing cash receipting system which has reached the end of its useful life. The current system is now operated by only a handful of organisations and it is proving difficult to support.

The current system will be replaced with a system with a web based front end which will allow customer services staff to take payments anywhere within customer services centre and on the telephone.

The new system will be able to manage all cash payments coming in to the Council, making reconciliation and reporting easier.

### 6.4.2 **Benefits of Project**

This project should lead to the following benefits:

- Improved customer services;
- Improved management tools;
- Supportable system.

## 6.5 **Internet Connection**

<i>Start Date:</i>	October 2007
<i>Completion Date:</i>	December 2007
<i>Implementation Support:</i>	ICT Services
<i>IT Support Required:</i>	10 days
<i>Estimated Cost:</i>	None
<i>Funding:</i>	Revenue - General fund
<i>Recurrent Costs:</i>	£7,000
<i>Project Appraisal Stage:</i>	Not applicable
<i>Owner Service:</i>	ICT Services

### 6.5.1 **Description**

The aim of this project is to improve the Council's Internet connection. The Council increasingly relies on a reliable and high speed connection to the Internet. This connection is required for email, web browsing by officer and more importantly the delivery of services to the customer.

Compared to neighbouring authorities the Council has typically had a slow connection to the Internet. The Council currently utilises a 2Mb SDSL connection.

To ensure resilience of the connection and to ensure that services can be delivered over the Internet the Council could do with installing a minimum of a 2Mb leased line. This would have less contention and be more reliable than the current capability.

### 6.5.2 **Benefits of Project**

This project should lead to the following benefits:

- Reliable Internet access;
- Provision of services over the Internet.

## 2008/09 PROJECTS

### 6.6 User Training

<i>Start Date:</i>	April 2008
<i>Completion Date:</i>	Ongoing
<i>Implementation Support:</i>	Human Resources, ICT Services
<i>IT Support Required:</i>	10 days
<i>Estimated Cost:</i>	Not applicable
<i>Funding:</i>	Revenue - Human Resources
<i>Recurrent Costs:</i>	£10,000
<i>Project Appraisal Stage:</i>	Not applicable
<i>Owner Service:</i>	Human Resources

#### 6.6.1 Description

The aim of this scheme is to ensure that users are trained to effectively utilise the information resources provided to them.

Users will be encouraged to become fully proficient with their use of computer equipment. It is envisaged that this could be achieved by encouraging all users to undertake the European Computer Driving Licence or the BCS ITQ and by ensuring that they are properly trained in the use of corporate systems.

A significant number of calls are logged with ICT Services due to users not fully understanding how to operate the IT systems at their disposal.

#### 6.6.2 Benefits of Project

This project should lead to the following benefits:

- Improved effectiveness of users use of ICT;
- Improved efficiency of users;
- Reduction in ICT helpdesk calls.

## 6.7 **Email Archiving**

<i>Start Date:</i>	April 2008
<i>Completion Date:</i>	August 2008
<i>Implementation Support:</i>	ICT Services
<i>IT Support Required:</i>	30 days
<i>Estimated Cost:</i>	£2,900
<i>Funding:</i>	Capital
<i>Recurrent Costs:</i>	£500
<i>Project Appraisal Stage:</i>	Form A to be submitted
<i>Owner Service:</i>	ICT Services

### 6.7.1 **Description**

Email has become a key organisational tool for communication. The problem of managing and dealing with ever increasing volumes of email is becoming a major headache.

Microsoft Exchange is designed to process emails and not to store emails. To prevent the Exchange Server running out of space quotas have to be imposed on users and emails have to be archived to PST files.

An email archiving system would eliminate the current problems users experience with email.

Archiving would eliminate quotas, message size restrictions and give users a mailbox of virtually unlimited size while controlling message storage growth.

Archiving would enable the migration of all existing PST file data into the archive enabling ICT to effectively achieve PST eradication.

Archiving would allow a copy of all email messages sent and received to be retained, ensuring they are kept for the appropriate period of time required to meet regulatory or legal retention requirements

### 6.7.2 **Benefits of Project**

This project should lead to the following benefits:

- Efficient management of emails;
- Ensure freedom of information requests can be met;
- Reduce the workload on ICT Services helpdesk.

## 6.8 **Thin Client Business Case**

<i>Start Date:</i>	April 2008
<i>Completion Date:</i>	August 2008
<i>Implementation Support:</i>	IT Services
<i>IT Support Required:</i>	20 person days
<i>Estimated Cost:</i>	None
<i>Funding:</i>	Not applicable
<i>Recurrent Costs:</i>	Not applicable
<i>Project Appraisal Stage:</i>	Not applicable
<i>Owner Service:</i>	ICT Services

### 6.8.1 **Description**

The outcome of this project is to assess the benefits and disadvantages of replacing PC's with thin-client devices. If considered desirable a suitable business case will be developed.

A thin client is a computer which depends upon the central server for processing activities, and mainly focuses on conveying input and output between the user and the remote server. Thin client devices are typically cheaper than PC's.

As users run all their software from the server all users are presented with the same standard set of applications. This has the potential to reduce PC support work.

On the downside a server farm is required to process all user activities. This requires additional expenditure on resilient servers. Server farms are typically more complex to manage than ordinary servers.

Users would have to accept some loss of functionality. The use of USB keys and DVD's would not be as easy.

Thin clients are not particular good at dealing with processor intensive applications such as GIS or CAD.

### 6.8.2 **Benefits of Project**

This will achieve the following benefits:

- Potential costs reductions;
- Standardised computer for all users;
- Evaluate potential benefits and disadvantages.

## 6.9 **Virtual Server Business Case**

<i>Start Date:</i>	April 2008
<i>Completion Date:</i>	August 2008
<i>Implementation Support:</i>	IT Services
<i>IT Support Required:</i>	20 person days
<i>Estimated Cost:</i>	None
<i>Funding:</i>	Not applicable
<i>Recurrent Costs:</i>	Not applicable
<i>Project Appraisal Stage:</i>	Not applicable
<i>Owner Service:</i>	ICT Services

### 6.9.1 **Description**

The outcome of this project is to assess the benefits and disadvantages of moving to virtual server technology. If considered desirable a suitable business case will be developed.

A virtual server comprises of special software that allows multiple operating systems to be loaded on to the same servers. A number of these virtual machines can be run on the same hardware thus potentially reducing the cost of an organisation's servers.

On virtual machine installed can be installed within minutes rather than hours on a conventional server. Virtualisation software also improves resilience. If a virtual machine fails it can easily be restored to another location.

On the downside the infrastructure required to enable virtual server technology can be quite expensive, such as a fibre optic SAN to store the data.

Virtual servers are not really suitable for processor intensive applications. Microsoft Exchange and Microsoft SQL Server for instance are best run on their own servers.

Similar benefits can be achieved by running multiple applications within existing operating systems such as Unix and Windows.

### 6.9.2 **Benefits of Project**

This will achieve the following benefits:

- Potential costs reductions;
- Improved resilience;
- Improved efficiency;
- Evaluate potential benefits and disadvantages.

## 6.10 **Network Management**

<i>Start Date:</i>	August 2008
<i>Completion Date:</i>	September 2008
<i>Implementation Support:</i>	ICT Services
<i>IT Support Required:</i>	15 person days
<i>Estimated Cost:</i>	£1,000
<i>Funding:</i>	Not funded
<i>Recurrent Costs:</i>	Not applicable
<i>Project Appraisal Stage:</i>	Not applicable
<i>Owner Service:</i>	ICT Services.

### 6.10.1 Description

The aim of this project is to install a network management system on the Council's PC's and servers.

This will provide automatic monitoring of the network and servers and trigger alerts to ICT Services. Any server or part of the network approaching a fault condition will alert ICT Services and allow action to be taken promptly.

The software should lead to increased availability of systems and allow faults to be easily traced.

### 6.10.2 Benefits of Project

This project will achieve the following benefits:

- Early warnings of potential faults;
- Increased availability of systems;
- Faster fault resolution.

## 2009/10 PROJECTS

### 6.11 Unix Server

<i>Start Date:</i>	April 2009
<i>Completion Date:</i>	August 2009
<i>Implementation Support:</i>	ICT Services
<i>IT Support Required:</i>	40 person days
<i>Estimated Cost:</i>	£40,000
<i>Funding:</i>	Capital
<i>Recurrent Costs:</i>	Not applicable
<i>Project Appraisal Stage:</i>	Not started
<i>Owner Service:</i>	ICT Services

#### 6.11.1 Description

The aim of this project is to replace the Council's Unix servers which host all of the Council's major information systems.

This is necessary as the systems will reach the end of their useful life in August 2009.

#### 6.11.2 Benefits of Project

This project will lead to the following benefits:

- Continued system provision;
- Continued support;
- Improved efficiency;
- Reduced costs.

## 7 SECURITY & BUSINESS CONTINUITY

### 2007/08 PROJECTS

#### 7.1 IT Security Upgrades

<i>Start Date:</i>	July 2007
<i>Completion Date:</i>	November 2007
<i>Implementation Support:</i>	IT Services
<i>IT Support Required:</i>	30 person days
<i>Estimated Cost:</i>	Not applicable
<i>Funding:</i>	Revenue - ICT
<i>Recurrent Costs:</i>	Not applicable
<i>Project Appraisal Stage:</i>	Not applicable
<i>Owner Service:</i>	ICT Services

##### 7.2.1 Description

A number of projects will be undertaken to enhance the security of the Council's network.

The Council's current firewall and email and internet security systems have reached the end of their life and are due for replacement. This project will replace the existing systems with up to date systems. This will help to ensure that the Council's network remains secure.

The Council's firewall will be upgraded to the latest release. The firewall will be built on a hardened operating system making it less vulnerable to attack by hackers.

The Email and Internet security systems will be replaced with newer technology. The current email and internet security products are difficult to manage and not very good at monitoring user activity. The replacements will be easier to manage and will have better reporting facilities.

A PC will be set-up to allow staff to access the Internet for personal use.

##### 7.2.2 Benefits of Project

This will achieve the following benefits:

- Continued security of the Council's network;
- Continued protection against viruses;
- Continued protection against inappropriate content;
- Improved monitoring of Internet access;
- Improved monitoring of email usage.

## 8 DESIRABLE

### 2008/09 PROJECTS

#### 8.1 Committee Minutes

<i>Start Date:</i>	May 2008
<i>Completion Date:</i>	July 2008
<i>Implementation Support:</i>	ICT Services, Human resources
<i>IT Support Required:</i>	30 person days
<i>Estimated Cost:</i>	£20,000
<i>Funding:</i>	Capital – General fund
<i>Recurrent Costs:</i>	£3,000
<i>Project Appraisal Stage:</i>	Form B to be submitted
<i>Owner Service:</i>	Human Resources

##### 8.1.1 Description

This project will introduce a Committee Minutes system. The system will make the management of the Committee process more efficient. Agenda's, reports and minutes will be generated from templates on the system. The system will make committee minutes available on the Council's Intranet and web site. This will enable members of the public, Councillors and officers to access up to date electronic committee minutes.

The Council's current system for managing minutes is not efficient and it is difficult to make minutes available on the Internet.

##### 8.1.2 Benefits of Project

This project should lead to the following benefits:

- Improved quality of information;
- Improved access to information;
- Improved access to services;
- Provision of e-Services.

## 8.2 **Sundry Debtor Replacement**

<i>Start Date:</i>	August 2008
<i>Completion Date:</i>	October 2008
<i>Implementation Support:</i>	ICT Services, Financial Services
<i>IT Support Required:</i>	40 person days
<i>Estimated Cost:</i>	£50,000
<i>Funding:</i>	Not Funded
<i>Recurrent Costs:</i>	£1000
<i>Project Appraisal Stage:</i>	Form A to be submitted
<i>Owner Service:</i>	Financial Services

### 8.2.1 **Description**

This project aims to provide a user friendly debtors system that integrates with other Council IT systems.

The current sundry debtor system does not meet audit requirements and a new system with improved functionality is desirable. It is difficult to integrate the current system with the Council's CRM system to provide Customer Services with seamless information.

The current system is missing key functionality. It can not make arrangements for one off payments and does not allow a customer to pay a bill in full by direct debit. Reporting facilities are also inadequate.

### 8.2.2 **Benefits of Project**

This project should lead to the following benefits:

- Improved customer service;
- Improved financial control;
- Provision of a supportable system.

### 8.3 **Mobile Access to Outlook**

<i>Start Date:</i>	September 2008
<i>Completion Date:</i>	November 2008
<i>Implementation Support:</i>	ICT Services
<i>IT Support Required:</i>	20 person days
<i>Estimated Cost:</i>	None
<i>Funding:</i>	Revenue - ICT
<i>Recurrent Costs:</i>	None
<i>Project Appraisal Stage:</i>	Not applicable
<i>Owner Service:</i>	ICT Services

#### 8.3.1 **Description**

This project aims to enable officers to manage e-mails/calendar bookings in real time whilst out of the office.

Officers increasingly have to work smarter to deal with work volumes. Considerable time is spent offsite and in meetings. This technology would help maximise productivity.

#### 8.3.2 **Benefits of Project**

This project should lead to the following benefits:

- Improved productivity;
- Real time access to Calendar and e-mail.

## 8.4 **Workforce Scheduling**

<i>Start Date:</i>	November 2008
<i>Completion Date:</i>	December 2008
<i>Implementation Support:</i>	ICT Services, Customer Services
<i>IT Support Required:</i>	30 days
<i>Estimated Cost:</i>	£10,000
<i>Funding:</i>	Capital
<i>Recurrent Costs:</i>	£2,000
<i>Project Appraisal Stage:</i>	Form A to be submitted
<i>Owner Service:</i>	Customer Services

### 8.4.1 **Description**

This project will implement a workforce scheduling system to allow staff resources to be scheduled. This is a particular requirement within Customer Services.

Controlling labour hours and managing costs are the biggest problems facing labour-intensive operations across a wide range of sectors.

Workforce scheduling helps address these challenges by enabling organisations to create precise staffing plans, improve the quality of customer service and impact the bottom line.

Workforce scheduling helps reduce the required time to produce a typical, weekly labour schedule from several days to minutes, providing managers with more time to spend with customers.

The ability to create staffing schedules based upon peak periods can lead to increased customer satisfaction - from shorter queues to a better overall experience.

Organisations benefit from the ability to track key performance indicators that provide visibility into the status of revenue, scheduling and staff productivity.

### 8.4.2 **Benefits of Project**

This project should lead to the following benefits:

- Improved resource planning;
- Improved customer satisfaction;
- Reduction in administration overheads.

## 2009/10 PROJECTS

### 8.5 Land Charges Data Capture

<i>Start Date:</i>	April 2008
<i>Completion Date:</i>	March 2009
<i>Implementation Support:</i>	ICT Services, Human Resources
<i>IT Support Required:</i>	90 person days
<i>Estimated Cost:</i>	£80,000
<i>Funding:</i>	Capital
<i>Recurrent Costs:</i>	Not Applicable
<i>Project Appraisal Stage:</i>	Form A to be submitted
<i>Owner Service:</i>	Human Resources

#### 8.5.1 Description

This project aims to capture electronically all of the Council's Land Charge Register data.

This is necessary to allow the Council to fully participate with the National Land Information Service. It also has the added benefit of allowing this data to be securely stored and backed up. This make the majority of information required to carry out a land charge search electronically.

The land charges data will be captured in a geographic format and made available via the Council's CAPS Uniform and GIS systems. It is hoped that a large amount of this work can be done in house.

#### 8.5.2 Benefits of Project

This project should lead to the following benefits:

- Improved efficiency;
- Reduced costs;
- Meet e-Government targets.

9 PROJECT PROGRAMME 2007/08

Programme page 1

ID	Task Name	Priority	ICT Project Lead	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
1	<b>Coroporate</b>			[Gantt bar spanning all months]												
2	<b>Change Initiatives</b>			[Gantt bar spanning all months]												
3	Kirona mobile	H	BK	[Gantt bar from Apr to Sep]												
4	Vodafone	H	DE	[Gantt bar from Apr to Sep]												
5	CRM Report	H	BK	[Gantt bar from Jun to Jul]												
6	Cash Receipting Upgrade	H	RA	[Gantt bar from Apr to Sep]												
7	All Pay	H	BK	[Gantt bar from Apr to Sep]												
8	Sundry Debtor BarCodes	H	BK	[Gantt bar from Apr to Sep]												
9	Jeakins Weir Integration	H	BK	[Gantt bar from Jul to Aug]												
10	ndI-metascybe integration	H	BK	[Gantt bar from Apr to Sep]												
11	TIC Closure	H	DE	[Gantt bar from Jul to Aug]												
12	Paperless DD's	H	DT/DE	[Gantt bar from Jun to Sep]												
13	Benefits by BACS	H	DT/DE	[Gantt bar from Jun to Sep]												
14	IT Strategy	H	CS	[Gantt bar from Jul to Aug]												
15	<b>WERMS</b>			[Gantt bar spanning all months]												
16	WERMS SQL database	M	CS	[Gantt bar from Sep to Dec]												
17	WERMS	H	CS	[Gantt bar from Apr to Sep]												
18	<b>e-Procurement</b>			[Gantt bar spanning all months]												
19	i-Procurement	H	CM	[Gantt bar from Apr to Sep]												
20	Due North Contract Management	H	PB	[Gantt bar from Sep to Dec]												
21	@UKPLC	H	PB	[Gantt bar from Sep to Dec]												
22	Discoverer Reports Finance	H	SM	[Gantt bar from Sep to Dec]												
23	Commensura	H	CM	[Gantt bar from Sep to Dec]												
24	<b>IT Security Upgrade</b>			[Gantt bar spanning all months]												
25	Security Servers	U	DB/CS	[Gantt bar from Jul to Dec]												
26	Upgrade Firewall	U	DB/CS	[Gantt bar from Jul to Dec]												
27	Upgrade Website logging & checking	U	DB/CS	[Gantt bar from Jul to Dec]												
28	Upgrade Email logging & checking	U	DB/CS	[Gantt bar from Jul to Dec]												
29	<b>Strategic IT</b>			[Gantt bar spanning all months]												
30	Strategic IT Framework	H	CS	[Gantt bar from Apr to Sep]												
31	Oracle Enterprise Licence	M	CS	[Gantt bar from Apr to Sep]												
32	<b>CAPS Based Projects</b>			[Gantt bar spanning all months]												
33	Web based GIS	H	RA	[Gantt bar from Apr to Sep]												
34	LDF Online	H	RA	[Gantt bar from Apr to Sep]												
35	Anti Social Behaviour	H	RA	[Gantt bar from Oct to Dec]												
36	Asset Management	H	RA	[Gantt bar from Apr to Sep]												

Programme page 2

ID	Task Name	Priority	ICT Project Lead	r	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	A
37	<b>Performance Management</b>																
38	TEN	H															
39	Gov Metric	H	BK														
40	<b>Web Content</b>																
41	Website Content	H	CM														
42	Browse Aloud	H	CM														
43	Portal Partner v3	L	CM														
44	Planning & Building Online	H	RA														
45	Environmental Health Online	H	RA														
46	Intranet	L	BK														
47	<b>Other</b>																
48	Civil Parking Enforcement	U	DE														
49	<b>ICT Services</b>																
50	<b>PC's</b>																
51	PC reconfiguration	U	DE														
52	Network Switches	U	DE														
53	Microsoft Enterprise Licence	U	CS/DE														
54	Replace old PC's	U	DE														
55	PC Remote Setup	M	DE														
56	<b>Servers</b>																
57	Server Data Tidy	M	DE														
58	Server Consolidation	H	CS/DE														
59	Certis Accept	M	DT														
60	Machine room rewiring	U	DE														
61	<b>System Upgrades</b>																
62	Financials Upgrade	U	SM														
63	Solaris 10	U	SM														
64	10g Upgrade Financials	U	SM														
65	CAPS 7.3.2d upgrade	U	SM														
66	CAPS 7.4 upgrade	U	SM														
67	GMS Exchange	U	CAPS														
68	Revs & Bens ver 6.0	U	SM														
69	<b>Efficiency Gains</b>																
70	Office Moves	U	DE														
71	Helpdesk Configuration	L	DE														
72	Financial Interfaces	M	BK														
73	Mobile Email	L	DE														
74	Remote Access Upgrade	L	DE														
75	Wireless Network	L	DE														
76	Revs & Bens Business Intelligence	M	SM														
77	Balliffs Electronic Payment	L	BK														
78	Anti-Virus	U	DE														

## **10 RISK**

### **10.1 Risk Management**

- 10.1.1 The risks associated with all ICT developments will be assessed by the project manager allocated to implement the scheme. Risks identified will be added to the projects risk log and a risk impact analysis undertaken.
- 10.1.2 Risks that may have corporate implications will be notified to the Council's Risk Management Group via the completion of a STORM form. The Risk Management Group will consider any risk identified and where necessary add it to the Council's Risk Register. Any risk added to the Risk Register will have an action plan developed to mitigate the risk.
- 10.1.3 Major ICT risks arising from projects connected to the Council's transformation programme will be notified to and managed by the BPR Change Group.
- 10.1.4 Risks arising from other ICT developments will be notified to and managed by the Council's Making Progress Group.
- 10.1.5 The project manager for any ICT development is responsible for monitoring all risks associated with a scheme and ensuring that action is taken to mitigate risks as required.

## 10.2. Impact & Probability

10.2.1 The risks associated with the implementation of an ICT development will be specific to that project. However, in general the following high level risks apply to all projects to a greater or lesser extent.

<b>10.2.2 Internal Risks</b>			
<b>Barriers &amp; Constraints</b>	<b>Impact &amp; Rating</b>	<b>Probability Rating</b>	<b>Solution</b>
Lack of staff support for change of working practices	RATING: HIGH <ul style="list-style-type: none"> <li>Improper or reduced use of systems</li> <li>Loss of efficiency</li> <li>Reduction of staff moral</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>Regular communication</li> <li>Promoting staff ownership</li> <li>Explaining the rationale</li> </ul>
Lack of staff skills	RATING: HIGH <ul style="list-style-type: none"> <li>Improper or reduced use of systems</li> <li>Loss of efficiency</li> <li>Reduction of staff moral</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>Training programme in early stages</li> <li>Continued skills assessment through appraisal system</li> </ul>
Reengineering of business processes	RATING: MEDIUM <ul style="list-style-type: none"> <li>Improper or reduced use of systems</li> <li>Loss of efficiency</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>Regular communication</li> <li>Promoting staff ownership</li> <li>Ensuring integration with other business systems</li> </ul>
Unknown technology costs	RATING: HIGH <ul style="list-style-type: none"> <li>Inability to budget forecast</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>Liaison with suppliers</li> <li>Update financial assessments as information becomes available</li> </ul>
Lack of resources	RATING: HIGH <ul style="list-style-type: none"> <li>Inability to achieve targets</li> </ul>	HIGH	<ul style="list-style-type: none"> <li>Partnership working</li> <li>Constant appraisal of internal priorities</li> <li>Maintaining political support</li> <li>Focus on key objectives</li> </ul>
Change in political support	RATING: HIGH <ul style="list-style-type: none"> <li>Inability to achieve targets</li> </ul>	LOW	<ul style="list-style-type: none"> <li>Regular communication with political administration and all members</li> <li>Explaining the rationale</li> <li>Awareness of long-term impact and benefits</li> </ul>

<b>10.2.3 External Risks</b>			
<b>Barriers &amp; Constraints</b>	<b>Impact &amp; Rating</b>	<b>Probability Rating</b>	<b>Solution</b>
Lack of public take-up	RATING: MEDIUM <ul style="list-style-type: none"> <li>Reduction in cost benefit</li> <li>Increased use of traditional methods</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>Publicity and promotion</li> <li>Community Plan and Lifelong Learning Strategy</li> <li>Liaison with schools</li> </ul>
Dependence on outcomes of partnership working	RATING: VERY HIGH <ul style="list-style-type: none"> <li>Inability to achieve targets</li> </ul>	MEDIUM	<ul style="list-style-type: none"> <li>Robust communication channels at all levels</li> <li>Strong leadership</li> <li>Priority attention to risk analysis</li> <li>Knowledge of partners' commitments and priorities</li> <li>Prince 2 principles of project management</li> </ul>
Linkages to other public services	RATING: HIGH <ul style="list-style-type: none"> <li>Inability to provide seamless service to customer</li> </ul>	HIGH	<ul style="list-style-type: none"> <li>Robust communication channels</li> <li>Understanding their requirements</li> <li>Co-operative working</li> </ul>
Delay in central government initiatives	RATING: HIGH <ul style="list-style-type: none"> <li>Inability to achieve targets</li> <li>Inability to provide seamless service to customer</li> <li>Reduced benefit from electronic applications</li> <li>Continued use of paper forms</li> <li>Reduced partnership working</li> </ul>	HIGH	<ul style="list-style-type: none"> <li>Lobbying of central government through partnerships and other groups such as the LGA</li> <li>Re-align targets as necessary</li> </ul>
Lack of legislation and rationalisation from central government	RATING: VERY HIGH <ul style="list-style-type: none"> <li>Inability to achieve targets</li> <li>Inability to provide seamless service to customer</li> <li>Reduced partnership working</li> </ul>	HIGH	<ul style="list-style-type: none"> <li>Lobbying of central government through partnerships and other groups such as the LGA</li> <li>Re-align targets as necessary</li> </ul>