Rotherham Council ICT Strategy 2011 to 2015: Sustainable Solutions to Support RMBC Services

This document sets out Rotherham Council's ICT Strategy for the period 2011 to 2015.

This is a key document and describes the areas where the Council will focus its ICT developments over the next four years.

The projects in this Strategy will continue to support and accelerate business transformation, enabling the Council to effectively support delivery of front line services to our customers.

The Strategy has three parts:

Part 1: **The background to the new strategy and the key principles supporting its delivery.**

Part 2: **The projects and themes which make up the strategy.**

Part 3: **Delivering and monitoring the new strategy.**

PART 1

THE BACKGROUND TO THE NEW STRATEGY AND THE KEY PRINCIPLES SUPPORTING ITS DELIVERY

INTRODUCTION

The ICT Strategy covering the period 2008 to 2011 has been successfully completed and delivered significant improvements to ICT within Rotherham Council.

During the life of the ICT Strategy, the public sector has had to respond to the significant budget challenges as a result of the economic downturn. ICT has been helping Rotherham Council to respond to these unprecedented budget challenges and will play a significant role over the coming years.

This document sets out clearly where future ICT investment will be focused and the expected outcomes and benefits of that investment for a range of stakeholders, including customers, citizens, businesses, staff, Members and partners.

WHAT WE HAVE ACHIEVED SINCE 2008

Rotherham Council has made a number of investments in ICT to create a solid technology foundation. The key developments delivered as part of the ICT Strategy 2008 to 2011 included:

- Electronic Social Care Records – document management for Social Care.
- New Elections Management System.
- New Education Management System.
- New RMBC Website – a redesigned website which is externally hosted for extra resilience.
- Government Connect Accreditation – compliance against a rigorous set of security standards
- Secure Remote Access - so that staff can access RMBC systems when away from the office.
- Server Virtualisation Programme – over 40% of our servers are now virtual
- Mobile Technology - for Housing Repairs Teams and others.
- Rolling Computer Refresh Programme – providing RMBC's workforce with modern computers that are fit for purpose.
- ICT Fit-Out of Numerous Joint Service and Children's Centres.
- VOIP Telephony – new technology to replace the previous analogue system and allow staff and Members to work from any location.
- ICT to support Members – such as training, laptops, BlackBerrys, and electronic casework.

This Strategy covering the period 2011 to 2015 will build on these investments to support the delivery of services to our customers and ensure that the Council continues to provide value for money.

KEY PRINCIPLES UNDERPINNING THIS STRATEGY

The projects delivered by this Strategy will directly support service delivery and will have a critical role in supporting the achievement of the Corporate Plan priorities.

It will be important to ensure that this Strategy is aligned with other key ICT strategies nationally; it will be consistent with the Central Government ICT Strategy and the Strategy for ICT-enabled Local Public Services Reform developed by SOCITM.

This Strategy will be continually reviewed and updated in the light of customer feedback, our experiences and good practice.

This Strategy is based upon the following key principles:

- We will seek sustainable solutions wherever possible to ensure that ICT is provided in the most efficient way and with the least impact on the environment;
- Systems will be vendor hosted where possible and where there is a business case for this;
- Physical infrastructure will be minimised through the use of virtualisation.

SUSTAINABLE ICT

In delivering this ICT Strategy Rotherham Council will work to ensure that its ICT infrastructure operates in the most energy efficient and sustainable way possible. We have achieved a number of improvements in this area already and we will further strengthen out sustainability as part of this Strategy.

What we have already achieved:

- All new computers comply with the Electronic Product Environmental Assessment Tool (EPEAT) Gold Standard.

- 100% of our electronic devices are disposed of in accordance with the Waste Electronic and Electronic Equipment Directive.

- All the old CRT (Cathode Ray Tube) monitors have been removed and replaced with more energy efficient flat displays.

- We have adopted a strategy of replacing desktop computers with laptops, wherever possible (laptops being more energy efficient than desktops).

- We have implemented an online Recruitment Management System which means we no longer send out any paper application forms to candidates.

- We have adopted a strategy of server virtualisation. By virtualising servers we can run more applications on far fewer machines. Unused servers are being decommissioned.

- We have removed active screensavers. This means that computers go to standby after a few minutes of inactivity, rather than displaying a screensaver.

- We have set all printers to print double sided by default and we have instigated a staff awareness raising campaign on printing costs.

- We have set sleep mode on printers to optimise power saving.

- Each computer in our fleet is automatically checked at midnight every night to see if they have been left switched on. Monthly reports are produced and the owners of machines which have been left on are contacted with guidance on responsible energy usage.

Further actions being planned:

- The accommodation strategy is drastically reducing the number of buildings that the Council operates from. As part of this project we will be re-locating our data centre. The new data centre will consume far less energy than the old room.

- We are expanding the CYPS/NAS Document Management system to become the corporate EDRMS (Electronic Document Records Management System). EDRMS will provide documents to staff electronically, wherever they are working. This will reduce the need for travel and will drastically reduce the amount of paper we produce.

- We are working on several new initiatives to make printing more efficient. Notably we are investigating the roll out of 'Follow Me' printing across the Authority.

- We are testing a variety of 'Thin Client' technologies. Thin Client means that all processing happens at a remote server rather than on the staff member's computer. This has the effect of markedly extending the operating life of devices – potentially by two years or more. An additional benefit of thin client is that it makes remote working much easier and further reduces staff travelling to the office.

- We will investigate fitting timer switches to non-networked equipment and printers.

- We will further reduce the overall number of printers used by the organisation and replace printers with multi-function devices, where security issues allow, and use green printing defaults wherever possible (such as double-sided and multiple pages printing).

- We will provide staff with video conferencing facilities to further reduce the need to travel to meetings.

VENDOR HOSTING OF SYSTEMS

There are many definitions of 'cloud computing' but, for the purposes of this strategy, we use the term to refer to applications and services used by Rotherham Council which has its underpinning hardware and software hosted elsewhere. In most cases the system in question will be hosted by the software vendor.

Vendor hosting is not always possible or appropriate, but in many cases there are significant benefits to be realised, including:

- Reduced costs
- Better visibility of the total costs of ownership
- Reduced risk and increased resilience
- Rapid scalability
- Quicker infrastructure upgrades
- Increased flexibility
- More responsive and cost-effective support
- Increased sustainability
- Easier remote working

A key element in this cloud-focused ICT strategy will be a review of Rotherham Council's applications portfolio, examining in each case the applications fitness for purpose, its lifecycle stage (including the product's age and how long it is licensed for), its suitability for migration to the cloud (including supplier intentions) and possible alternatives. This will enable the Council to prioritise and plan migration to the cloud, taking application and hardware lifecycles into account.

Each time we consider asking a vendor to host an application on our behalf there will be a strict set of compliance criteria against which the vendor will be assessed.

VIRTUALISATION OF SYSTEMS

In those instances when it is not possible to have a supplier host a system we will host the software in our own data centre. If possible we will use virtual servers to do so.

Virtual servers are cheaper, greener, more efficient, more resilient and easier to support than traditional physical servers.

We have already virtualised around half of our server fleet and we will review all our servers with a view to virtualising as many as possible. This will make provisioning easier and will also lead to a big energy efficiency gain as we decommission older servers which tend not to be very green.

PART 2:

THE THEMES AND PROJECTS WHICH MAKE UP THE NEW STRATEGY

THE THEMES OF THE STRATEGY

The ICT Strategy underpins the delivery of many corporate and directorate services and projects and the investment that the Council is putting into this area underlines its strategic importance. The ICT Strategy is organised around 7 themes:

- Information Management
- Customer Focus
- Member Focus
- Staff Focus
- Partnership Focus
- Business Continuity through Information Assurance
- Learning Development and Training

These are the same themes which underpinned the 2008 to 2011 ICT Strategy. Some projects will fall in to more than one theme. The table in Appendix 1 shows the full list of projects and the themes that they support. Some projects will deliver against multiple themes.

THEME 1: INFORMATION MANAGEMENT

What we want to achieve:

- We will ensure that all the information that the Council holds and transfers is secure.
- We will provide secure access to relevant and appropriate information for authenticated users, wherever they are.
- We will enable customers to complete self-service transactions effectively.
- We will only ask once for key information.
- We will capture this information at the first point of contact and use, with appropriate consent, to update other systems and teams.
- We will give all our staff (both mobile and office based) immediate access to the information that they need to do their jobs.

Projects supporting delivery of this theme:

Project Name	Project Outline
Connection to the Public Service Network (PSN) and Security Compliance	Government Connect will be superseded by PSN. In connecting to the network we will gain access to applications hosted on PSN and share data securely with partners. Investment will be required to continue to comply with the PSN code of connection and the Payment Card Industry Data Security Standards (PCI DSS). This project includes hard-drive encryption
Financial Systems Upgrade	Upgrades to our key financial management systems to support ongoing improvements in the Council's financial management capability.
Integrated Housing Management System	A new system to replace a variety of legacy housing systems. This will consolidate all our housing related information in one database and allow for online citizen self-service .
Mobile Working Platform	Allows officers who work in the field to access back office systems from tablets or PDAs, both online and offline.
Windows 7 and Office 2010 Deployment	Move to newer versions of key Microsoft software to take advantage of new features and security enhancements. Windows XP and Office 2003 going are going end of life.
Intranet Replacement	Our existing Intranet is now end of life and needs replacing to support the DRM project.
Replacement Email Infrastructure	Email is one of our core information management systems. We will replace the end of life back-end servers and software which deliver our email service.
Swift Upgrades	Upgrades to the social care system in NAS and CYPS
Upgrade to HR and Payroll IT.	Improvements to employee self-service (Yourself) and the Recruitment Management System.

THEME 2: CUSTOMER FOCUS

What we want to achieve:

- We will build a new Town Centre Customer Service Centre.
- We will continue to develop our website and offer customers the option of online self-service.
- We will enable customers to apply for services and get information on the Council via their mobile phone.
- We will enable customers to interact with us using social media tools such as Facebook and Twitter should they wish to do so.

Projects supporting delivery of this theme:

Project Name	Project Outline
Online Customer Self-service	Making customer's data available to them online in a secure way through point-to-point system integration, beginning with the processes that have the highest number of transactions.
Ongoing Website Development and Refresh	The Rotherham Council website will be continually updated to ensure it can support customer self-service and online transactions.
New Customer Service Centres and Central Library in Riverside House	We are creating a new library and customer service centre in Riverside House. This will bring a number of Council services together in one place and offer a much improved experience and environment for the customers who visit us in Riverside House. In addition we will build a new Joint Service Centre in Rawmarsh.
Corporate Queuing System Upgrade	Upgrade the existing queuing system to improve the customer's experience in Riverside House and elsewhere.
Refresh of Hardware in Central Print	Several of the machines which produce the documents and letters that we send to customers are in need of replacement.
Video Conferencing	To reduce the need for face to face meetings and to allow sign-language consultation with customers visiting the CSCs.

THEME 3: MEMBER FOCUS

What we want to achieve:

- We will enable elected Members to gain access to, and use, modern technology.
- We will support the development of skilled, technologically confident elected Members through investing in learning, development and training.
- We will provide elected Members with information relating to their ward at a time appropriate to their needs.
- We will enhance the Council's ability to enable citizens to take part in the democratic process.

Projects supporting delivery of this theme:

Project Name	Project Outline
Member's ICT	Technology and training to help Members serve the citizens of Rotherham. We will continue to supply Members with modern computers, mobile devices, broadband and remote access. In addition we will create tailored ICT training to Members which will be designed in consultation with Members.

THEME 4: STAFF FOCUS

What we want to achieve:

- We will enable our staff to work in an effective, efficient and creative way to consistently deliver excellent services to our customers.
- We will use technology to underpin the Council's strategy of providing flexibility of working options for all our staff, and supporting the Council to become the employer of choice.
- We will provide every member of staff with the data they need to do their job, at the time that they need it.

Projects supporting delivery of this theme:

Project Name	Project Outline
Move to Riverside House	We will deliver ICT to support the consolidation of all our Town Centre buildings in to modern, sustainable accommodation.
New Managed Print Service	We will roll out new, more cost effective and multi-functional devices to support new ways of working in Riverside House and elsewhere.

Thin Client Computing	To move to a mixed laptop/desktop estate with generic desktops which can be used by any member of staff. This will provide a number of terminals for staff to work from in Riverside House and elsewhere.
VOIP Telephony	Completion of VOIP telephony project started in the previous strategy. This allows staff to access their telephone extensions from any location and enables the RMBC WorkSmart strategy.
Document Records Management	Completion of the Electronic Document Records Management project started in the previous strategy. This enables staff to access the information they need to do their jobs from any location. It also reduces the amount of physical paper storage that is required in our offices.
Computer Refresh	Provides staff with modern computers and software in order to do their job in the most efficient manner. The refresh project will ensure that we are always running up-to-date software and that all computers are fit-for-purpose.
Resource Booking System	To allow for the booking of meeting rooms, car parks and desks in Riverside House. Will also provide online booking of appointments for citizens.

THEME 5: PARTNERSHIP FOCUS

What we want to achieve:

- We will deliver seamless services and efficiencies by working in partnership with other organisations.
- We will use technology to help us co-locate with our partners and work more closely together.
- We will use technology to open up opportunities for the Council to create, 'shared services' with partners.

Projects supporting delivery of this theme:

Project Name	Project Outline
N3 NHS Connection	Joining up the Rotherham Council and NHS networks to allow shared system and data access (this will be delivered as part of the PSN project).
Co-Location with Partner Organisations	Our data network in Riverside House (and elsewhere) will allow our partners to use their own equipment and be routed to their own organisation's network.

New Managed Print Service	The new print service will allow partner organisation to print in Rotherham Council buildings and be billed accordingly.
Shared Services Enabled by ICT	ICT is a key enabler of shared services. Furthermore, the ICT department works across all business areas and is in a unique position to identify opportunities for sharing and improved efficiency. We will build on our existing shared services to find new ways to deliver services which benefit Rotherham Council and its customers.

THEME 6: BUSINESS CONTINUITY

What we want to achieve:

- We will support the Council to fulfil its role as Emergency Plan Co-ordinator and Community Leader.
- We will minimise the economic effects of emergencies by contributing to the enabling of uninterrupted business via Internet and telephone channels across the Borough.
- We will provide the Council with the ability to continue its own business in times of disaster or emergency.
- We will use the technology available to the Council to support local communities in times of greatest need.

Projects supporting delivery of this theme:

Project Name	Project Outline
Procurement of a New Data Network	This will include implementing a new to offer greater resilience and quality of service.
Upgrade and Relocation of the Corporate Backup Infrastructure	The Council's backup infrastructure will be moved to Bailey House's machine room to ensure geographical separation from Riverside House.
Underpinning Architecture Refresh and Server Virtualisation	Replacement of hardware that is coming to the end of its life. This includes servers that underpin key systems.

Relocation of the Data Centre to Riverside House	Migration of all servers and communications equipment from Civic to Riverside House. Includes networking, cabinets, servers, audio-visual, telephony, and decommissioning of old buildings. The new data centre will strengthen our ICT resilience and will reduce the risk of system downtime significantly.
Bandwidth Upgrades	Upgrade Rotherham Council's connection to the Internet. As more of our systems are externally hosted it is essential that we have Internet access which is fast and resilient.

THEME 7: LEARNING AND DEVELOPMENT

What we want to achieve:

- We will create a skilled, technology-confident workforce through investing in learning, development and training opportunities for our own staff.
- We will, through training, enable staff to get the most benefit from our investment in software.
- We will develop creative and engaging e-learning and remote learning packages for use by our staff and all learners across the Borough.

Projects supporting delivery of this theme:

Project Name	Project Outline
New Training Centre	We will close the Millside Training Centre and move to more sustainable training premises.
Learning and Development Improvements	We will offer technology and training to support staff in their learning and development across a range of topics.

PART 3:

DELIVERING AND MONITORING THE STRATEGY

GOVERNANCE

This Strategy is a 'living document' and we anticipate it will be refined over time. The pace of technological change makes ICT Strategies subject to frequent revision as new opportunities and business solutions arise.

Primary responsibility for monitoring the day-to-day implementation of the ICT Strategy will sit with the Corporate ICT and Information Governance Board ('the Board') who will also be responsible for providing regular updates on progress to the Strategic Leadership Team and Members.

The Board will enable the Council to manage the development of ICT within the Council and to ensure that all ICT related purchases and projects are endorsed by the Board or recommended for approval by SLT or Members, as appropriate. The Board will

- Ensure that the delivery of ICT is driven by the Council's agreed strategic objectives;
- Ensure that any substantial ICT developments across the Council are known about by all stakeholders and shared (where appropriate);
- Drive the implementation of the Corporate ICT Strategy and ensure that directorate ICT initiatives are consistent with it;
- Enable the volume of ICT change to be managed by the Council;
- Open up the delivery of ICT to much greater scrutiny;
- Give the Council greater financial control over its ICT spending;
- Help the Council prioritise ICT projects;
- Provide a focus for service areas and users on ICT issues;
- Ensure that Rotherham Council is playing a leading role in developing Information and ICT infrastructures at national, sub-regional and local level, for the benefit of the people of Rotherham. For example, RMBC already plays and important role in the following groups:

  - South Yorkshire Chief Information Officer Group
  - Society of IT Managers Yorks and Humber Group
  - e@sy connects
  - South Yorkshire e-Forum
  - Rotherham NHS Information Management and Technology Board
  - Y & Humberside WARP (Warning Advice and Reporting Point)

- Identify and appropriately utilise any synergies with work being undertaken by colleagues in the sub region, and elsewhere, whether in other authorities or other public, private or independent sector partners; and
- Act as the main Council advisory body on ICT issues and provide support to SLT, Members and services in their decision making.
- Provide leadership and clear direction in relation to information governance issues by formulation of an information governance strategy and agreed action plan;
- Steer forward and prioritise work to resolve key information governance issues facing the Council;
- Develop and implement an action plan in order to ensure that RMBC meets legislative requirements, regulatory standards and best practice guidelines;
- Ensure that the implementation of information systems conform both to Rotherham Council corporate requirements and recognised national and international information management standards;
- Identify the need to update existing policies or procedures in response to any new legislation or amendments to existing legislation;
- Deliver professional and practical advice where appropriate and work through the Action Plan to minimise risk to the Council in terms of information management;
- Identify any information governance problems or issues from each Directorate and to advise on their resolution;
- Receive and consider reports of breaches of information policies and procedures, advise on and identify appropriate action; and
- To ensure the Council is able to respond to requests for information in an appropriate manner.

FUNDING THE STRATEGY

Funding will come from several sources to support the implementation of this Strategy. To ensure the most effective use of resources, the following approach will be taken:
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- The starting point for all ICT projects will be a business case and investment plan setting out the sustainable use of investments to achieve outcomes;
- There will be a focus on proposals which achieve a number of outcomes from a single development activity;
- Joint planning and implementation of projects will be undertaken so that investments can be used in the most efficient manner; and
- Co-ordinating change, and on-going decision making around funding will be through the outlined governance arrangements.

The primary source of funding for this Strategy will be the ICT Capital budget. The following table is a summary of the budget to support delivery of this ICT Strategy.

Budget Source	2011/2012	2012/2013	2013/2014	2014/2015	Total Forecast
Riverside House and Locality Review Budget	£1,825,000	£25,000	£0	£0	£1,850,000
Rawmarsh JSC Budget	£91,000	£0	£0	£0	£91,000
HRA Budget	£0	£250,000	£0	£0	£250,000
Computer Refresh Budget	£750,000	£750,000	£750,000	£750,000	£3,000,000
2008 to 2011 ICT Capital Budget	£1,180,078	£200,892	£0	£0	£1,380,970
2011 to 2015 ICT Capital Budget	£1,982,000	£1,670,000	£795,000	£495,000	£4,942,000
Totals	£5,828,078	£2,895,892	£1,545,000	£1,245,000	£11,513,970

Table 1: Funding sources to support the RMBC ICT Strategy

APPENDIX 1: LIST OF PROJECTS TO BE DELIVERED AS PART OF THE ICT STRATEGY 2011 – 2015

Project Name	Project Outline	Capital Cost (2011 to 2015)	Funding Source	Theme 1: Information Management	Theme 2: Customer Focus	Theme 3: Member Focus	Theme 4: Staff Focus	Theme 5: Partnership Focus	Theme 6: Business Continuity	Theme 7: Learning + Development	Timescale
Connection to the Public Service Network (PSN) and Security Compliance	Government Connect will be superseded by PSN. In connecting to the network we will gain access to applications hosted on PSN and share data securely with partners. Investment will be required to continue to comply with the PSN code of connection and the Payment Card Industry Data Security Standards (PCI DSS). This project includes hard-drive encryption.	£305,000	New ICT Capital Budget	✓	✓	✓	✓	✓	✓		On-going: 2011 to 2015
Relocation of the Data Centre to	Migration of all servers and communications equipment from Civic to Riverside House. This includes	£1,825,000	Riverside Capital Budget	✓	✓	✓	✓	✓	✓	✓	2011 and 2012

Riverside House and ICT Fit-Out of Riverside House	networking equipment, cabinets, servers, audio-visual, telephony, and decommissioning of old buildings. The new data centre will bring a huge improvement in our ICT resilience and will reduce the risk of system downtime significantly. We are creating a new library and customer service centre in Riverside House. This will bring a number of Council services together in one place and offer a much improved experience and environment for the customers who visit us in Riverside House.										
Rawmarsh Joint Service Centre – ICT Fit-out	We will build a new Joint Service Centre in Rawmarsh which will include new ICT throughout.	£91,000	Rawmarsh JSC Budget		✓		✓	✓	✓		2012
Online Customer Self-service	Making customer's data available to them online in a secure way through point-to-point system integration, beginning with the processes that have the highest number of transactions.	£740,000	New ICT Capital Budget	✓	✓				✓		On-going: 2011 to 2015
Procurement of a New Data Network	This will include implementing a new to offer greater resilience and quality of service.	£350,000	New ICT Capital Budget	✓	✓	✓	✓	✓	✓	✓	2011 and 2012

Project	Description	Cost	Budget								Timeframe
Upgrade and Relocation of the Corporate Backup Infrastructure	The Council's backup infrastructure will be moved to Bailey House's machine room to ensure geographical separation from Riverside House.	£260,000	Existing ICT Capital Budget	✓	✓	✓	✓	✓	✓	✓	2011 and 2012
Underpinning Architecture Refresh and Server Virtualisation	Replacement of hardware that is coming to the end of its life. This includes servers that underpin key systems.	£950,000	New ICT Capital Budget	✓	✓	✓	✓	✓	✓	✓	On-going: 2011 to 2015
VOIP Telephony	Completion of VOIP telephony project started in the previous strategy. This allows staff to access their telephone extensions from any location and enables the RMBC WorkSmart strategy.	£284,000	Existing ICT Capital Budget	✓	✓	✓	✓		✓		2011 and 2012
Document Records Management	Completion of the Electronic Document Records Management project started in the previous strategy. This enables staff to access the information they need to do their jobs from any location. It also reduces the amount of physical paper storage that is required in our offices.	£501,000	Existing ICT Capital Budget	✓		✓	✓		✓		2011 and 2012
New Managed Print Service	We will roll out new, more cost effective and multi-functional devices to support new ways of working in Riverside House and elsewhere.	£110,000	New ICT Capital Budget	✓			✓	✓			2011 and 2012

Project	Description	Cost	Budget								Timescale
Thin Client Computing	To move to a mixed laptop/desktop estate with generic desktops which can be used by any member of staff. This will provide a number of terminals for staff to work from in Riverside House and elsewhere.	£500,000	Computer Refresh Budget	✓		✓	✓		✓		2012 to 2015
N3 NHS Connection	Joining up the Rotherham Council and NHS networks to allow shared system and data access (this will be delivered as part of the PSN project).	£30,000	New ICT Capital Budget	✓	✓		✓	✓			2012
Integrated Housing Management System	A new system to replace a variety of legacy housing systems. This will consolidate all our housing related information in one database and allow for online citizen self-service .	£250,000	HRA	✓	✓	✓	✓	✓			2012
Windows 7 and Office 2010 Deployment	Move to newer versions of key Microsoft software to take advantage of new features and security enhancements. Windows XP and Office 2003 going are going end of life.	£20,000	New ICT Capital Budget	✓		✓	✓		✓		2011 and 2012
Intranet Replacement	Our existing Intranet is now end of life and needs replacing to support the DRM project.	£75,000	New ICT Capital Budget	✓		✓	✓				2011 and 2012

Project	Description	Cost	Budget								Year
Replacement Email Infrastructure	Email is one of our core information management systems. We will replace the end of life back-end servers and software which deliver our email service.	£150,000	New ICT Capital Budget	✓		✓	✓				2012
Integrated Children's System	Completion of the ICS project (started in the previous strategy)	£130,000	Existing ICT Capital Budget	✓	✓		✓	✓			2011
Member's ICT	Technology and training to help Members serve the citizens of Rotherham. We will continue to supply Members with modern computers, mobile devices, broadband and remote access. In addition we will create tailored ICT training to Members which will be designed in consultation with Members.	£80,000	New ICT Capital Budget	✓	✓	✓				✓	On-going: 2011 to 2015
Learning and Development	We will close the Millside Training Centre and move to more sustainable training premises. We will offer technology and training to support staff in their learning and development across a range of topics.	£47,000	New ICT Capital Budget and Accomm. Budget	✓	✓	✓	✓	✓	✓	✓	On-going: 2011 to 2015
Mobile Working Platform	Allows officers who work in the field to access back office systems from tablets or PDAs, both online and offline.	£275,000	New ICT Capital Budget	✓	✓		✓			✓	On-going: 2011 to 2015

Financial Systems Upgrade	Upgrades to our key financial management systems to support on-going improvements in the Council's financial management capability.	£600,000	New ICT Capital Budget	✓	✓	✓	✓	✓	✓	✓	2011 and 2012
Refresh of Hardware in Central Print	Several of the machines which produce the documents and letters that we send to customers are in need of replacement.	£140,000	New ICT Capital Budget	✓	✓	✓		✓	✓		On-going: 2011 to 2015
Ongoing Website Development and Refresh	The Rotherham Council website will be continually updated to ensure it can support customer self-service and online transactions.	£210,000	New ICT Capital Budget	✓	✓	✓	✓	✓	✓	✓	On-going: 2011 to 2015
Corporate Queuing System Upgrade	Upgrade the existing queuing system to improve the customer's experience in Riverside House and elsewhere.	£140,000	New ICT Capital Budget	✓	✓		✓	✓			2011
Computer Refresh	It is essential that all staff have modern computers and software in order to do their job in the most efficient manner. The refresh project will ensure that we are always running up-to-date software and that all computers are fit-for-purpose.	£2,500,000	Existing ICT Capital Budget and Revenue Budgets	✓	✓	✓	✓		✓	✓	On-going: 2011 to 2015

Resource Booking System	To allow for the booking of meeting rooms, car parks and desks in Riverside House. Will also provide online booking of appointments for citizens.	£80,000	New ICT Capital Budget	✓	✓	✓	✓	✓	✓	✓	2011
Video Conferencing	To reduce the need for face to face meetings and to allow sign-language consultation with customers visiting the CSCs.	£10,000	New ICT Capital Budget	✓	✓	✓	✓	✓	✓		2011
Upgrade to HR and Payroll IT.	Improvements to employee self-service (Yourself) and the Recruitment Management System.	£80,000	New ICT Capital Budget		✓	✓	✓	✓	✓	✓	On-going: 2011 to 2015
Replacement of the Education Management System	Completes the upgrades started as part of the previous ICT strategy.	£50,000	Existing ICT Capital Budget	✓	✓	✓	✓	✓	✓	✓	2011
Bandwidth Upgrades	Upgrade Rotherham Council's connection to the Internet. As more of our systems are externally hosted it is essential that we have Internet access which is fast and resilient.	£150,000	New ICT Capital Budget	✓	✓	✓	✓	✓	✓	✓	On-going: 2011 to 2015
Swift Upgrades	Upgrades to the social care system in NAS and CYPS	£40,000	New ICT Capital Budget	✓	✓	✓	✓	✓	✓		On-going: 2011 to 2015