Appendix 4

Proposals for business critical and other budget growth for 2024/25

BUSINESS CRITICAL: UNAVOIDABLE GROWTH

REVENUE ONLY

General Fund: Business Critical Unavoidable Revenue Growth

Six items have been reviewed and categorised as business critical requiring unavoidable revenue growth.

All 6 items relate to Digital Services and come about due to a change in the service delivery model when moving to the cloud and operating as Software as a Service (SaaS). Increased revenue costs are attributed to additional cloud hosting and support costs.

If we were to do nothing, there would be serious and significant risk to cyber security, service delivery and business continuity that must be managed.

Runnymede BOROUGH COUNCIL

Customer, Digital and Collection Services

- CDCS_015 **Security Information and Event Management (SIEM) upgrade to Software As a Service (SAAS)**
- For business continuity and cyber security purposes, upgrade SIEM solution to cloud based SAAS.
- **Priority:** Business critical
- **Corporate Strategy:** Organisational Development
- **Rationale:** Our current SIEM solution is End Of Life (EOL). There is no direct replacement as the product is now cloud only. The costs for the cloud version of our current product has increased by £15k per annum. The product has also moved to a Software As a Service (SAAS) model. The proposal is to stay with the incumbent supplier due to a number of factors: technical expertise and knowledge built up by the infrastructure team of the product
- The SIEM solution is a requirement for certification for PSN and Cyber essentials.
- **Impact if 'do nothing':** Choosing to do nothing or maintaining an inadequate SIEM solution poses significant risks and limitations for the organisation including increased vulnerability to cyber attacks and reduced ability to react to cyber incidents.
- Moving to a different product would take significant time and resource to reach the same level of expertise and knowledge to use the solution and maintain cyber security. The risk of a cyber security event having an impact during any training and familiarisation period would increase.
- **GF revenue growth: £15,000 per annum**

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Customer, Digital and Collection Services

- CDCS_016 **WAN replacement of Unicorn lines**
- The existing WAN network contract ends in Aug 2024. A replacement WAN link needs to be procured that is operational before Aug 24 to ensure business continuity.
- **Priority:** Business critical
- **Corporate strategy:** Organisational Development
- **Rationale:** The existing WAN network contract ends in Aug 2024. This was previously procured through SCC as a procurement aggregation. However SCC have given notice that they will no longer provide this for other B/D meaning that a standalone contract needs to be procured for RBC.
- **Impact if 'do nothing':** Failing to do so will cut the Civic Centre off from the Internet, and most services will fail. The current WAN link also provides access to a government network called Public Sector Network (PSN) which is widely used in Benefits and Community Services. Without a WAN link, the requirements for data transfer between organisations via PSN will not be met.
- **GF revenue growth: £4,000 Year 1 only**
- **Savings estimated:** It is anticipated that the ongoing revenue required for connectivity will be less than the existing budget, representing a small revenue saving ⩽£1,000

Customer, Digital and Collection Services

- CDCS_017 **Migration to VOIP for remote sites**
- Digital switchover in 2025 means that existing PSTN analogue copper lines will be redundant and need to be replaced by a digital solution. 10 sites (other than the civic centre) including the DSO, day centres, community halls need to be upgraded.
- **Priority:** Business critical
- **Corporate Strategy:** Organisational Development
- **Rationale:** BT have given notice that old analogue public switched telephone network (PSTN) and ISDN will be switched off during 2025. Whilst the civic centre has already been upgraded, 10 remote sites currently operate on PSTN lines. This needs to be remedied to ensure telephone service connectivity continues beyond 2025. Voice Over IP (VOIP) is the technical solution.
- **Impact if 'do nothing':** By 2025, if the existing PTSN lines are not replaced, there will be no telephone service available at the remote sites.
- **GF revenue growth: £5,000** in Year 1 2024/25 - one off implementation costs and some additional hardware required
- **Savings estimated:** Initial implementation costs will be saved over two years due to a lower monthly subscription.
- No business case required as ⩽£5K

Customer, Digital and Collection Services

- CDCS_019 **Replacement of Unified Computing System (UCS) rack servers**
- Existing CISCO UCS servers are 8 years old and reaching End Of Life (EOL). They are scheduled to be replaced as part of the capital replacement programme to ensure business continuity.
- **Priority:** Business critical
- **Corporate Strategy:** Organisational Development
- **Rationale:** Existing Cisco UCS infrastructure is reaching EOL and is no longer covered by Cisco's support and maintenance agreements. There is significant risk to the organisation if this was not addressed including increased security vulnerability, hardware failures and prolonged downtime. Next generation UCS hardware provides faster processors, larger memory capacities, and high-performance storage arrays. The new infrastructure will come with extended vendor support, ensuring access to regular security updates and patches. This will significantly reduce the risk of potential data breaches, ensuring the organisation complies with industry and regulatory standards.
- **Impact if 'do nothing':** Do nothing is not an option. The absence of critical firmware and security updates poses significant risks to business operations.
- **GF capital growth:** £50,000 (provision in the capital programme for 24/25)
- **GF revenue growth:** £5,000 per annum for increased support and maintenance costs

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Customer, Digital and Collection Services

- CDCS_020 **Replacement of Storage Area Network (SAN) hardware**
- NetApp SAN is an array of computer disks that store all RBC data. The SAN and specifically the magnetic disks are now end of life (EOL) are need to be replaced.
- **Priority:** Business critical
- **Corporate Strategy:** Organisational Development
- **Rationale:** The current SAN is based on older technology, leading to higher maintenance costs and a lack of support for modern data management features. In addition, the aging storage infrastructure poses risks to data security and reliability. Upgrading to newer solid state hard disks provides access to advanced functionalities and improved speed, enhance data protection measures and implement more robust redundancy and disaster recovery mechanisms to ensure business continuity in the event of hardware failures.
- **Impact if 'do nothing':** Do nothing is not an option. The SAN is now End of Life (EOL). The type of disks the existing SAN uses are no longer made. We currently replace one disk every month and rely on refurbished replacement disks (disks that have previously failed, and then fixed). As time progresses the replacement disks will become unavailable, and our disk array will shrink as we cannot replace the failed disks. This will eventually mean we cannot store the volume of data we require and will limit business operations.
- **GF capital growth:** £50,000 (provision in the capital programme for 24/25)
- **GF revenue growth:** £3,000 per annum for increased support and maintenance costs

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Customer, Digital and Collection Services

- CDCS_021 **Gazetteer System Replacement**
- Existing contract for the gazetteer system ends in March 2025 and therefore it is timely to consider future options to implement and maintain business continuity
- **Priority:** Business critical
- **Corporate Strategy:** Organisational Development
- **Rationale:** The existing system is outdated and inefficient and requires significant duplication of effort by the Local Land and Property Gazetteer (LLPG) and Street Name and Numbering (SNN) teams. Moving to a modern cloud-based system will be more efficient and more secure.
- **Impact if 'do nothing':** Continue to use our incumbent software provided by GGP and hosted on-premise at Tandridge Council. The Council would continue to use the current gazetteer system. The current system is outdated and inefficient, and it is not compliant with the security measures needed for sending to the National Land and Property Gazetteer (NLPG). The Council would need to consider hosting the software on-premise rather than continuing to use Tandridge Council if the preferred option is not approved, requiring revenue growth.
- **GF capital growth:** £60,000 (provision in the capital programme for 24/25)
- **GF revenue growth:** £6,000 per annum additional revenue to move to a hosted solution.

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OTHER GROWTH

REVENUE ONLY

Runnymede
BOROUGH COUNCIL

Planning, Economy and Built Environment

- PEBE_XXX **Climate Change Pump Prime Funding**
- £100,000 p/a revenue budget for three years to pump prime climate change initiatives/events and procure consultancy to support the decarbonisation of the Council's corporate buildings and delivery of EV infrastructure.
- **Priority:** Discretionary
- **Corporate Strategy:** Climate Change
- **Rationale:** The Council is heavily reliant on external funding sources to enable it to respond to climate change. It is anticipated that external consultancy will be required to support decarbonisation of the Council's corporate buildings and delivery of EV infrastructure. A pump prime funding stream is required (£100,000 p/a for three years) to ensure the Council is agile and proactive to maximise on external funding opportunities as they arise.
- **Impact if 'do nothing':** Certain areas of the Council's climate change response are likely to be hampered. As it stands, the Council does not have decarbonisation plans in place for any of its operational and community buildings and does not have funding to deliver its emerging EV Strategy. Several of the Council's buildings, including the Civic Centre have several complex considerations related to plant where specialist advice is needed before decarbonisation pathways can be developed and enhancements delivered. The specialist advice would not be able to be procured without additional budget.
- **GF revenue growth:** £100,000 p/a for three years

Runnymede BOROUGH COUNCIL

Assets & Regeneration

- AR_XXX **Asset Management Software contract**
- Growth anticipated to remain with the existing Concerto asset management software for a further 3-year period beyond the end of the current contract.
- **Priority:** Worse-case scenario
- **Corporate Strategy: Organisational Development**
- **Rationale:** The existing Asset management system has been used by A&R since 2018. It provides a database to support repairs and maintenance, building compliance, case management and data management of commercial and corporate buildings across the A&R portfolio.
- A 12-month extension to the existing contract was secured in April 2023. The supplier has provided a renewal quote beyond April 2024 which represents a 75% increase in annual recurring costs, from £9,922pa to £45,000pa. These costs are being benchmarked against pricing available from G-Cloud 13. Procurement for a Total FM contractor is underway. Within this tender, suppliers have been asked to provide pricing to access their Asset management software as part of the Total FM contract. Therefore, the growth presented is anticipated to be the worst-case scenario.
- **Impact if 'do nothing':** The existing contract ends in April 2024 with no further extensions permitted. Do nothing is not an option. A new contract needs to be procured. There is risk associated with a competitive procurement exercise as this may result in a move to a new system if the incumbent supplier was not successful or did not bid.
- **GF revenue growth:** Maximum £28,000pa + additional £4K in 24/25 one-off

Runnymede BOROUGH COUNCIL

Environmental Services

- ES_BAU **Additional budget for reactive tree maintenance**
- **Priority:** Business critical for 2 years
- **Corporate Strategy:** Health & Wellbeing, Climate Change
- **Rationale:** RBC has a duty of care as landowner to ensure that H&S risks associated with trees are addressed including emergency reactive works, and pest removal e.g. ash die back, oak processionary moth. This request is to increase the General Fund budget for tree works to be able to maintain the status quo over the next 2 years. The budget increase is required from 24/25.
- A survey of all trees will be carried out in 2024. The outcome will form the basis of a planned programme of tree works to address findings. This is likely to require additional budget in future years to address risks identified. This will be subject to a separate business case in due course.
- **Impact if 'do nothing':** Tree maintenance in open spaces will be restricted due to available budget. H&S risks may not be addressed. Budget overspend likely.
- **GF revenue growth:** £45,000 for 24/25 and 25/26

Runnymede Borough Council

BUSINESS CRITICAL: UNAVOIDABLE GROWTH

CAPITAL AND ASSOCIATED REVENUE

Runnymede Borough Council

Capital Growth – Business Critical overview

Two items have been reviewed and categorised as business critical requiring unavoidable revenue growth and have an impact on the capital budget.

The replacement Finance system is anticipated to require an additional £190,000 in capital spend to deliver the project and ensure that modules are kept up to date after implementation. Revenue growth of £56,000 per annum is also projected.

£200,000 is provisional in the capital budget for replacement of telephony and CRM contract in 24/25. However, the existing telephony system and maintenance regime could be maintained for a further year with only £20,000 of capital investment in upgrades.

Runnymede BOROUGH COUNCIL

Customer, Digital and Collection Services

- OD_048 **Replacement Financial Management System (FMS)**
- The current FMS system is now 20 years old and no longer fit for purpose.
- **Priority:** Business critical
- **Corporate Strategy:** Organisational Development action: Procure and implement a new financial management system to provide the tools to transform our finance service area.
- **Rationale:** The existing FMS was implemented in 2003. Since 2010, the supplier no longer develops the core FMS product, other than for legislative changes. The technology is not modern and is a barrier for change impacting on efficient and effective processes and procedures. Implementation of a new fully integrated modern FMS, preferably hosted, that continues to be developed by the supplier and will meet the needs of the Council both now and in the future. This will result in efficiencies, and better reporting capabilities for all stakeholders.
- **Impact if 'do nothing':** The current system is old, cumbersome, increasingly causing problems and its future is looking increasingly bleak as more and more users seek alternative systems. The fact that the supplier would not stretch to a 3 year maintenance agreement earlier this year is telling and leaves the Council at severe risk if the system is desupported. Sticking with the current system will further alienate staff who find the system difficult to use by modern standards and it is not conducive to agile working.
- **GF capital growth:** £500,000 for initial system set-up and implementation (provision in the capital programme for 24/25) plus additional £150,000 for project manager to support the project (Yr 1 and 2 only), plus potential £20,000 per annum for upgrades and additional modules from Yr 3 (not in the capital programme for 24/25)
- **GF revenue growth:** £56,000 per annum for additional hosting service costs, licensing and support and maintenance costs

BOROUGH COUNCIL

Customer, Digital and Collection Services

- OD_042 **Telephony development**
- Existing contracts for the telephony system and call recording end in Nov 2025 and therefore it is timely to consider future options to implement and maintain business continuity
- **Priority:** Business critical
- **Corporate Strategy:** Organisational Development action: Build on the single view of our customers by integrating our customer relationship management system with our telephony system.
- **Rationale:** Significant investment was made in telephony solutions in 2021. To maximise the return on this investment and to ensure business continuity, it is proposed to retain the incumbent suppliers on a new 5-year contract from 2025 for support and maintenance. Non-essential enhancements and future development to be costed in the new contract but to be called-off when funds permit (subject to a future business case)
- **Impact if 'do nothing':** The council could look to extend our NTT and Liquid Voice contracts beyond November 25 for as long as possible without making any further investment in the telephony solution.
- **GF capital growth:** £20,000 for existing software/hardware upgrades only (not in the capital programme for 24/25) (Note £200,000 in capital programme for Telephony and call centre contract replacement)
- **GF revenue growth:** NIL. Maintain the status quo only. No non-essential enhancements.
- Non-essential enhancements that would be postponed and subject to business case in 25/26 would be to roll-out Microsoft Teams telephony application to all end users so that all calls are made and received through one platform (MS Teams). Implementation of the telephony CRM bridge to other customer-facing areas of the Council will also ensure an integrated view of customer data, which can improve customer service and efficiency. This is estimated as £32,500 per annum revenue growth for additional Teams and CRM licensing, plus additional SIP trunks. It is assumed that existing support, maintenance and licensing with incumbent suppliers do not increase.

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