

<b>Signed off by</b>	Head of IT
<b>Author</b>	Darren Wray, Head of IT
<b>Telephone</b>	Tel: 01737 276466
<b>Email</b>	darren.wray@reigate-banstead.gov.uk
<b>To</b>	Executive Council
<b>Date</b>	Thursday, 24 March 2022 Thursday, 7 April 2022
<b>Executive Member</b>	Councillor Victor Lewanski

<b>Key Decision Required</b>	Y
<b>Wards Affected</b>	(All Wards);

<b>Subject</b>	IT Strategy 2022/23 to 2026/27
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<b>Recommendations</b>
<p><b>That the Executive</b></p> <ul style="list-style-type: none"> <li>(i) Endorses the proposals set out in the IT Strategy 2022/23 to 2026/27 at Annex 1; and</li> <li>(ii) Recommends the Strategy for approval by Council.</li> </ul> <p><b>That Council</b></p> <ul style="list-style-type: none"> <li>(i) Approves the IT Strategy 2022/23 to 2026/27 at Annex 1.</li> </ul>
<b>Reasons for Recommendations</b>
<p>ICT is critical to the efficient and effective delivery of all Council services and a strategic review has been undertaken throughout 2021. The outcome is to recommend adoption of a new IT Strategy for 2022/23 to 2026/27 which addresses a number of areas where it is necessary to invest in this critical infrastructure to support service delivery.</p>
<b>Executive Summary</b>
<p>Every five years the Council undertakes to renew its IT Strategy.</p>

The recommended Strategy at Annex 1 sets out the priority themes and objectives for the IT Service and is underpinned by the principles within the Corporate Plan:

- to ensure that our operational assets (including IT) are fit for purpose, including by ‘investing in our operational assets when required to ensure they allow us to deliver other plan priorities’.
- Recognising the role of IT in enabling key cross cutting corporate commitments in the Plan - ‘*delivery of high-quality core services and continued service improvement*’
- Investment in IT is always critical, however the urgency for investment and delivering a step change in the Council’s IT systems delivery has been exacerbated by recent events, including:

Coronavirus pandemic – the majority of Council services are now delivered by staff who work remotely rather than physically attend RBBC sites, this will continue post pandemic as part of the value add to employee recruitment/retention under Hybrid working.

Cybercrime – is growing at an exponential rate and becoming very sophisticated. This is evidenced by a number of high-profile cyber-attacks on Local Authorities in recent years. Resulting in millions of pounds of lost revenue and severely impacting delivery of services to residents.

The themes of this Strategy address immediate requirements to improve and upgrade technical infrastructure, as well as looking to a more sustainable future and taking more advantage of modern cloud technology.

**The above recommendations are subject to approval by Full Council.**

### **Statutory Powers**

1. The Council has a range of statutory duties which it is required to deliver. ICT is a fundamental tool in the delivery of these statutory duties.

### **Background**

2. The current IT infrastructure was designed and implemented in 2016 and is now almost entirely due for upgrade or replacement.
3. A like for like replacement can be accommodated in the base IT budget, however this configuration no longer meets the Council’s requirements.

Therefore, a strategy to undertake a step change in IT provision is required to meet new challenges and enable Council services to continue to deliver statutory responsibilities and Corporate Plan objectives.

## Key Information

4. The new IT Strategy covers the following Themes:
- Theme One: Improve disaster recovery capability (improved business continuity)
  - Theme Two: Improve cyber defences (improved security)
  - Theme Three: Replace telephony infrastructure (improved resilience)
  - Theme Four: Improve remote access infrastructure (improved resilience)
  - Theme Five: Customer Relationship Management (putting residents at the heart)
  - Theme Six: Standard IT estate maintenance

## Options

- (i) For Executive and Council:

**Option 1 – Approve the report**

This is the recommended option.

**Option 2 – To defer the report and ask Officers to provide more information and/or clarification on any specific points**

This would lead to delays in approving and implementing the IT Strategy.

**Option 3 – To reject the report**

This would also lead to delays in approving and implementing the IT Strategy.

## Legal Implications

5. There are no legal implications arising directly from this report. The procurement of replacement systems will ensure full compliance with the Public Procurement Regulations 2015 and the Contract Procedure Rules.

## Financial Implications

6. The financial implications are:

INVESTMENT REQUIREMENT	Forecast 2022/23 £m	Forecast 2023/24 £m	Forecast 2024/25 £m	Forecast 2025/26 £m	Forecast 2026/27 £m
One-off Project / Implementation Costs	0.224	-	-	-	0.150

	Ongoing Operating Costs	0.269	0.269	0.269	0.288	0.288
7.	Where appropriate the one-off project and implementation costs will be funded through flexible use of capital receipts. The ongoing operating costs will be a call on the IT Strategy Reserve of £0.700 million that was established during budget-setting for 2022/23.					
8.	Over the medium term the ongoing operating costs will have to be accommodated in the annual Revenue Budget as part of service and financial planning. Based on previous experience, some grant funding is also likely to be provided by the Government to support investment in priority areas (eg. cyber crime prevention measures).					
<b>Equalities Implications</b>						
9.	There are no equalities implications arising from this report. However, equalities impact assessments will be required for some projects that flow from the IT Strategy. These will be undertaken as and when required.					
<b>Communication Implications</b>						
10.	There are no Communication implications arising from this report.					
<b>Environmental Sustainability Implications</b>						
11.	The Council is committed to taking action to address environmental sustainability and climate change issues. This includes reducing energy use and carbon emissions, reducing the consumption of natural resources and protecting and enhancing the natural environment.					
12.	In line with our current Environmental Sustainability Plan and operational policies, redundant ICT equipment will be cleaned of data and passed to third parties for reuse or recycling.					
<b>Risk Management Considerations</b>						
13.	A robust and reliable IT infrastructure and capacity is essential for the delivery of all Council services. Failure to invest in adequate IT infrastructure will increase the risk of service failure. This in turn would increase the risk of legal, financial or reputational impacts to the Council.					
<b>Consultation</b>						
14.	Audit Committee Members were invited to participate in discussions when the Strategy was considered by Overview & Scrutiny Committee on 17 March 2022 in recognition of their role in overseeing the Council's risk management arrangements, including the risks relating to IT.					

<b>Policy Framework</b>
15. The IT Strategy is part of the Council's Policy Framework as set out in Article 4 of the Constitution.
<b>Background Powers</b>
Corporate Plan 2025 - <a href="https://www.reigate-banstead.gov.uk/info/20205/plans_and_policies/280/reigate_and_banstead_2025">https://www.reigate-banstead.gov.uk/info/20205/plans_and_policies/280/reigate_and_banstead_2025</a>