ITIL SERVICE DESK IMPLEMENTATION

1. **Reason for Report**
   To seek Member’s approval for the procurement and implementation of the Infra Service Desk software and electronic display boards to support the Council’s ICT service management and delivery.

2. **Background**
   2.1 The Asset Management Committee at its meeting on 27 May 2005 were asked to consider and comment on the SOCITM Consulting Review of ICT Service Delivery. The Review made two recommendations relevant to this report:
   - bring forward proposals for the implementation of a satisfactory call management system
   - plan and implement training programmes of customer care within Information Services.

   2.2 At the Asset Management Committee of 29 September 2005 Members agreed the action plan to address the SOCITM recommendations. One of the actions included ‘specify, procure and implement a comprehensive system to support Service Desk functions, including routing and monitoring calls through to completion and sign-off’.

   2.3 The final draft of last year’s Corporate ICT Strategy 2005-2010 highlighted two key actions building on the above recommendations:
   - perform ICT internal business process reengineering (using Information Technology Infrastructure Library (ITIL) developed by the Office of Government Commerce) to establish key performance indicators, provide continuous improvement and identify efficiencies and cost savings
   - review the IS Service Desk and provide effective and speedy desktop support regardless of customer location.

   2.4 From these actions, a project team was formed during the autumn of 2005 to introduce ITIL best practice within Information Services. The Service Desk was selected as the first service area to address as this would bring the most immediate gains to customers and service delivery and support.

   2.5 The project has been run using the PRINCE2 methodology for project management. The approach included the following tasks:
   - create a Service Desk vision statement (see Appendix 1)
   - consult with customers and implement any quick wins
   - identify current Service Desk technology, processes, people
   - identify future Service Desk technology, processes, people
   - determine how to get to the required technology, processes, people
   - create Project Initiation Document
   - create technology solution requirements specification.
2.6 The stages and milestones plan for the ITIL Service Desk is shown in Appendix 2.


3.1 The evaluation and selection of an ITIL Service Desk technology solution concentrated on the following key issues, which were developed in more detail in an Evaluation Criteria document:

- company information
- change management
- contractual requirements
- costs
- implementation timescales
- functionality
- reporting and enquiries
- user access and roles
- data interfaces
- documentation
- training
- technical requirements.

3.2 At the December 2005 Project Board meeting, it was agreed that a recommendation should be made to the Project Board regarding which software solution would best fit the needs of the Council. Invitations were sent to four leading public sector suppliers in this area and demonstrations of each solution were arranged. Each supplier was then asked to respond to the Evaluation Criteria document and propose a solution to match the requirements.

3.3 A group of Project Board members were asked to evaluate the bids received from Richmond, Touchpaper, Infra and Assyst. The evaluation process was as follows:

Stage 1 – initial analysis of company responses to Evaluation Criteria document. The Richmond bid was eliminated at this stage as being obviously deficient, weaker or missing in major areas.

Stage 2 – more detailed analysis of the lower level criteria responses, based on criteria weighting and scoring the response on satisfying the requirement. A % value was calculated for each of the three remaining responses.

Stage 3 – examination of the costs of the solutions, based on ‘like for like’ costing. A % value was calculated based on a formula (provided by SOCITM) for each of the three remaining responses.

Stage 4 – final value calculation of 70% functionality value (stage 2 above) + 30% cost value (stage 3 above). At this stage, Assyst was eliminated as having a much lower functionality and cost score.

Stage 5 – consideration of remaining 2 responses.

3.4 The final decision and recommendation was that the Council purchases and implements the Infra product as per the following costs:
One off costs:
20 concurrent user system + warranty and support £42,505
Installation and base configuration £16,200
Training £ 6,635
Total Costs £65,340

Annual costs: £5,931

The 'One off' costs would be funded from the resources allocated to address the findings of the SOCITM review. Annual costs would be funded from the existing Information Services budget.

3.5   The key advantages and value of the Infra product lie in its Service Desk functionality, embedded ITIL processes, .NET web-based and graphical interface plus workflow capabilities. It is unanimously agreed by the Service Desk Project Board that this technology solution would best satisfy many of the aims of the ICT Strategy.

3.6   Some of the key benefits of this solution include:

- 100% web solution provides users with 'anywhere anytime' access
- ease of integration with third party applications via .NET and web services
- empowering customers to log enquiries and requests and solve problems online
- automatic monitoring and alerting of deadlines
- fully customisable user interface
- lifecycle approach to service management through integration of incident, problem, change, configuration, service level and release management.

3.7   Additional costs to the above would be one-off costs for electronic display boards within Information Services. These would be used to provide staff with at-a-glance information regarding the latest status of the Council's ICT service and Service Desk support details. Indicative costs of £5,000 are required for appropriate display boards.

4.   Link with Corporate Plan and Council's Policy Objectives

4.1   The ITIL Service Desk technology solution is related to the Corporate Plan section 2.5 – Financial Management and asset management, particularly for IT.

4.2   The Corporate Services Strategic Plan 2006-2009 has Objective 8 – to ensure consistent, better and integrated business management processes are in operation. In particular, the ICT element of this aims to develop and have implemented strategies for the management of PCs, software licensing and the ICT infrastructure.

4.3   The ITIL Service Desk is fundamental to the successful achievement of the above aims and objectives.
5. Risks
5.1 The recommended solution from Infra is able to cater for different support teams. This can be through either use of the same database or separate databases. Although there are no plans at present, the Education (Schools) IT support function could be incorporated into the ITIL Service Desk solution from Infra. Additional license costs for concurrent users is £1560 per concurrent license list price. Any partner organisations who would require access via the internet to operate the Service Desk solution would need to fund concurrent user licenses and an application server. The server would be required as part of normal security measures for user access, from the internet to the Council network.

5.2 The next stage of the introduction of ITIL best practice into Information Services has begun. This is in the area of configuration management (more commonly known as asset management). The recommended solution from Infra includes capability to store a Configuration Management Database (CMDB). This would be the main data store to support the workings of the Service Desk.

5.3 The CMDB would be used to support other aspects of IS service delivery, including financial management, PC Refresh scheme and change management. The procurement of the Infra product would minimise potential future risks and difficulties regarding system and data integration.

6. Consultation
6.1 The Group Manager Policy and Improvement has the Executive role on the Service Desk Project Board.

6.2 The Corporate Director and Group Managers of Corporate Services have been consulted on, and are in agreement with, the terms of this report.

7. Recommendation Members are asked to: -
Agree the procurement of the Infra Service Desk software and electronic display boards, with planned implementation by June 2006.

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APPENDICES/2
ITIL – Service Desk - Vision

The ‘Service Desk’ will provide a vital day-to-day contact point between Customers, Users, IT services and third-party support Organizations.

The ‘Service Desk’ will extend the current range of services offered. It will not only handle Incidents, Problems and Questions, but also provide an interface for other activities such as:

- Customer Change Requests
- Maintenance Contracts
- Software Licenses
- Service Level Management
- Configuration Management
- Availability Management
- Financial Management for IT Services
- IT Service Continuity Management.

The ‘Service Desk’ will provide value to the Council in that it will:

- act as a strategic function to identify and lower the cost of ownership for supporting the computing and support infrastructure
- support the integration and management of Change across distributed business, technology and process boundaries
- reduce costs by the efficient use of resource and technology
- support the optimization of investments and the management of the businesses support services
- help to ensure long term Customer retention and satisfaction
- assist in the identification of business opportunities.
Appendix 2:

Stages and Milestones for ITIL Service Desk

Stage 1:
- introduce high priority Quick Wins by Dec 05
  (e.g. use CIS to alert users of wide scale problems;
   keep users informed of progress with calls;
   calls need to be fully followed through to completion and
   agreement with customer that work has been completed;
   improve logging analysis and call notes)
- provide customer service training to staff by Jan 06

Stage 2:
- develop stakeholder feedback forms and surveys by Mar 06
- develop Service Level Agreements by Mar 06
- implement new Service Desk processes by Mar 06
- introduce single, integrated Service Desk computer system by Jun 06
- develop Performance Indicators / reporting by Mar 06
- develop support website and knowledge base by Feb 06
- implement new roles, functions by Mar 06

Stage 3:
- carry out employee appraisal by Jun 06
- investigate service improvement / trend analysis by May 06
- deliver ITIL Service Desk by Jun 06