Finding	Response	Resources	Timescale
Assessed against recognised frameworks, the current ICT response is rated as 'fire-fighting', which is typical of most District Councils. The aim for the future should be to move to a more proactive approach.	**The adoption of an industry approved framework process will improve this issue, resulting in a more proactive approach. Already, all line managers have attended an ITIL (quality assurance system for the ICT industry) course in preparation for this change, which is scheduled to be adopted within this financial year.**	Within existing resources.	March '09
Lack of consistent customer engagement and the failure to fully exploit the benefits of existing investments such as ERDMS (Electronic Records and Document Management System), eFinancials (Finance system) and the LLPG (local land and property Gazetteer).	**Meetings between ICT staff and key users in each Directorate are being established. A new ICT helpdesk system and procedures have also been implemented. The addition of a self-service module scheduled for implementation later this financial year, will also improve accessibility to information.**	Within existing resources.	March '09
	ERDMS is being reviewed by the Housing Directorate and a plan will be constructed to achieve Council wide implementation.	Will require some external consultancy.	Ongoing
The current number of servers (approx 100) is considered excessive.	**The ICT team had already started a project on the possibility of reducing the number of servers by using virtualisation technology (using servers that can run more than a single system). An assessment has been scheduled for 27th May and it is hoped that if this option is feasible, the number of servers could be reduced by approximately 75%. This technology has the potential to reduce costs (both in support and energy usage) and also simplify disaster recovery.**	It should be possible to fund the purchase of new servers from existing capital budgets. If it is possible to implement virtualisation, revenue savings will arise.	June '09

Finding	Response	Resources	Timescale
The options for service delivery were investigated and although it is apparent that the service cannot stay the same, the 2 key factors for considering outsourcing (cost reduction and risk management) are nowhere near strong enough for outsourcing to be considered viable. Service Management was identified as a priority area. This part of the review compared the current position of ICT within EFDC, against a fully compliant ITIL and ISO 20000 framework. Capita identified some examples of good practice, but in the main the model identified weaknesses in incident, problem, availability and configuration management.	**A restructure is required within ICT to facilitate the best possible adoption of the ITIL framework within currently available budget and resources.** **Capita took a pragmatic approach, taking account of the size and resources available to EFDC, some of the recommendations made, particularly in relation to Service Management, cannot be implemented fully without additional resources. However, ITIL is a 'framework' and the adoption of even small parts of it would improve some of the issues identified.** **EFDC still has some way to go to match ITIL benchmarks. However, comparisons with other District Councils highlighted relative strengths as well as areas for improvement.**	Every effort will be made to provide the necessary resources from within existing budgets. This will be done as part of the restructuring exercise but the requirement for additional resource cannot be ruled out at this stage.	December '08
The absence of a long term development plan and cost model was highlighted. It was also identified that ICT managers are performing dual roles with large amounts of time still being allocated to service and project delivery. This is a symptom of the obsolete structure within ICT and prevents managers from concentrating on long-term issues. Despite these problems ICT costs within EFDC are lower than the District average in both costs per 1000 population and costs per user.	**The proposed restructure, see above, will put a more appropriate management structure in place. Once this has been achieved the creation of medium and long-term plans will be prioritised.**	Within existing resources.	March '09

Finding	Response	Resources	Timescale
Other key points identified were; A lack of formal day-to-day engagement. Obsolete service desk tool. A confused change management process. No end-to-end incident management process. Very limited management reporting information. A lack of Service Level Agreements (SLA's). Service Continuity Plan (Disaster Recovery) in need of review.	**Many of the issues had already been recognised and were being addressed. The obsolete service tool has been replaced with a new version capable of producing management reports and the development of a simplified electronic change control process is currently under way. The need for SLA's is currently being discussed with the services. The other issues highlighted will be addressed following the adoption of the ITIL framework.** **The issue concerning the service continuity will be addressed as a priority following the results of the virtualisation assessment, as these results will heavily influence the methodology adopted.**	Within existing resources.	March '09 Sept '09
Capita's discussions with the corporate management team identified that significant steps have already been taken to consolidate business and development plans although EFDC is still some way away from best practice. The creation of an ICT Management Group was recommended to further assist with customer engagement.	**The suggestion in the report of a separate ICT steering committee and an ICT management group is felt to be overly bureaucratic for an authority the size of EFDC. It should be possible to create a single group capable of discharging these functions.**	Within existing resources.	December '08