



Epping Forest District Council
Addendum to ICT Review - Draft Report
3rd July 2008

Document Overview

Contact Details

Contact Name:	Kevin Smitten
Position:	Proposition Development Manager
Address:	Capita IT Services 71 Victoria Street London SW1H 0HA
Telephone Number:	07900 980665
E-mail Address:	kevin.smitten@capita.co.uk

Notice

This document has been prepared by Capita Business Services Limited (Capita) in confidence for the sole review of the intended recipients of the document who are identified as Epping Forest District Council (EFDC). The document contains trade secrets of Capita and other commercially sensitive material. The document is therefore regarded as exempt from disclosure as provided in s41 and s43 of the Freedom of Information Act 2000.

The information is provided to assist the intended recipients in connection with their current enquiries concerning the subject matter. Capita accepts no liability whatsoever (whether in negligence or otherwise and whether directly or indirectly) in connection with this document or its contents.

TABLE OF CONTENTS

1	ICT REVIEW & ITIL VERSION 3	2
1.1	BACKGROUND	2
1.2	ITIL V2 AND ITIL V3	2
1.3	IMPACT ON THE ICT REVIEW	4
1.4	RECOMMENDATIONS	6

1 ICT REVIEW & ITIL VERSION 3

1.1 Background

The ICT review carried out earlier this year covered two key areas, Governance and Strategy and ICT Service Management. The latter of these concentrated on evaluating the service against the ITIL-based processes for Service Support and Service Delivery. This was based on ITIL v2 rather than v3 for a number of reasons:

- The latest version was new and had not bedded itself in yet
- ITIL v3 training courses were only just being developed and would not be available for EFDC staff
- Benchmark information was readily available for v2 but not for v3
- The core processes in the areas reviewed have not fundamentally changed between versions.

Following the presentation of the findings of the ICT Review the Cabinet Portfolio holder for ICT raised the question as to the implications of ITIL v3 on the results of the review. This addendum to the main report covers these by:

- Summarising the differences between ITIL v2 and ITIL v3
- Outlining the impact on the key findings of the review

1.2 ITIL v2 and ITIL v3



ITIL v3 is an extension of the previous library. The underlying principles and processes have not really changed, but rather have been refined in places. The prime reason for the refresh of ITIL v2 was that it was too focused on process. ITIL v3 concentrates on a service lifecycle approach to help IT departments focus on providing business value.

ITIL v2 contains virtually everything in ITIL v3 and ITIL v3 contains virtually everything in ITIL v2. The goal of ITIL v2 is improving IT efficiency and effectiveness. ITIL v3 is “more mature” and assumes the (ITIL v2) processes are all in place and the goal is economic optimization of IT.

There are gaps in terms of supporting advice and training but since most of the changes to ITIL v3 clarify and augment the previous library, a good case can be made to start using the new and refreshed library.

The areas covered by the ICT Review have not materially changed (see Table 1)

Table 1 Changes in ITIL processes covered in the review

ITIL Processes	Change between v2 and v3
Financial management	No material changes from ITIL V2.
Service Desk	No material changes from ITIL V2.
Change Management	No material changes from ITIL v2 but now included in Transition Planning and Support
Capacity Management	No material changes from ITIL v2
Release Management	No material changes from ITIL v2 but now included in Transition Planning and Support
Incident Management	No material changes from ITIL v2.
Service Continuity Management	No material changes from ITIL v2
Availability Management	No material changes from ITIL v2
Configuration Management	No material changes from ITIL v2 but now included in Transition Planning and Support
Problem Management	No material changes from ITIL v2.
Service Level Management	No material changes from ITIL v2

There are some specific changes which enhance the processes by giving further guidance although they were fundamentally covered in ITIL v2. Table 2 summarises these.

Table 2 Expanded elements in ITIL v3

New Elements	Description
Demand Management	Demand Management – ITIL v2 discussed concepts of within the context of Capacity Management. However ITIL v3 introduces the process of Demand Management as a distinct process and as a strategic component of service management.
Transition Planning and Support	Transition Planning and Support is a unified process for coordinating all the activities of Change Management, Configuration Management and Release Management described in ITIL v2. It has now been expanded and presented alongside the related topics of Service Validation and Testing (i.e. testing a new change), Evaluation (managing risks associated with a new change) and Knowledge Management (gathering, analysing, storing, sharing knowledge & information).
Event Management	Event Management is a stand-alone process for detecting and managing events and alarms (which ITIL calls “exceptions”). In ITIL v2, Event Management was covered under Incident Management.
Request Fulfilment	Request Fulfilment is a new process for managing the lifecycle of all customer and user-generated service requests. These include facilities, moves and supplies as well as those specific to

	IT services. In the previous version of ITIL, this process was covered under Incident Management. A notable difference in ITIL v3 is it now recognises the existence of service requests beyond merely “break/fix” restoration of service.
--	--

1.3 Impact on the ICT Review

1.3.1 Governance & Strategy Review

This part of the review used the National eService Delivery Standards as a framework and the recommendations are aimed at ensuring:

- Strategic alignment of ICT
- Appropriate resource planning
- Real business engagement

These are in line with the Service Strategy elements of ITIL v3: Service Portfolio Management, Financial and Demand Management.

There are two areas with the Service Design element of ITIL v3 that were not covered by the original review which support strategic alignment and understanding of ICT within the business. EFDC should consider using the library to develop these processes around:

Service Catalogue - This should contain accurate information on all operational services and on those being prepared to be run operationally. In addition, V3 identifies the need for two interdependent parts of the service catalogue, namely an “external” business catalogue of (business) services as described and recognized by end-users, and an “internal” technical catalogue of the tools, processes and procedures required to support those services.

Supplier Management - A process for ensuring that all contracts and suppliers support the needs of the business and that they meet their contractual agreements.

1.3.2 Service Management Review

The review and the resulting recommendations in the main report recognised EFDC’s current level of maturity and were designed to be pragmatic. Given that there are no fundamental differences in the areas reviewed we believe that they are still valid. The enhanced elements covered in Table 2 do not alter the original assessment but will as the ICT Service matures add improved process capability if adopted.

The overall recommendations concentrated on the three key areas that the ICT Service has to master to succeed in delivering IT services to their business customers. These three fundamental requirements are met equally by ITIL v2 or v3

Stabilised Infrastructure - learning how to fight fires, but it also learning how to prevent fires. In ITIL terms it’s all about having a working Service Desk that provides the point-of-contact the business users can call when there is trouble, or when they need something done. Users know who to call to access the service. Incident Management is fundamental to stabilizing the infrastructure and establishing the creditability of IT. This is not just fire-fighting, good Incident Management improves availability and reduces the impact of incidents on the business. Implemented properly it provides quality failure data used by

other processes; such as Problem and Availability Management. The ICT Service knows they've stabilized the infrastructure when they successfully implement Problem Management. This is significant for two reasons; first is the systematic removal of errors from the infrastructure will dramatically improve service quality. Second, is that Problem Management will free up significant IT resources that can be redirected to other, more productive efforts for the benefit of the business.

Controlled Infrastructure – As ICT Service achieves infrastructure stability the next milestone is establishing control over the physical infrastructure. IT organization's need to fully understand the content and context of all of the IT components that make up its infrastructure, and be able to control the content and quality of the changes that are made to it. The successful implementation of Configuration, Change and Release Management supports this control as the ICT Service knows what it has and can accurately design changes that achieve the desired outcome for the business with minimum risk and disruption to the business. This then creates a virtuous loop as the "reactive processes" of Incident and Problem Management are further enabled, through the availability of configuration information. This will lead to a greater process capability and higher levels of service quality.

Improved Infrastructure – The third element builds on the ICT Service's capability of managing its IT service levels. Service Level Agreements are a useful tool but this is about being able to deliver on promises. This is the culmination of the deployment and refinement of the reactive and control processes, as well as the ability to build the necessary guarantees (availability, capacity, continuity & security) into the service delivered. It also signals a maturation of both the IT and business organizations whose dialog will have morphed over time from "cost and technology" to "value and service."

1.3.3 Additional Service Management elements in ITIL v3

ITIL v3 covers two areas that were not covered by the original review, which we have now reviewed.

Service Structure - ITIL v3 defines the functions that make up the ICT Service: Service Desk, Technology Management, IT Operations Management, and Application Management. The Technology Management function provides the detailed technical skills and resources needed to support IT services and management, along with the ongoing operation of the IT Infrastructure. The IT Operations Management function is responsible for the daily operational activities needed to manage IT services and the IT Infrastructure. It includes IT Operations Control and Facilities Management. The Application Management function manages applications throughout their lifecycle.

The current structure in ICT at EFDC supports these key functions but as was recognised in the main report as the implementation of ITIL progresses there will be further structural change and this part of the library should be used to ensure that all key functions are catered for.

Continual Service Improvement This structures a seven step improvement process as follows:

1. Define what you should measure;
2. Define what you can measure;
3. Gather the data;
4. Process the data;
5. Analyze the data;

- 6. Presenting and using the data; and
- 7. Implement the corrective action.

This is a standard process which should be in place for any service and is in line with EFDC's policy on continual improvement and business planning. Key to implementing this successfully within ICT is to ensure that any associated activities are built into the service portfolio and associated resource planning.

1.4 Recommendations

Given where EFDC is in its current maturity then the recommendations in the main report will start to remove the barriers to the ICT Service achieving operational excellence, as well as a protecting it from being a resource sink (resources go in and nothing comes out). They will move the ICT service to a position where it can take advantage of the strategic alignment best practice at the heart of v3.

Table 3 Recommendations from the supplementary review

1.4.1	Implement the recommendations in the main report
1.4.2	Develop a service catalogue
1.4.3	Develop supplier management processes
1.4.4	Use ITIL v3 for the ITIL implementation but continue to use ITIL v2 materials and training for Service Management until v3 supporting materials and training matures
1.4.5	Incorporate the activities from the Continual Improvement Programme into the service portfolio