Report to the Audit and Standards Committee 8th February 2022 on the actions taken in relation to the recommendations made in the ICT Service Desk Internal Audit report.

Lead Officer: Mark Lawrence, Service Delivery Manager

Summary of Audit Area

The ICT Service Desk is a key function of service operation, providing a single central point of contact for all ICT service users. Service desk staff execute the incident management and request fulfilment processes to restore normal operations or to manage requested changes. Service desks manage both incidents and routine requests.

Stroud District Council have recently implemented a new service desk solution, one element of the ongoing overarching ICT Infrastructure Project. The selected solution includes self-service functionality for users and will be used to record and manage all service requests made by users as well as changes made under the change management processes.

The service desk "go live" date" was 11th February 2021. The Service Fresh service desk solution is supported by Freshservice with regular meetings being held between the Stroud District Council Head of Technology, the Service Delivery Manager, the Freshservice Customer Success Manager, and the Freshservice Account Manager to review goals and performance, helpdesk performance, product adoption, and the achievement of identified shared goals.

ITIL's (Information Technology Infrastructure Library) Service Operation Book states that the service desk should make sure IT services are delivered efficiently and effectively. The Book covers five processes to achieve these aims:

   i.   Event Management;
  ii.   Incident Management;
 iii.   Problem Management;
 iv.   Request Fulfilment; and
  v.   Access Management.

Summary Terms of Reference for the Audit

The review assessed the processes and controls to manage the ICT Service Desk against the ITIL framework.

It was recognised that the new service desk solution had been recently introduced at the time of the review. Therefore, both the current functionality and future planned developments were considered.

This review was undertaken as a consultancy review rather than an assurance review, providing advice and guidance to management.

Risks

This is not an exhaustive list and identifies those ICT Service Area Risks that are relevant to this review:

i. CCR4: Unable to secure continuity of services during normal business hours through providing a route for users to report any issues. Once reported through the service desk, the issue can be assessed and addressed in a timely manner;

ii. ICT1: If a severe network service failure occurs service delivery could be severely impacted through enabling network service failures to be reported and addressed in a timely manner, reducing the impact of the failure;

iii. ICT7: If suitably qualified IT Officers cannot be recruited to support the organisations needs then frontline service delivery may be affected; and

iv. ICT10: If individual IT Officers supporting key applications leave then support for major applications within some services will be at risk through supporting front line service delivery and reducing the risk of reliance on individual staff.

Key Findings

The key findings from this review have been summarised below.

Key Findings

    i.   The functionality of the service desk is still being developed with Incident Management, Hardware and Access Request Fulfilment, Problem Management and Change Management being fully operational. The asset management functionality of the service desk solution was still being developed with some ICT assets still to be added.

    ii.   Although service desk requests are classified using the ITIL service desk process categories, Events, Problems, Requests and Access are aggregated under the Service Request category within the service desk. Discussions with the Service Delivery Manager identified that changes would need to be made to the service catalogue to enable the disaggregation of these process categories and individual category reporting.

    iii.   A draft service level agreement (SLA) has been prepared. This needs to be completed and released to the Council to ensure that service desk users are aware of the target response and resolution times that they can expect their request to be addressed within. The SLA includes targets for response times and resolution times by priority and request type. Request originators receive an automated response advising them that their request has been received and are advised when their request has been resolved.

    iv.   The service desk has received 2,423 requests since the launch date with 2,275 of these (93.9%) having been resolved with only 148 requests (6.1%) unresolved at the time of this review. The monthly performance reviews undertaken with Freshservice include a review of the average resolution time taken for service requests and service incidents by priority and by Agent Group. The Agent Group is the ICT Team resolving the request. This performance reporting does not include the time taken to respond to a request, only the resolution time, and doesn't report performance against the service targets detailed within the SLA. Once the SLA has been finalised and released, performance reporting will need to be against the performance targets detailed within the SLA.

    v.   Of the 2,423 service desk tickets raised since February 2021, 2,275 (93.9%) have been closed or resolved with only 148 (6.1%) requests unresolved, some of which date back to March (two), May (four) and June (six). Discussions with the Service Delivery Manager identified that the delays in completing these were due to known resource issues within some of the recently restructured ICT teams that were in the process of being addressed. Analysis of those service requests where response and resolution targets were significantly missed is recommended to identify the reasons for the failure to complete the request within the target time. This would enable persistent issues to be identified so that they can be

addressed to prevent reoccurrence and to drive performance improvements.

vi. Establishing the service desk performance for the first six months of operation would provide a baseline against which future performance could be measured. This baseline could include analysis of response and resolution times by ITIL service desk process categories and by the team the service request had been allocated to.

vii. All ICT Strategic and Service Area risks are to be reviewed once the ongoing transformation project has been completed.

Action Taken as Of 17/12/2021

Management Overall Comment: Three of the six agreed dates below have unfortunately not been met and have been extended due to the ICT Service Delivery Manager being absent from work for eight weeks. Revised target dates have been set for recommendations one, two and five.

A summary of the progress made is shown in Figure 1 below. The full details on recommendations made are contained on the subsequent pages.
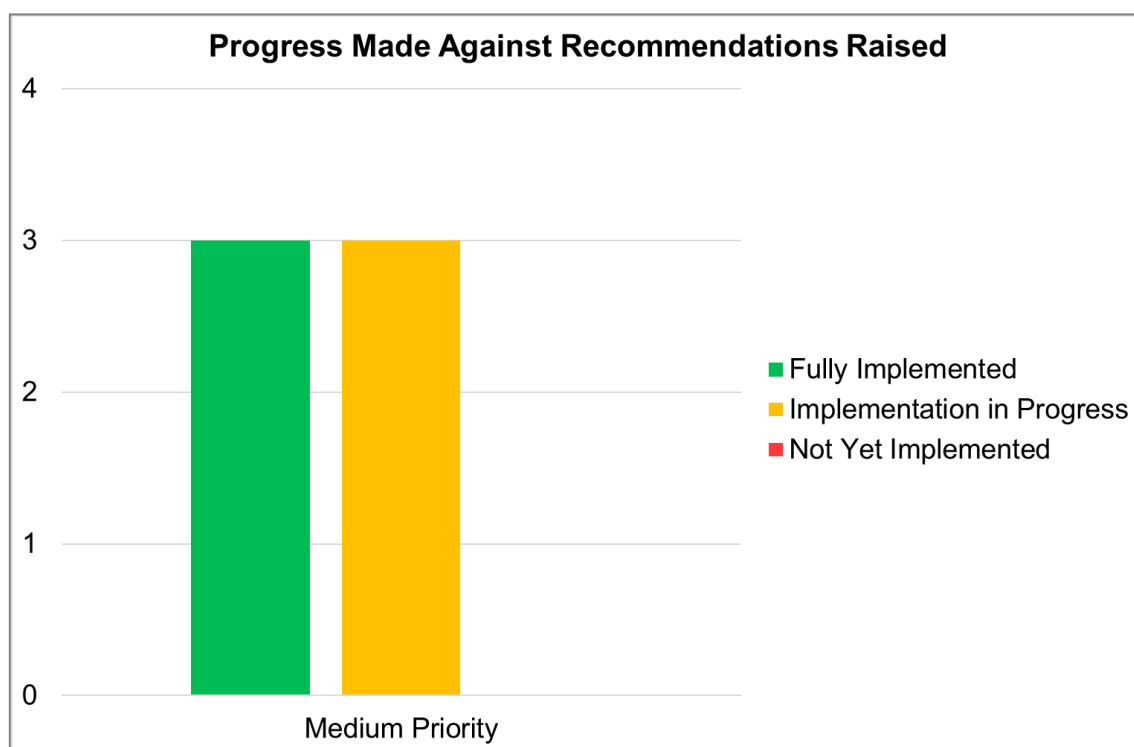
Progress Made Against Recommendations Raised

■ Fully Implemented
■ Implementation in Progress
■ Not Yet Implemented

Figure 1: Progress made by management towards implementing the agreed recommendations (as of 17/12/2021).

Recommendation – 1(M)	Original Management Response
The draft SLA should be completed and released to service users.	Agreed. **Target Completion Date:** 30th November 2021 **New Date:** 31st January 2022

Management Update As At 17/12/2021
A new Very Important Person (VIP) SLA was created in December 21 and is currently being trialled until January 22 alongside the general SLA for staff. This SLA has been adapted to make sure our VIP customers are responded to in a timely manner. The VIP customer group currently contains Members and Directors. The Service Delivery manager is notified of any tickets raised by a VIP and is also notified if the response time or resolution times are about to breach. **ARA Assessment: Implementation in Progress**

Recommendation – 2(M)	Original Management Response
Once the SLA has been completed and released, performance reporting will need to be against the targets detailed within the SLA for response time and resolution time.	Agreed **Target Completion Date:** 31st December 2021 **New date:** 28th February 2022

Management Update As At 17/12/2021
See above. As the SLA document will now be released in January 22. The performance reporting in February will be against the new targets as well.
ARA Assessment: Implementation in Progress

Recommendation – 3(M)	**Original Management Response**
The 29 incident requests categorised as "problem" should be investigated and linked to the relevant original incident request.	Agreed. **Target Completion Date:** 30th November 2021

Management Update As At 17/12/2021
This has been rectified and all problems raised are now associated correctly with the incidents.
ARA Assessment: Fully Implemented

Recommendation – 4(M)	**Original Management Response**
An analysis of service requests where response and resolution targets were significantly missed should be undertaken to identify the root causes for the performance failures so that these can be addressed to prevent reoccurrence.	Agreed. **Target Completion Date:** 30th November 2021

Management Update As At 17/12/21
Problem analysis is now being used to address not just missed targets but all tickets that are logged on service desk. The Head of Technology and the ICT Service Desk Manager have spoken at length with regards to trying to get to the root cause of tickets that keep re-occurring. An example of this was when we had multiple tickets being raised with regards to our telephone system. Silent calls were occurring on a regular basis. The quick fix would be to restart the software on the laptop. These tickets were then linked to a problem in accordance with ITIL this enabled us to get to the root cause, which was that our staff needed to have the software updated on their laptop and the server-side software also had to be updated. **ARA Assessment: Fully Implemented**

Recommendation – 5(M)	Original Management Response
The service desk service catalogue should be amended to enable individual identification and reporting of service desk tickets by ITIL service desk process category.	Agreed. **Target Completion Date:** 31st January 2022 **New date:** 28th February 2022
Management Update As At 17/12/2021	
In the process of working with our Customer Success Manager at Freshservice on how we can achieve this. **ARA Assessment: Implementation in Progress**	

Recommendation – 6(M)	Original Management Response
The service desk performance for the first six months of operation should be established to provide a baseline against which future performance can be assessed against.	Agreed. **Target Completion Date:** 31st October 2021

Management Update As At 17/12/2021

A report has been produced that shows the first three quarters of metrics within Fresh Service. A baseline can now be set against this. We have decided moving forward that we will do reports for the following on a monthly basis:

- Incidents raised;
- Incidents resolved;
- Requests raised;
- Requests resolved;
- Response times for incidents/requests;
- Resolution times for incidents/requests;
- First Contact Resolution (%);
- Breached tickets (%);
- Analysis of Backlog Tickets; and
- Customer Satisfaction.

ARA Assessment: Fully Implemented