

## Dublin City Council – an ITIL Case Study

Dublin City Council (DCC) is the largest local authority in Ireland and is responsible for various public services in Dublin City including Public Housing, Library Services, Refuse Services, Drainage, Driver and Vehicle Licensing, Planning, and Roads. DCC employs staff in over 120 locations throughout Dublin.

### The Challenge

DCC wanted to ensure that they operated IT in an effective and economic manner that was recognized as good industry practice and also very much aligned to the core business of the City Council. The IT Department believed strongly that the IT Information Library (ITIL) would help them achieve both of these goals.

### The First Steps



DCC decided to take the approach of educating senior management first, and then the IT department as a whole. This would ensure support for the project at all levels and enable the IT Department to adopt and adapt the elements of the ITIL framework which were appropriate for DCC.

ESMI was engaged by Dublin City Council to provide education around ITIL to all members of staff, ensuring consistency of language, understanding and quality of service within the DCC IT Department. ESMI created and delivered a private course tailored specifically to the requirements and concerns of DCC, providing practical advice based on industry experience.

Key to the rollout and implementation of ITIL was to understand where DCC was presently against the ITIL best practice standards. ESMI together with DCC performed a Gap Analysis of the IT Service Operations, the results of which led to the development of a 2-3 year Service Management Strategy for DCC. This was the foundation for the development and transition of IT Services aligned with ITIL at DCC.

### The Solution

The solution for DCC was comprehensive. The existing technology was reviewed and assessed. On evaluation of the incumbent Service Desk call-logging tool, it became clear that it did not meet the needs of the staff at DCC and the deployment of a more light-weight tool was recommended. ESMI helped DCC with both the tendering process for the tool and also set up the new tool in the DCC environment.

The role of the Service Desk was redefined to meet the needs of DCC and IT Service Management process owners were mentored in the development and operation of best practice Service Management processes and procedures, including Change and Problem Management. New roles and responsibilities were defined for the 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> line support teams thus overcoming the silo effect encountered previously and ensuring that all support requests would be routed and resolved as quickly and efficiently as possible.

“As a result of these initiatives, we have been able to reduce the attainable target for a typical call to the Service Desk by 40%. This is a tremendous achievement for DCC” said Brian Curtis, Head of Information Systems at Dublin City Council. “This early success has encouraged us to seek out improvements we can make elsewhere within the IT Service.”

### **The Benefits**

Dublin City Council can be assured that IT services are being provided in a best practice manner and that during times of reduced budgets and resources that the Council (and IT) are providing quality services in the most economic and effective way. The service desk is responding to calls in a managed way and this has resulted in high approval ratings.

### **The Outcome**

The ongoing monitoring and assessment of IT services in a changing environment is critical to ensure that the value and benefits continue to be realised. It is important that ITIL, a “live” methodology, be considered live in IT and the business. DCC continues to develop their application and use of ITIL.



### **A Note on Practical Support**

ESMI provided practical support during the roll-out of these business processes by transferring their industry knowledge and experience to the staff, helping them to design their own processes and procedures and ensuring that they would have the skills and confidence necessary to continue the work on their own. This style of engagement supported the existing government policy of internalising services and reducing the cost and the elimination of external consultancy.

As the new IT environment developed and matured, DCC saw the need for further work with their staff around effective communication in the context of ITIL, as there were occasional issues with cross-communication between teams within the IT Support environment. ESMI was able to develop a customised, ITIL-oriented communications skills course for DCC, meeting their needs in this area and ensuring that the adoption of ITIL and Service Management concepts would continue to be a success.