



National  
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# Our Continual Service Improvement Journey

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24<sup>th</sup> July 2019



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# The National Trust

**Everyone's heard of the National Trust – but did you know:**

Formed in 1895 and as of May 2019:

- 5.2 Million Members
- 26.9 million pay-for-entry visits to our properties in 2018/19
- 14,400 employees and 62,451 volunteers

**Our IT can be challenging:**

We need:

- Good quality networks for all our places
- A CRM for 5.2 Million Members
- Stock control for thousands of cafes, shops and visitor receptions
- A Collections system for 200 collections with over a million items
- A System for the 137,900 hectares of land that we lease out
- **We Average 8,200 Incidents and 3,700 Requests per month**



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## The National Trust and SCC

### The National Trust use SCC to provide our helpdesk service

After enjoying many years of great service from SCC, we worked together to relocate the Service Desk to take tackle a number of items for our joint CSIP

#### The Promise:

- Cheaper per-ticket pricing
- 24 Hour service, increased from 8am to 10pm
- Located at SCC's centre of excellence
- Ability to Flex agent numbers
- Located with subject matter experts in Incident, MIM, Problem and Change
- On-site training facilities for Agents
- A new Incident Management Process
- Fully Managed transition to the new service



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## Perception of Poor Service

### We were told by our IT Business Relationship Managers:

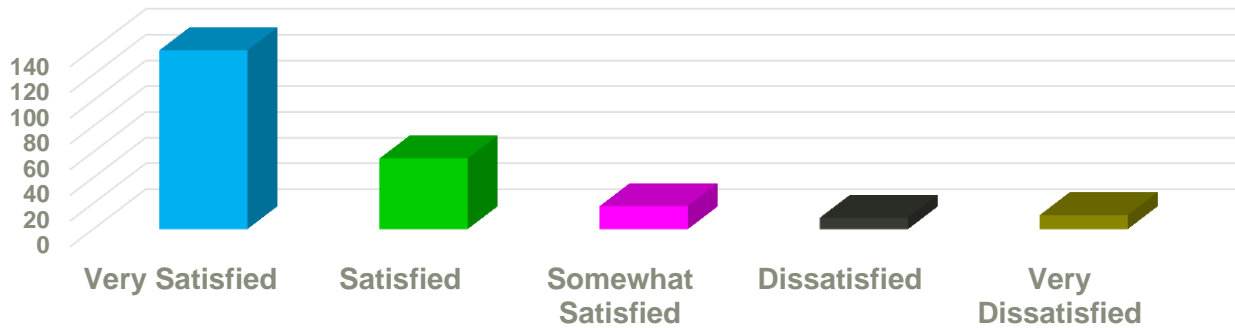
On the whole, the transition went well, and we started to get the benefits promised, but after a few months a number of concerns were raised:

- Do some agents struggle with English? Particularly small talk?
- Have the desk struggle to keep up during busy periods?
- Incident update emails too many and too technical
- IT Business Relationship Manager Role not understood
- Agents escalating to the ITBRM instead of Team Leader
- Inconsistency of advice - Poor triage – lack of knowledge
- Forms on IT Portal hard to find, Agents not signposting them
- Hard to choose the right Laptop on the IT Portal
- Agents quick to close cases / poor wording “3<sup>rd</sup> Strike”
  
- Service subjectively “Not as Good as it used to be”

**All leading to a clear need for a Service Improvement Strategy**



# Where did we Start?



## SD CSAT % TREND BY MONTH



The Customer Satisfaction Survey statistics suggest that Service Desk Quality is objectively very good – peaking at 92% Satisfied

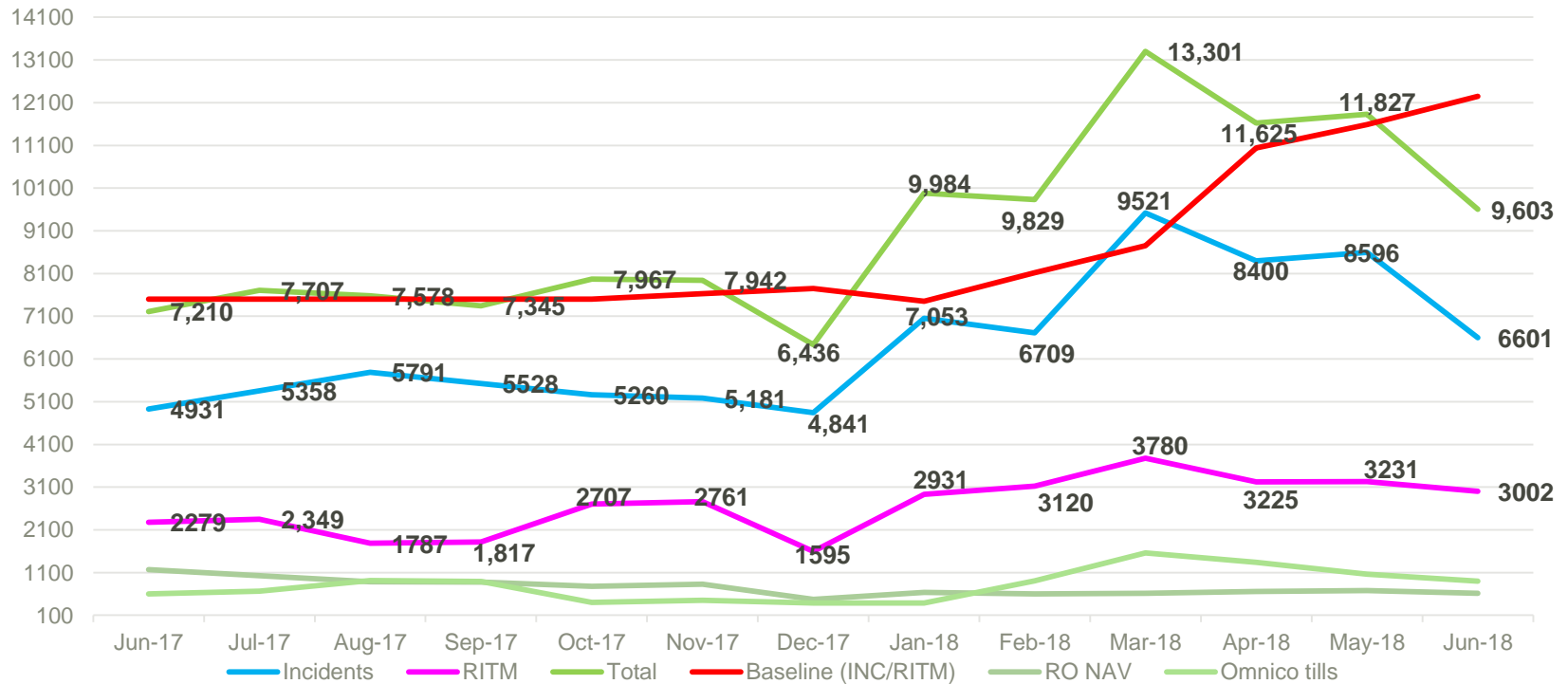
The perceived quality drop is not easily measurable



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# Possible reasons

Our analysis did show a significant spike in call volumes to the desk between February and May 18, March figures are approximately double the usual average monthly volume...





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## What did SCC do?

### Engagement from SCC on our CSIP was fast, open and collaborative

- We found that the skills for transitioning the desk and running it are different so Desk Supervisor, Team leader and Incident Manager all changed to reflect this
- We have very low rates of Survey completion, so SCC agreed to work with us on CSAT improvements to drive up responses
- New Incident Management Process confirmed as in place, agreement from SCC to provide Knowledge Management to keep it up to date
- Commitment to review Agent training and confirmation that they are all trained in Basics, the Incident Management Process and National Trust Specifics
- National Trust IT Service Management to work with SCC on a long term improvement plan once short term quick-fixes are complete



# IT Service Managers

## National Trust IT Service Management Team Lead

End User Comute	Hosting & Servers	Commercial Systems	Digital & Finance	Networks & Telephony	ITIL Services
<p>Hardware &amp; 25% Windows 7 &amp; 9 Mobile Phones</p> <p>AD, Office, Outlook (Phishing Attacks) AV &amp; Security</p> <p>Escalations</p>	<p>CRM MI Dashbord</p> <p>People System</p> <p>Property System Collection Management</p> <p>Escalations</p>	<p>Pay to Park Giants Causeway Tills Card payment devices</p> <p>Tills Hardware Entry Scanners</p> <p>Stock &amp; Tills (RTI)</p> <p>Escalations</p>	<p>Bookings &amp; Events Holiday Cottages Picture Library Adobe Campaign Legacies</p> <p>Intranet Site Sharepoint</p> <p>NT Website (AWS) &amp; Join Renew Donate Finance System</p> <p>Escalations</p>	<p>Collaboration Tools Core Network, VPN Central Telephony</p> <p>Collaboration Tools</p> <p>Core Network Whole Network</p> <p>Escalations</p>	<p>Incident Problem Change</p> <p>All Light-Touch SM</p> <p>(Data Breach) Citrix ODI</p> <p>Escalations</p>





# Realigning IT Service Management

## National Trust IT Service Management Team Lead

		Commercial Systems	Digital & Finance		
		Pay to Park Giants Causeway Tills Card payment devices	Bookings & Events Holiday Cottages Picture Library Adobe Campaign Legacies		
<b>End User Compute</b>	Hardware & 25% Windows 7 & 9 Mobile Phones	<b>Tills Hardware Entry Scanners</b>	<b>Intranet Site Sharepoint</b>	AD, Office, Outlook (Phishing Attacks) AV & Security	Escalations
<b>Hosting &amp; Servers</b>		<b>Stock &amp; Tills (RTI)</b>	<b>NT Website (AWS) &amp; Join Renew Donate Finance System</b>	CRM, People System Management Information Property System Collections Management	Escalations
<b>Networks &amp; Telephony</b>	Collaboration Tools	<b>Whole Network</b>	<b>Core Network</b>	Core Network, VPN Central Telephony	Escalations
<b>ITIL Services</b>	All Light-Touch SM	<b>Incident Problem Change</b>	<b>Incident Problem Change</b>	(Data Breach) Citrix ODI	Escalations
		Escalations	Escalations		



# Adding IT Feedback function

## National Trust IT Service Management Team Lead

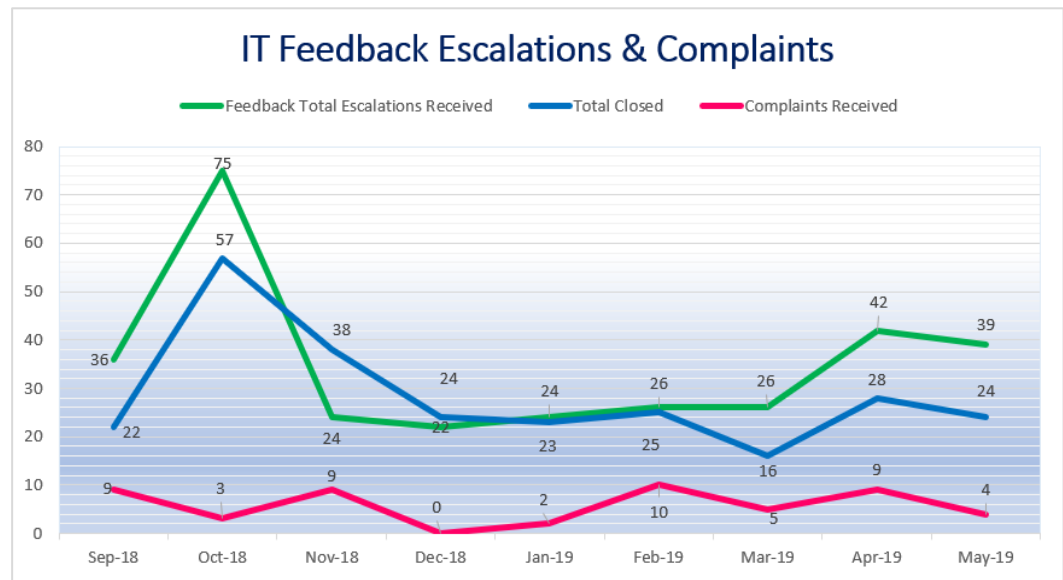
		Commercial Systems	Digital & Finance		IT Feedback
		Pay to Park Giants Causeway Tills Card payment devices	Bookings & Events Holiday Cottages Picture Library Adobe Campaign Legacies		
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<b>IT Feedback</b>		Escalations	Escalations		



# IT Feedback

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- IT Feedback are Service Management Co-ordinators who manage a new Mailbox to gather feedback from the Trust about the Service IT Provide
- Secret Shopper group set up to get honest, open feedback of the Service
- Service Desk Visits to judge the Service 1<sup>st</sup> hand





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# Improving the Satisfaction Survey

Between 2% and 3%, though we could improve up to 10%

- Streamlined Incident closure emails
- Included link to survey in closure email – with smileys
- Direct link to the Survey from IT Portal
- Promoted the use of Chat from the IT Portal



Feedback

Tell us how we did

## My Surveys

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Survey

INC1687395 • Expired

Please [click here](#) to take our improved satisfaction survey; your feedback is really important to help us make our services and support better, and it'll only take a couple of minutes.

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# ITSM Tooling

- Previously shared instance of Service Now meaning even basic improvements very difficult
- Improved the IT Portal Laptop Ordering section

New/Replacement Laptop

Requested For

\* Is this for a New Hardware or Replacement

New

Replacement

\* Type of Laptop required, if you are unsure please click the below link for further details

[Click here for instructions](#)

Standard

Advanced

Pro

\* Size of Laptop required

13 inch screen

15 inch screen



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# Transition and Knowledge Management

- Transition was historically poor – so we created a role of Transition Manager rather than leave it with the Project Management Community
- We took two Knowledge managers from SCC at the same time, one working directly at the Service Desk on the Incident Management Process, one working at central offices
- Knowledge Management work directly with Problem and Trend Management on a separate Continuous Service Improvement Plan



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# Major Incident & Change Communication

- Improved Communication for Change Management and during Major Incidents with a Service Desk IVR, and a newly created Intranet “IT Hub” rather than sending lots of technical emails

## IT Maintenance hub

**\*Top Tip: You can now reset your own password for your account, using the new self service password reset- more information can be found [here!](#)**

We will update this page when there are issues with IT systems, so please make sure you check in regularly for the latest update.

### Windows 7 Upgrade: Introducing your new Office

From October, Microsoft Office 2010 will no longer be supported, so to help us remain compliant with the latest Microsoft security recommendations, we're upgrading all our Windows 7 users to Office 2016. If you're a Windows 10 user, you're already using Office 2016 and won't see any changes.

The upgrade will be a phased rollout and you'll be contacted via email when your upgrade is due to take place. You'll receive instructions on what you need to do before the upgrade as well as guidance on Office 2016 once it has installed.

You can visit the [Office 365 Hub](#) or the [Office 2016 hub](#) for more information.

Please see planned maintenance table below for the services/systems this will affect.

### Unplanned Outages

We are not currently aware of any unplanned outages.

Date/Reference	System	What this means to you	What we're doing to resolve	Has this been resolved?

### Planned Maintenance

Date/Time From	Date/Time To	Systems/ Services affected	What this means to you
Wednesday 5th June 2019	Wednesday 24th July 2019	Microsoft Office	As above, MS Office suites will be updated to the new 2016 version. Whilst



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# Problem and Trend Management

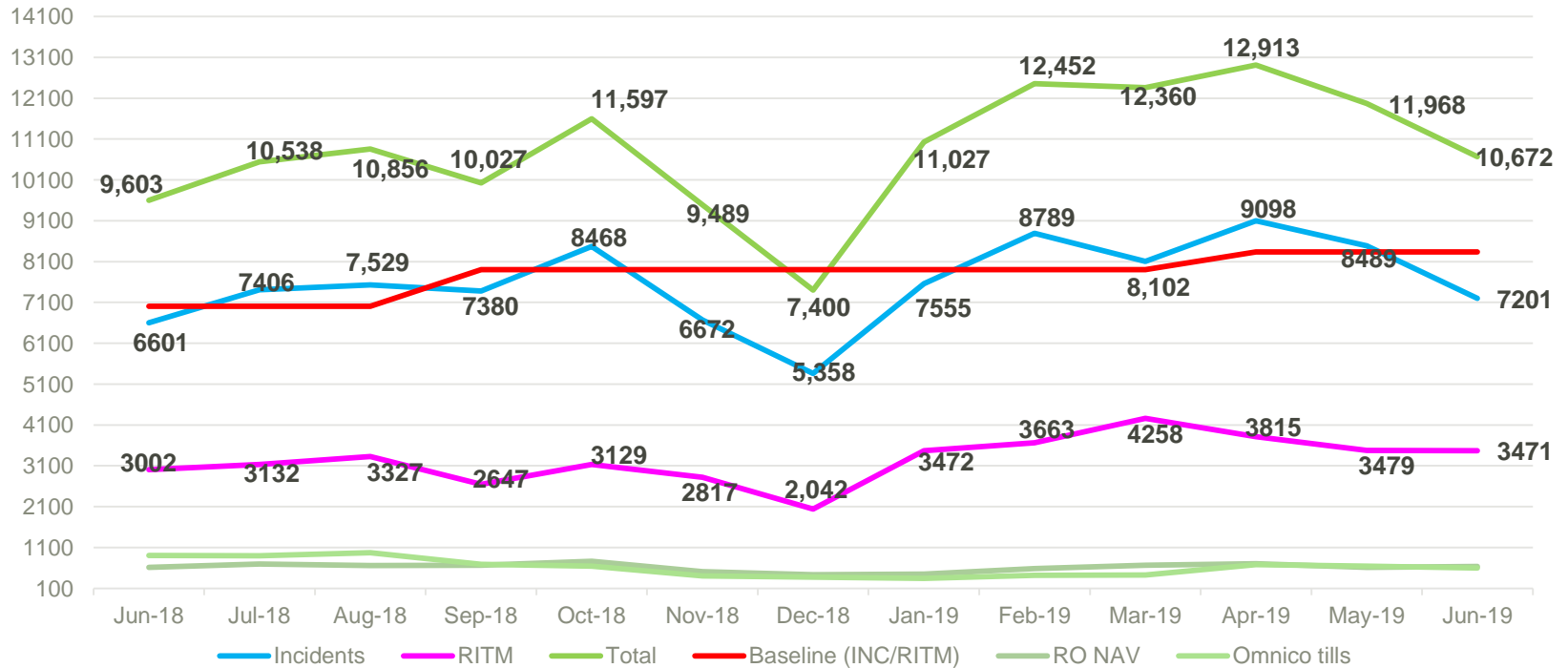
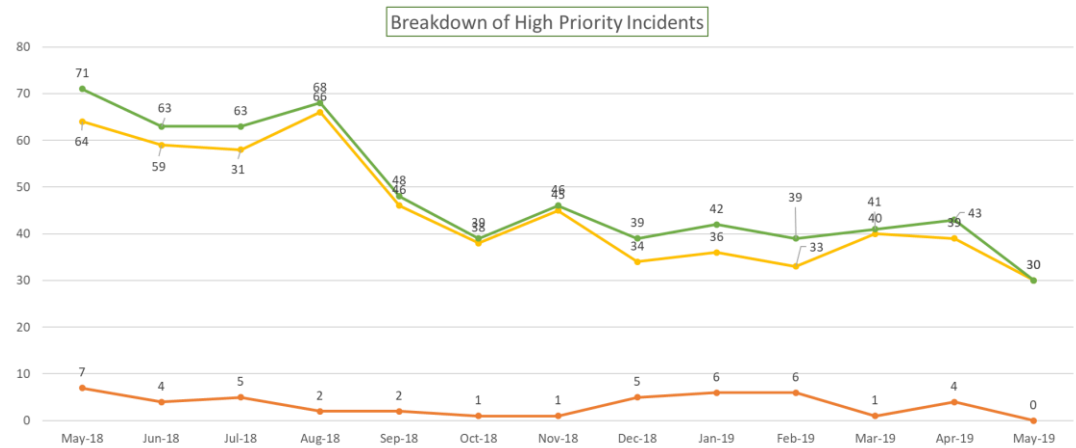
- SCC provided a new Trend Manager for the National Trust, following internal analysis of impacted CIs
- We refocussed Problem Management, particularly on Major Incidents, to ensure we were minimising reoccurrences of Major impacts





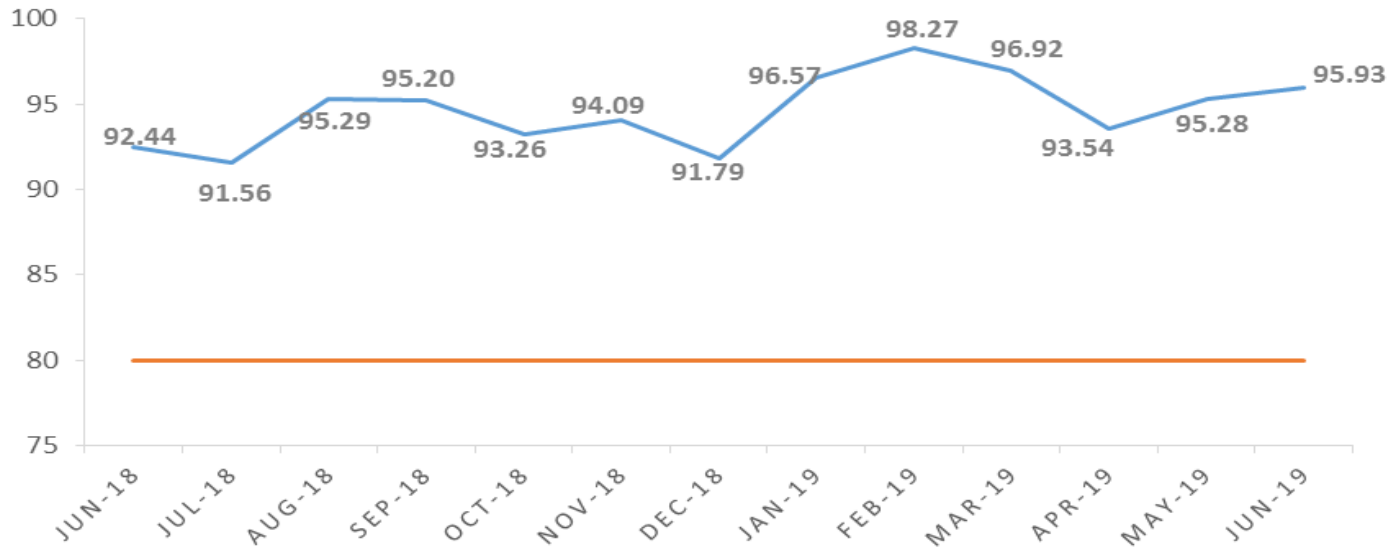
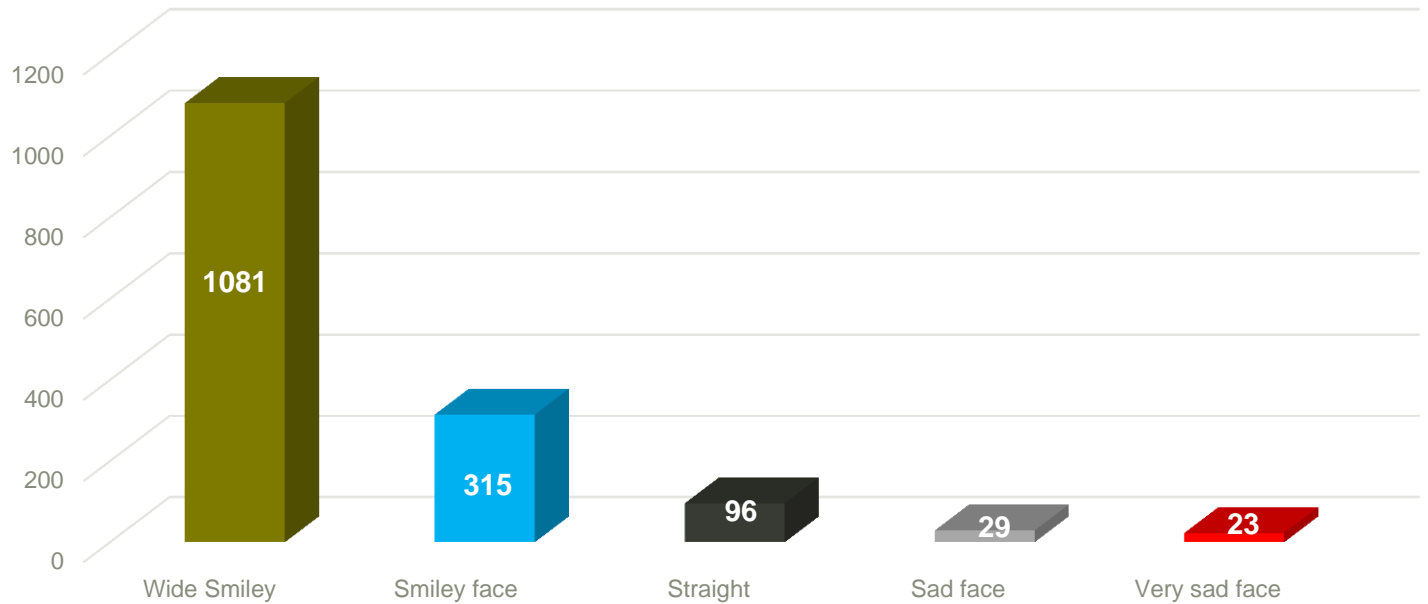
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# Where Are We Now? Call Volumes...





# Where Are We Now? CSAT Scores...





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## Where Next?

Now that we believe we have a healthy Service Desk, where do we go next?

- Automation of Quick Fix Service Items to reduce call volumes
- Dedicated IT Improvements Team
- New IT Service Designer Role
- A better CMDB and Service Catalogue
- Better Monitoring and alerting