

Paper Title:	Customer Programme – 6 Month Review
Paper Reference:	Paper 1903-B11
Paper Sponsored By:	Catherine Love - Director of Customer, Communications and Information
Paper Presented By:	Amanda Paton – Customer Programme Manager

Purpose of Paper:	Scrutiny
Recommendation:	That the Board scrutinise and approve programme progress, benefits and future direction

Issues

1. One of our Well-being Objectives is to develop NRW into an excellent organisation delivering first class customer service. The Customer Programme is our way to improve our customer satisfaction with NRW. This paper and presentation to the Board constitutes the 6 monthly review.

Background

2. The first NRW Customer Strategy and the Customer Programme was signed off in September 2018. Delivering these will be fundamental to us achieving our priorities as articulated in Clare's 2Vs and 5Cs which are vision and values; customer, communication, commercial, culture and collaboration. The programme will run until 2020 and aims to improve:
 - Our ability to 'get it right first time';
 - How easy it is to deal with us as an organisation
 - How easy it is to use our website and digital services; and
 - The quality of the services we provide
3. A new phase of programme governance has been established. There is a refreshed Programme Board with strong support and ownership from the Executive Team. Scrutiny of programme progress is provided via PaRC with specialist support from Board Member Julia Cherrett (see Annex A - Terms of Reference).

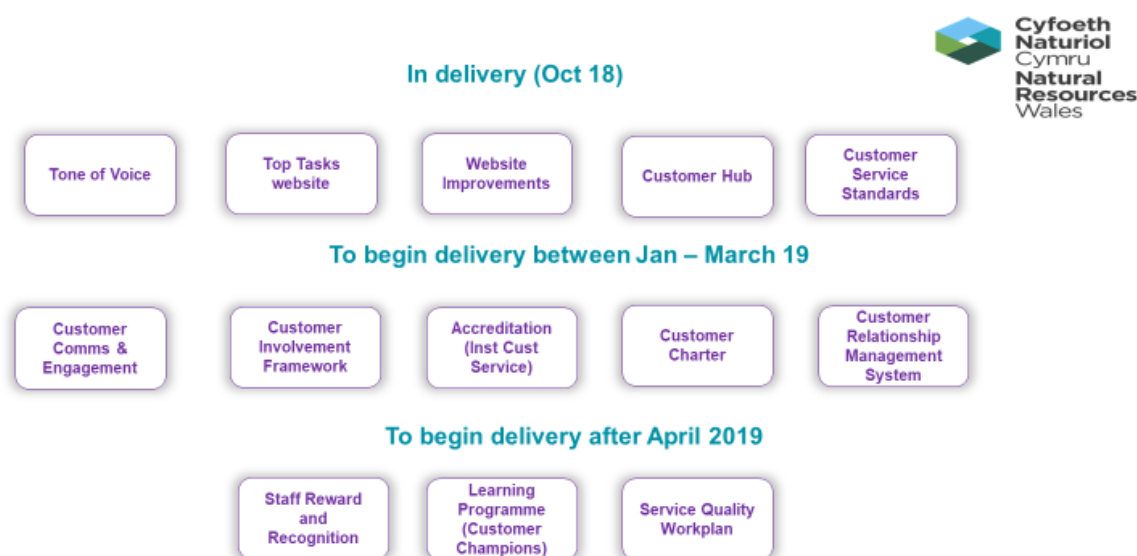
Assessment

4. The Customer Strategy (Annex B) is focused on creating excellent customer experiences for any NRW customer and our own staff. Following our first baseline

survey work in April 2018 with the Institute of Customer Service (ICS) it was clear that our starting point needed to be with getting the basics right to improve our 'right first time' performance. Only 27% of our customer believed we got things right first time.

5. Underpinned by a range of evidence, data and the ICS research the Strategy identified a range of priorities that were agreed by the Board. These priorities form the basis of the 13 projects currently in the programme which are designed to deliver improvements but also to evolve to meet the changing needs of customers and our organisation.
6. These projects vary in size and complexity, with short, medium and long-term delivery timescales. The diagram below outlines the projects and delivery timescales.

Customer Focus Programme – Project Delivery Status*



* Revised February 2019

7. Below is a snapshot of some benefits and improvements that the projects in delivery are demonstrating. Further information is provided in Annex C and the presentation to the Board will focus on these.

Tone of Voice

- Write! guide for written correspondence produced collaboratively and now published on intranet for staff. 12 interactive training sessions will support this and be rolled out from April covering – Customer Care Centre, Permitting, Transformation Advisors and PA's and admin support staff.
- Improvements to Access to Information (ATI) correspondence has generated savings of 2.6 staff days per month.

Top Tasks Website

- 14 customer testing workshops took place in November as well as 15 testing sessions held with Farming, Hydropower, Water, Forestry, Environment Officers and Consultants.

Website Improvements

- Detailed content audits and customer insights (Top Tasks) have been used to inform targeted website data cleansing and improvement. So far Guidance and Advice, Evidence and Data and About Us sections have been completed.
- The Permits and Permissions section is currently being audited.
- 50 pieces of out of date guidance and advice have been removed from the website, which improves the customer's search function.
- Technical improvements now in place or underway
- New public feedback mechanism now on the website.

Customer Hub

- Customer performance dashboard improved to include greater range of customer insights. Reports are being used more proactively across the organisation which is resulting in more dynamic improvements.
- Improvement in internal ways of working and behaviours, Customer Contact Centre (CCC) staff are working with other departments to identify trends, potential complaints and implementing solutions at first point of contact – reducing calls to CCC and also the number of complaints.
- Customer Identity Management System (CIMS) will allow customers to self-serve on the website from end March 2019. This will reduce the number of calls to the CCC.
- Work nearing completion on public online register of permitting documents. This will be available for customers from 4th April 2019.

Key Risks

1. The potential diversion of resource and considerable organisational disruption as a result of Brexit planning and implementation.
2. Programme progress as customer programme resources are required to support delivery of priority aspects of the Timber Action Plan.
3. Being unable to ensure the best environment for engagement, ownership & resourcing of customer projects as a result of staff focus during the current phase of organisational design.
4. Being able to secure staff engagement to roll out the programme, attend training and provide specialist input needed to deliver the 13 projects.

In order to mitigate these actions:

- The programme team will ensure that projects are reviewed, resourced and have realistic delivery plans that consider the needs of organisational design, Brexit implications and Timber Action Plan requirements.
- The programme communications and engagement plan will be regularly reviewed to take these risk into account and ensure staff resources and programme spend are targeted where and when most effective.

- Progress and resource issues that cannot be resolved at programme team level will be brought to the attention of the Customer Programme Board (next meeting 25th March).

Next steps

In 2019/20 the following will be delivered as a result of customer programme specific projects or shared D&I programme projects:

- Online payment capability
- Webchats & chatbot capability
- Automated messaging and workflows to help staff and customers
- Introduction of customer service design project standards NRW wide
- Expansion of Customer Identity Management to other digital services
- Revamp telephony architecture for ICC, CCC & ICT Helpdesk
- Introduction of speech analytics
- Expansion of CRM capability and integration into key areas of the organisation
- NRW's Customer Charter developed collaboratively
- Customer excellence learning programme
- Customer excellence staff rewards & recognition
- Customer service continuous improvement work programme for the CI team

Financial Implications

ET have agreed to allocate £725k for spend across 2019 / 2020. Prior to confirmation of the dedicated customer budget, several projects secured additional unfunded pressures bids with spend restricted within 2018 / 19 financial year. These total £125,500.

The programme spend projection for 2019 is £108k. We are ensuring maximum spend against these unfunded budgets which will allow us to maximise funding in 2020 as Finance have agreed that the programme budget can be carried over to 2020.

It is likely that following further business analysis (currently being undertaken for several the projects beginning delivery post April) that further unfunded pressures bids will be applied for to support current and future project requests.

Equality Impact Assessment (EqIA)

The programme itself does not require an Equalities Impact Assessment (EqIA), but it is a requirement for any projects within the programme.

To ensure that the programme meets our legal and statutory requirements, a number of improvement activities have already been made which ensure that greater inclusivity is achieved throughout the life of the project but specifically at early design stages.

These include training for Project Managers on applying EqIA; process and form improvements including stakeholder engagement and communications plans.

From April we will work in partnership with the Wales' Equalities and Diversity Network to develop our joint long-term strategy. We will attend a series of face to face consultation events which target the 'hardest to reach groups'.

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Annex A - Customer Programme Board Terms of Reference January 2019

Annex B - Customer Strategy

Annex C – Further detail of Customer Programme projects