



Terms of Reference Agreed: 17th January 2019
Next Review Date: November 2019

Purpose / Role of the Board:

- To oversee the development, delivery and implementation of NRW's Customer Strategy through the Customer Programme.
- To monitor the impact of delivery of the Customer Programme Workplan

Objectives of the Board:

- Agree the composition and prioritisation of the Customer Programme
- Signing off Programme to reflect the customer and organisational priorities.
- Ensure delivery of Programme within budget, quality and time.
- Ensure that benefits are reinvested into the organisation
- Ensure the business readiness and allocation of resources
- Oversee the change control process for new projects and changing priorities.
- Ensure effective risk management processes in place

Scope:

This Board remit covers all aspects involved in delivery of the Customer Strategy and implementation of the phase 3 workplan. It will report on customer programme work that sits within other cross business or the transformation portfolio. It will not cover business as usual activities that sit outside the customer programme workplan although it will set strategic direction for content and delivery of such work.

Membership:

- Programme Sponsor (Chief Exec)
- Operations Director (Chair)
- Programme Executive
- Programme Manager
- Exec Director – Finance and Corporate Services
- Exec Director – Evidence Policy and Permitting
- Transformation Portfolio Director
- Head of ICT
- Programme Support – Programme Communications Lead Rep, Finance Lead
- Secretariat – Customer Programme Team

Annex 1 contains the names of the members

Annex 2 is a brief overview of the Programme working group, including suggested names

Annex 3 is a visual representation of the programme's governance and reporting arrangements.

Ways of working:

- Frequency – 2 monthly
- Operate in accordance with Effective Programmes and Project Management (EPPM) methodology.
- Standard agenda to include Programme progress including budget position, programme changes to be agreed, programme risks and mitigations, forthcoming delivery and business readiness, and communications.
- Additional items as required and dependant on timings, such as annual programme development and prioritisation, specific project updates and in depth papers on specific risks and their mitigations.
- Will be operated using Skype.
- The Board will be supported by a wider Customer Programme Working Group. This group will have a mix of business representation and subject matter experts which will include appropriate customer representation. (see Annex 2)
- All programme records and information will be stored in the DMS and made accessible to all members of the Board. A limited access folder will be established for storage of sensitive or personal details in line with GDPR & Data Protection requirements.

Accountability:

- Programme Board will be accountable for ensuring the Programme is delivered and implementation into the business is resourced and successful.
- The Board will seek assurance that all projects in each phase of the programme workplan deliver tangible internal and external benefits and have effective long term plans for transition into business as usual.
- Programme Executive and Programme Manager are responsible for ensuring that projects within the Programme are delivered on time, quality and to budget, include appropriate customer representation and are in line with our Sustainable Management of Natural Resources (SMNR) principles.
- Monthly updates will be reported to Executive Team
- AT NRW Board Level, customer service will be overseen by the People and Remuneration Committee (PaRC) chaired by Zoe Henderson with updates provided on a 6 monthly basis. Board Members of PARC are Julia Cherrett, Howard Davies and Karen Balmer

Monitoring and Review:

- The Board will review how effective it has been in ensuring programme delivery, managing changing priorities and ensuring appropriate resources are available for successful development and implementation of projects.
- Reviews will take place on an annual basis. This will include an assessment of the Customer Programme Working Group.

Engagement & Communication:

A programme communications plan which covers internal and external communications relating to the Strategy and workplan will be drafted by the programme support team, considered and endorsed by the Programme Working group then presented to the Board for sign off.

ANNEX 1 – Board Membership:

- Programme Sponsor –Claire Pillman - Chief Executive Officer
- Programme Exec / Senior Responsible Officer – Catherine Love - Director Customer Communications and Information
- Exec Director Operations (Chair) – Tim Jones
- Exec Director – Finance and Corporate Services - Kevin Ingram
- Exec Director – Evidence Policy and Permitting - Ceri Davies
- Transformation Portfolio Director – Niall Reynolds
- Head of ICT – Martin Parkinson

- Programme Support
 - Programme Manager - Amanda Paton
 - Secretariat – Programme Team - Andrew Burns Programme Support and Engagement Officer
 - Communications - Claire Nicholls Customer Programme Communication & Marketing Officer
 - Finance Business Partner – Nigel George

ANNEX 2 – Programme Working Group Membership:

Purpose / Role of the Working Group:

- To oversee the development, operational delivery and implementation of NRW's Customer Strategy and workplan.
- To act as NRW's main conduit for information sharing including best practice and innovation on all customer related matters.
- To act as NRW's specialist consultative group on customer related procurement (local and international best practice and commissioned research)

Objectives/Aims of the Programme Working Group:

- Discuss and propose prioritisation of the Customer Programme for sign off by the Board
- Ensure that new and existing projects within the programme comply with quality assurance and governance requirements.
- Ensure that effective monitoring & evaluation frameworks are in place to ensure effective and timely reporting on internal and external 'customer benefits'.
- Consider and agree proposals to mitigate risks associated with delivery of the programme.
- Prepare and propose appropriate matters for decision by Customer Programme Board and other Business Boards within NRW.

Ways of working:

- Frequency – monthly
- Skype meetings – duration 2 hrs
- Specialist Task and Finish Groups will be commissioned and report to the Working Group as required.
- **Not all listed members will be required to attend each working group meeting.** Initial meetings will be for awareness raising and information sharing with future agenda's themed and shaped based on evidence of need against programme priorities.

Accountability:

- The group are accountable to the Customer Programme Board

Membership:

- Programme Executive – Catherine Love - Exec Director Customer Communications and Information
- Programme Manager (Chair) – Amanda Paton
- Customer Programme Project Managers
Heledd Evans; Meinir Wigley; Helen Floreck-Oughton; Catrin Hornung (tbc); Su Turney; Steve Burton (tbc) Howard Davies (tbc) Claire Begley, Tracey Mayes
- Customer Representatives – (identified from NRW's Customer Framework)
- External Customer Organisations
- Development and Innovation Manager – Rob Stonehewer
- Public Service Board Network – Ruth Tipping or Juliet Michael
- Business Representatives –

- [Business Regulation and Economics](#) –Becky Favager – SUW Strategic Manager & John Wheadon Permitting Services Manager
- [Flood and Operational Risk Management](#) – Andy Wall – Flood Risk Manager; Kath Bollington – Incidents and Emergencies ICCC
- [Operations Delivery](#) - Ruth Tipping or Juliet Michael - Public Service Board Officer's Network; Area Statement & Place Based Teams – Andy Robinson; Flood Incident Management /Flood Awareness – Steve Rhind Kelly McLauchlan
- [Natural Resource Management Policy](#) – Sarah Williams Russell De'ath
- [Knowledge and Evidence](#) – Head of Social Science – Susan A Williams
- [Customer Communications and External Relations](#) – Curig Jones; Complaints – Tristan Williams; Access to Information – Donna Muirhead; Security and Information Manager - Tracey Gilland; Emily Williams – Customer Centre Team Leader
- [Business Support Services](#) – Helen S Jenkins & Sue Ginley - Corporate Planning; Nigel George – Finance; Rob Ashcroft- Facilities; ODPM – Claire Begley
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- Programme Support –
 - Provided by Customer Programme Team

Customer Programme Board Terms of Reference

ANNEX 3 – Visual Overview of Customer Programme Governance:

Customer Focus Programme – Governance Arrangements

