



## Further detail of customer programme projects

### Tone of Voice Project

#### **Objectives**

The tone of voice project covers all ways that we interact with our customers, at every touchpoint across the organisation. It consists of two key elements, our written and our verbal (telephone or face to face) interactions with customers.

#### **How**

A range of practical tools will be promoted and rolled out across the business from March 2019. Five interactive training workshops will take place during April and May, targeted at where we have greatest customer interaction, or where we know more support would benefit staff and customers. These are the Customer Contact Centre, Permitting, Corporate Support (PA's and admin support staff) and the Transformation Advisers in EPP which will upskill and cascade learning across the business and allow for integration into other programmes of work. More training will follow following evaluation of progress.

A face to face workshop that brings together all NRW customer facing staff will take place in May. The focus of the session will be how we improve our face to face interactions with customers, provide staff with guidance on our customer service standards including statutory response times.

#### **Benefits**

The benefits to the organisation are that a consistent customer approach becomes embedded, aligned with our values and behaviours and part of 'how we do things' in NRW. We also establish a strong set of standards against which we will eventually be able to track and monitor performance whilst establishing a clear expectation with our customers. On a practical level, it empowers and increases staff confidence in customer interaction, boosting our ability to get 'it right first time' even when scenarios are challenging.

### Top Tasks Project

#### **Objectives**

- Develop a customer testing framework that can be repeated to measure improvements.
- Upskill NRW staff on facilitating customer testing so that it can be done internally in future.
- Benchmark the current success rate of the most popular tasks our customers come to the website to do.
- Identify the biggest issues for website content, design and user experience to feed into Website Continuous Improvement project and Website Content Improvements.

## How

Fourteen user testing sessions took place in November 2018 and the results and findings have been analysed. We have been fortunate in working with Gerry McGovern a leading consultant, author on online customer experiences and digital transformation.

Improvements have been made to the format and guidance on how to write for the website which has been developed and published onto the intranet as a good practice guide accessible to all NRW staff. This tool will be promoted through the programme comms rollout beginning in March.

## Benefits

The benefits to staff include simple consistent advice to follow when revising or developing web content for their business area. Benefits to the organisation include increase in quality of web content that meets customer needs, resulting in a reduction of calls to the contact centre and potential complaints received. Benefits to the customer include a more streamlined and easily accessible web service that meets their needs, first time.

## Website Improvement Project

### Objectives

- Carry out a content review of the NRW website to identify key areas to address.
- Release of design / CMS updates to the website in a series of sprints.
- Develop design and content standards and policies for websites, applications and portals.
- Re-write content on the NRW website - make it 'task focussed'.
- Improve accessibility, speed, SEO quality of the NRW website.
- Develop a set of Digital Service Standards that all our digital services will follow.

### What's improved?

- Feedback tab on Website (Hotjar)
- Improvements made to the website search facility and megamenu
- Content request form now in place which ensures involvement in new content creation across NRW at an early stage.
- Removed publishing permissions from people across the organisation to get an overview of work coming in, regain control over publishing and so that the team are enabled to work on the current issues.
- New web content principles available on the intranet for all staff.
- Devised a proposed web content workflow from request to review, plus an overarching editorial policy.

## Customer Hub Project

### Objectives

Transforming the CCC into a Customer Hub at the heart of NRW's ability to deliver excellent customer service. Focusing initially though Phase One on getting the basics right and redesigning a customer service facility that's fit for the 21<sup>st</sup> Century. This phase also includes the integration and review of services provided by Access to Information, Complaints & Commendations and External Relations.

## How

A combination of changes in culture and working practices, evolution of technology and use of Artificial Intelligence (AI), implementation of quality assurance and real time

coaching, use of data and insight to improve planning and service standards and a training programme are either already in place or planned in for the forthcoming financial year. Examples include the customer dashboard and it's developing use for insight and planning.

### Highlights of progress

**Customer Identity Management System (CIMS):** This is an initial step in our drive to develop a single view of the customer. Internally we will have a streamlined approach to tracking how and why customers interact with us, externally customers will be able to manage all their accounts with NRW in one place, via one log in which will allow them to manage their applications, permits etc more efficiently.

**Waste Carriers:** Moving to an online registrations approach for one of our most popular, and resource intensive services, delivered through the CCC. The new system enables customers to apply online and, in most cases, get an instant registration, rather than waiting up to 15 working days. The waste carrier system is the first application to use CIMS. Currently 60% of customer contact relates to waste enquiries; predominately customers calling/emailing about their waste carrier licence/public register. Therefore, creating a customer focussed online system will help reduce unavoidable contact significantly. This will allow CCC advisors to handle more complex enquiries on behalf of the business.

**Public Register:** Customers currently have to request public register documents, which can take up to 20 working days to provide manually. The new system will allow customers to download all licence information, including the permit, application, decision document etc. This will reduce unavoidable contact significantly not only for the CCC, but also the External Relations Team, Permitting and Regulatory officers. By being proactive in publishing our permits etc, we will also be seen to be more open and transparent in our approach to permitting consultations and our determination process.

**Quality Assurance:** Cycle of sampling of correspondence and advice reviewed and assessed with coaching feedback given to individual team members to improve performance and 'right first time' rates across all services, initial focus on CCC email performance and Access to Information requests.

**Visual team management:** To boost adaptive and responsive environment for the CCC and ensure staff are engaged with 'real time' performance feedback, smarter rota management and empowering staff to 'see it, fix it' when dealing with customer experience issues.

**Performance reporting:** Introduced a monthly performance dashboard that forms part of management information and corporate performance reporting. Trends and themes identified already have led to improvements being made in complaints approach tackling main trends in complex stage 2 complaints.

### Benefits

- Improved service experiences for customers with improving rates for resolution at first point of contact.
- Less resource demand on staff beyond the Customer Hub as more is resolved at first point of contact.
- Professionalised customer service able to deal with full range of customer needs at all levels of complexity.

- Improving confidence and satisfaction levels of staff, improving retention and development levels.
- Improved working between Customer Hub and rest of the organisation who will be seen and treated as customers.
- More flexibility to adapt to the changing needs of the organisation and our customers.
- Improved 'getting it right first time' performance reducing complaints, ATIs appeals and FOI requests.

## **Customer Service Standards Project**

### **Objectives**

The project will identify all internal and external customer services & their organisational owners, develop customer standards and targets for each service that focus on ease of service and formalise any linked SLA arrangements for relevant services. It will also create a framework for performance monitoring and reporting which will use customer insight to prioritise 'transactional' services.

### **How**

As first phase, existing standards are being reviewed to ensure that they are upto date and capture all of the key organisational response deadlines (including ATI, GDPR, and data protection FOI and complaints) as well as our customer service standards.

Revised bilingual guidance will be published on the intranet and rolled out to all staff in March through online training sessions.

Our approach will mean that as new services come on stream, formal standards will be identified and added against which performance will be monitored and tracked.

### **Benefits**

Staff are clear on requirements and customers have clarity on what they can expect. This will lead to consistency of quality, response deadlines met, reducing calls to CCC and increasing customer satisfaction levels. Additionally, we are able to minor services against agreed standards and work proactively to address issues and changing needs.

## **Customer Involvement Framework Project**

### **Objectives**

The customer involvement framework project seeks to establish a Wales wide network of customers who can work with us on topics that interest them, or on their levels of satisfaction. It will provide staff and organisational benefits by equipping the organisation with tools, specialist training and framework contracts for specialists to provide staff with everything they need to factor customer involvement into any project, service development or scenario they are planning for.



Mr Matty – first recruit of the Customer Involvement Framework.

### How

Review of forms that ensure compliance with GDPR/Data protection being undertaken due for completion. Business Analyst to be recruited to scope long term requirements.

Networks being identified and asked to consider and indicate future interest as part of rollout of customer programme from March 2019 onwards.

### Benefits

Organisational benefits include:

- Increasing our ability to build relationships with customers and listen to them and use their input to shape what we do with a customer focus.
- Improve our ability to test and develop with customers to improve our ability to get things 'right first time' and develop understanding of our role and challenging responsibilities.
- Improving customer and staff satisfaction levels
- Easily accessible customer base and customer interaction tools and guides that can be utilised to inform, improve and test their work. Customer benefits include early involvement in services provided, developed to meet their needs.

### Accreditation Project

#### Objectives

- Work with The Institute of Customer Services (ICS) to gain ICS accreditation for the organisation and to attain personal individual accreditation qualification for staff.
- Put measures in place to ensure that managers are aware of what is required to maintain and build on existing customer service standards.
- Grow NRW's profile in the world of customer service including entering an industry recognised customer service award scheme.
- Work with ICS to create a framework to monitor customer service performance and provide guidance on continuous improvement.

#### How

The annual engagement plan for 2019/20 has been agreed, which details the support that ICS will provide. This includes training, greater networking opportunities, access to research and integration of UK wide customer related communications campaigns. The customer programme will also offer staff the opportunity to gain recognised professional qualifications for customer service by attending training delivered by the ICS



from April 2019. Planning with ODPM L&D is taking place to ensure integration with other training programmes and mechanisms to embed customer into the PDP process

### Benefits

Staff benefits are increased staff morale and opportunities for professional technical development. Organisational benefits are attracting and retaining highly specialist staff who combine these skills with an environmental focus who are competent in delivering SMNR. Cost savings from using in house rather than procuring external consultants.

### Programme Communications

On 11<sup>th</sup> March 2019 we will begin to raise the profile of the strategy, programme with a rollout through the organisation. It will focus on the benefits it brings staff and customers.

Messages will focus on how improving customer and staff experiences will benefit staff, freeing-up their time, improving customer experiences of the organisation and sustainably manage natural resources. We will be reporting on project progress and the delivery of products, training and guidance that will help staff to adopt a customer focus, for example the Tone of Voice guide and customer facing staff training. The style of the reporting will be online, use of blogs and yammer generating interactions and social conversations and face to face team meetings led by managers, cascading messages and information and inspiring staff involvement and feedback.

### Learning from best practice

To date, visits have been made to DVLA, BT, HMRC, Welsh Government and The Environment Agency, with visits to EE and Welsh Water happening shortly. There has been valuable learning for the wide cross section of staff from CCC, customer programme, digital comms, ICT and permitting. All this learning is being directly fed into the scoping and methodology of projects for both Customer programme and the D&I programme.



DVLA User testing lab visit – 8<sup>th</sup> February 2019

The trip itself provided number of benefits for staff in that it physically brought together NRW staff working on projects that have interdependencies with other areas of work but hadn't met. For example – staff in permitting have now arranged to spend time in the CCC with staff to gain better insights into the queries that come in relating to Permitting.

