



## Natural Resources Wales benchmarked with the January 2021 UKCSI Public Services (National) sector results

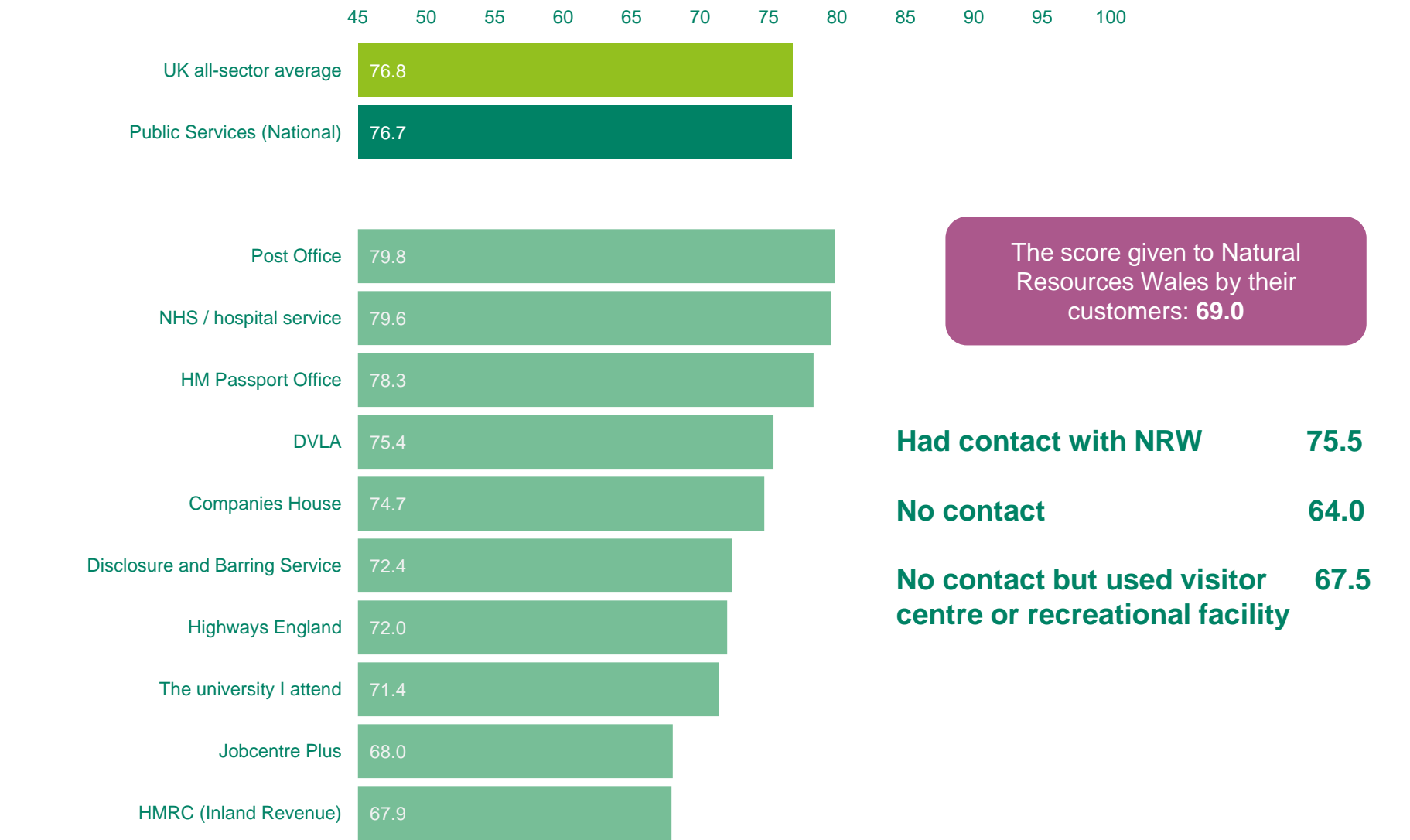
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- Part 5 Also available from the Institute

# Executive Summary

**Business Benchmarking** | Natural Resources Wales  
**UK Customer Satisfaction Index (UKCSI)**



# NRW compared to UK customer satisfaction benchmarks

## NRW is about the same level as the UK average for

- Makes it easy to contact the right person to help
- Designs experiences around its customers
- Keeps promises

## NRW at least 0.5 points below UK average for

- Being kept informed
- Explains information clearly
- Ease of dealing with
- Ease of using the website
- Ability to interact with the organisation in the way you prefer
- Cares about their customers
- You trust xx
- Makes you feel reassured
- Open and transparent
- % experiences right first time

## Channels

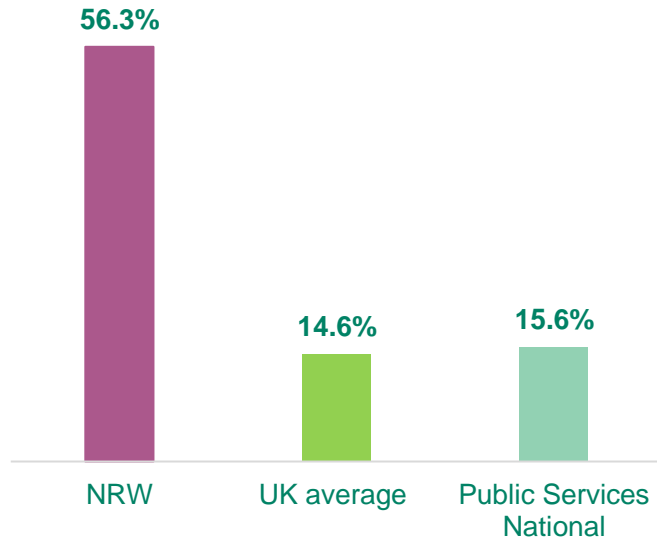
- High proportion of phone, website, email, social media contacts compared to UK average
- Better than UK average satisfaction for phone and email experiences
- Below the UK average for in person and website experiences

## Contact / no contact with NRW

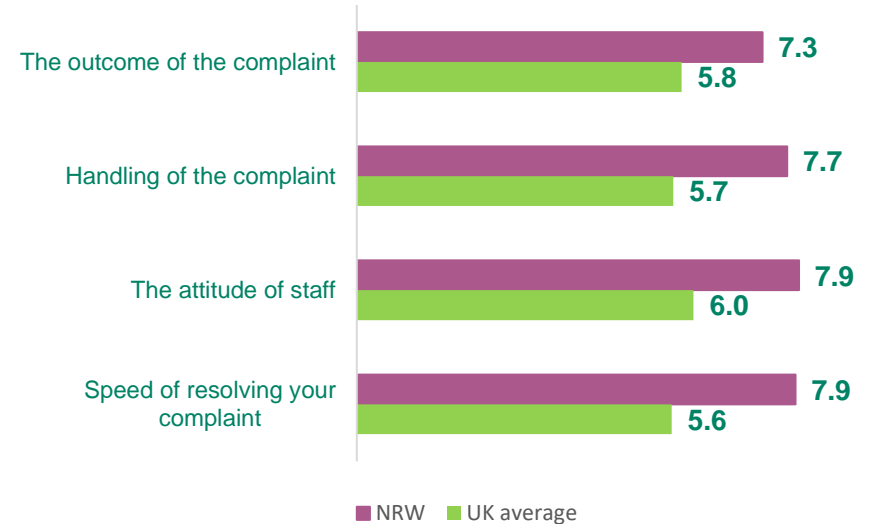
Customers who had contact with NRW score 0.5 – 0.7 points (out of 10) higher than those who had no contact across customer relationship and perception measures

# Problems and complaint handling

Number of customers who have experienced a problem



Satisfaction with complaint handling

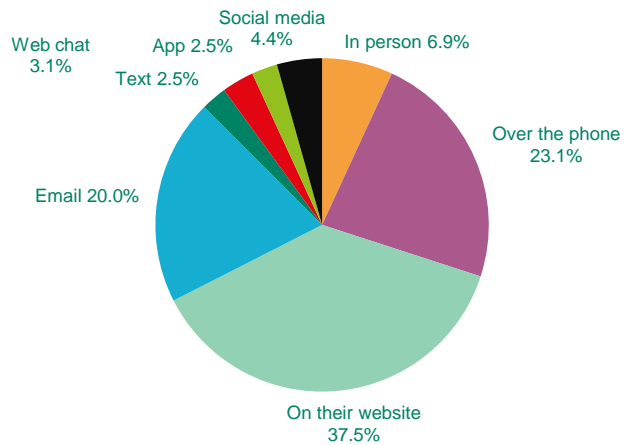


Average customer satisfaction index scores



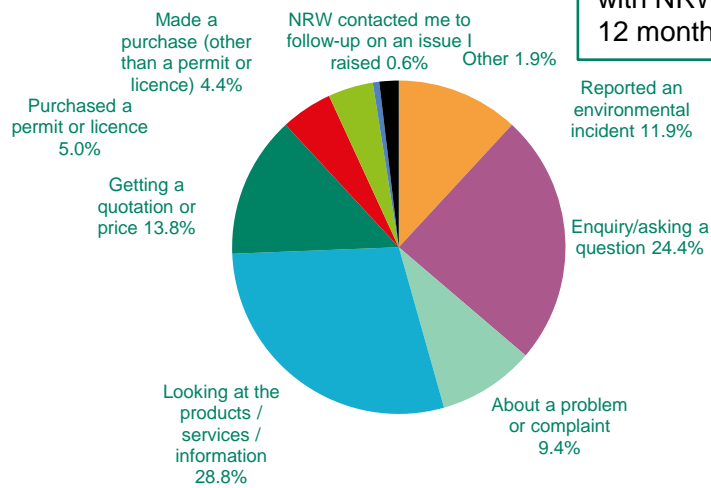
- Customers who have had contact with NRW are much more likely than the UK average to say they have had a problem
- But satisfaction with complaint handling is much higher than the UK average
- Suggests that the broader customer experience and awareness of NRW are bigger issues than problems and complaints

Frequency of channel



The proportion of customers using each channel for their interaction, for Natural Resources Wales

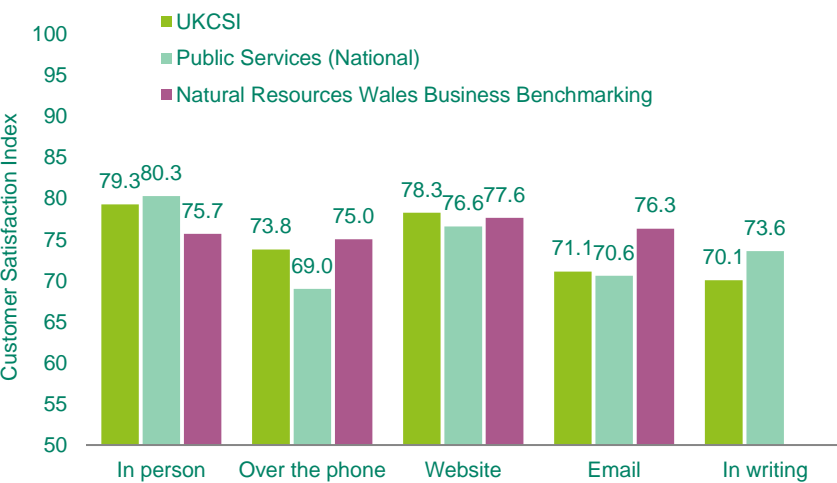
Frequency of reason for contact



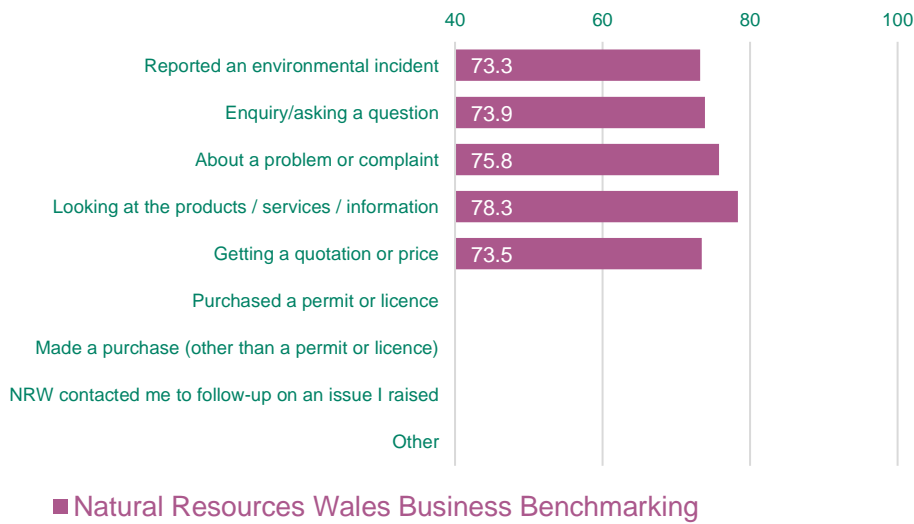
The proportion of customers stating each reason for contact, for Natural Resources Wales

All contact questions only asked to those who had contact with NRW in last 12 months

Satisfaction by channel



Satisfaction by reason for contact



■ Natural Resources Wales Business Benchmarking

# Customer verbatim comments: what should NRW do to improve its service ?





## Recommendations

- 1) Raise awareness about who NRW across media and channels, about its role in and range of activities in ensuring natural resources in Wales are sustainably maintained, enhanced and used
- 2) Engage and communicate directly with customers about NRW's work and impact in Wales. This research suggests there is a desire from many customers for greater engagement and information. Customers who have contacted NRW tend to have a much more favourable view of NRW than those who have had not contact
- 3) Increase the number of right first time experiences. NRW has very good scores for satisfaction with complaint handling but a large number of customers (more than 50% of those who contacted NRW) say they experienced a problem
- 4) Improve usability, quality and range of information on NRW's website
- 5) Focus on consistency of experience across different channels: NRW has a relatively high proportion of customers who use phone, website, email or social media to interact

# 1

## UKCSI and Business Benchmarking: an introduction

## Business Benchmarking | An introduction to the UKCSI



- UK's largest cross-sector customer benchmarking study
- Over 10,000 customers; 45,000 responses
- 13 sectors
- 26 metrics of customer experience
- Future customer behaviours, NPS, customer effort, right first time, trust, reputation
- Channel usage and satisfaction
- Drivers of complaints and complaint handling
- Published in January and July

# A barometer of the state of customer satisfaction in the UK

# UKCSI vs Business Benchmarking | Key facts

	Business Benchmarking	UKCSI
<b>Customer Sample</b>	<ul style="list-style-type: none"> <li>Survey sample selected and provided by your organisation</li> <li>Typically c. 200 responses from your customers</li> <li>You choose a sector benchmark from 13 sectors</li> </ul>	<ul style="list-style-type: none"> <li>Online panel of 10,000 customers</li> <li>Representative of UK population</li> <li>3,000 responses per sector</li> <li>Customer chooses an organisation to rate (based on interaction in the last three months)</li> </ul>
<b>Timing</b>	Survey takes place at a time agreed by the Institute and your organisation	<ul style="list-style-type: none"> <li>Published January and July</li> <li>Fieldwork approx. 3 months before publication</li> </ul>
<b>Measures</b>	<ul style="list-style-type: none"> <li>Based on measures in the UKCSI</li> <li>Includes channel usage and satisfaction</li> <li>Additional / bespoke questions may be added if agreed with the Institute before the survey commences</li> </ul>	<ul style="list-style-type: none"> <li>26 metrics of customer experience, based on the Institute's research into customers' priorities</li> <li>Channel usage and satisfaction available in sector reports</li> <li>Complaints insight available in sector reports</li> </ul>
<b>Index Calculation</b>	Your organisation's scores are calculated on the same basis as the UKCSI	<ul style="list-style-type: none"> <li>Responses on a 1 to 10 scale</li> <li>Index score for each measure is mean average of all responses</li> <li>UKCSI for each organisation is the average of all of its customers' satisfaction scores, weighted by importance based on customer priorities' research</li> </ul>

# Business Benchmarking | Customer priorities



## Experience

Measures the quality of customers' experiences and interactions with organisations



## Complaints

How organisations respond and deal with problems and complaints



## Customer Ethos

Extent to which customers perceive that organisations genuinely care about customers and build the experience around their customers' needs



## Emotional Connection

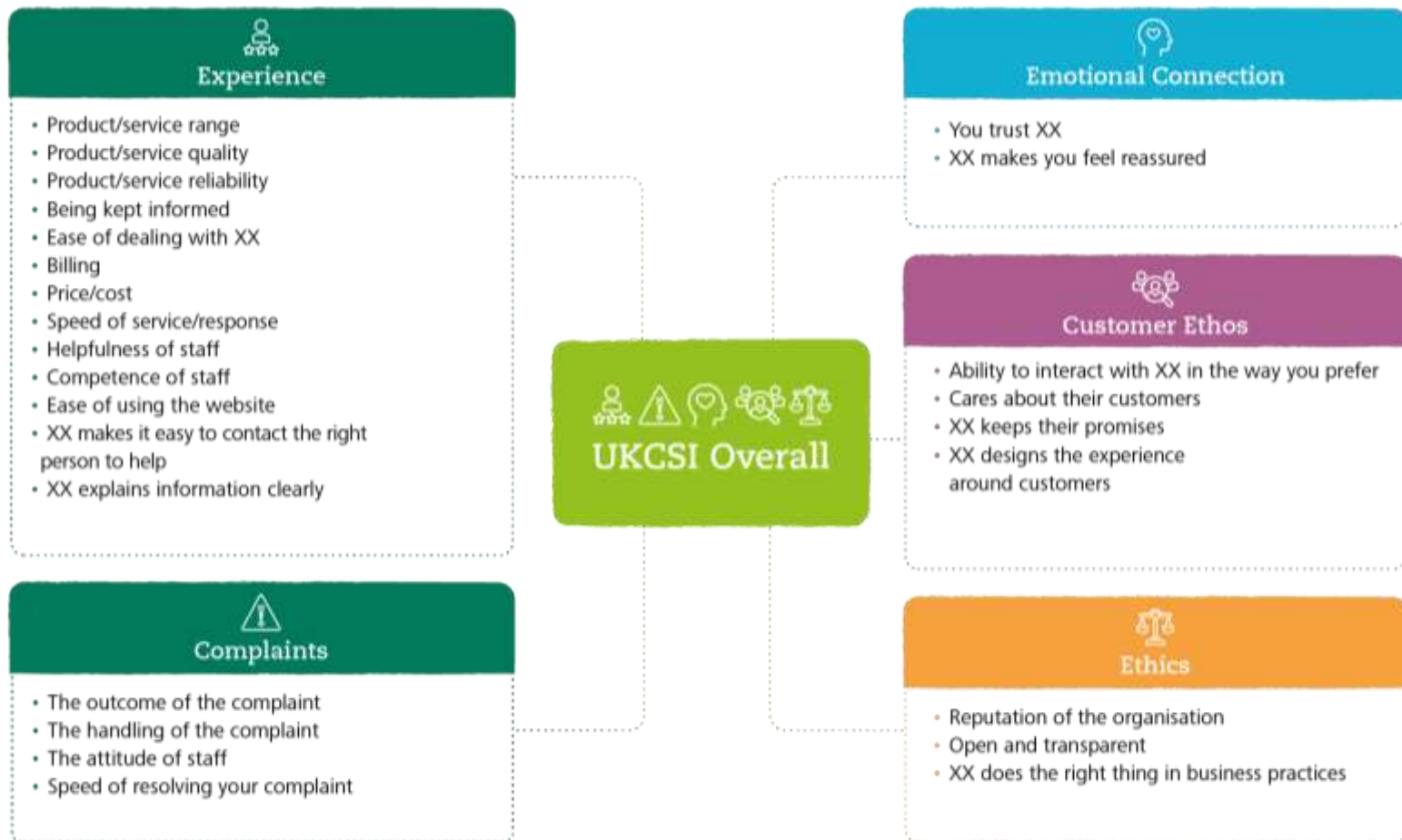
The extent to which an organisation engenders feelings of trust and reassurance



## Ethics

Reputation, openness and transparency and the extent to which an organisation is deemed to "do the right thing"

# Business Benchmarking | Top customer priorities



# Business Benchmarking | Methodology: further notes

## Customer Effort

### **This metric is based on the question:**

“How much effort did you have to make to complete your transaction, enquiry or request on this occasion” (1-10 scale).  
A lower score signifies less effort required on the part of the customer.

### **Organisations use Customer Effort scores to:**

- Understand and benchmark “ease of doing business”
- Gauge their efficiency and speed in dealing with customers

Customer effort is most appropriate in service situations where customers don't want to be dealing with the organisation and/or seek to minimise the time/effort spent completing their transaction or enquiry.

## Net Promoter Score (NPS) ®

This metric is based on “likelihood to recommend” scores.

### **The NPS formula used in UKCSI is:**

% of respondents scoring 9/10 (out of 10) on likelihood to recommend  
MINUS % of respondents scoring 0-6 on likelihood to recommend  
EQUALS Net Promoter Score for the organisation

### **Organisations use NPS to:**

- Track levels of satisfaction and recommendation
- Gauge their ability to create “promoters”, while minimising “detractors”.

# 2

How to use this report



# Business Benchmarking | How to use it to improve customer satisfaction

## Business Benchmarking insight check

- Identify your strengths and weaknesses compared to the UK and sector averages
- Understand the mix of channels your customers use and how satisfaction varies by channel
- Look at the range of organisations scores on the measures in your sector: identify the opportunities for differentiation
- Track progress against your previous Business Benchmarking surveys

Identify potential issues and areas of focus

Check against your own customer verbatim analysis / surveys

Check against current customer service improvement initiatives

Communicate your results within your organisation

Create improvement plans and set measures to assess impact

Track impact

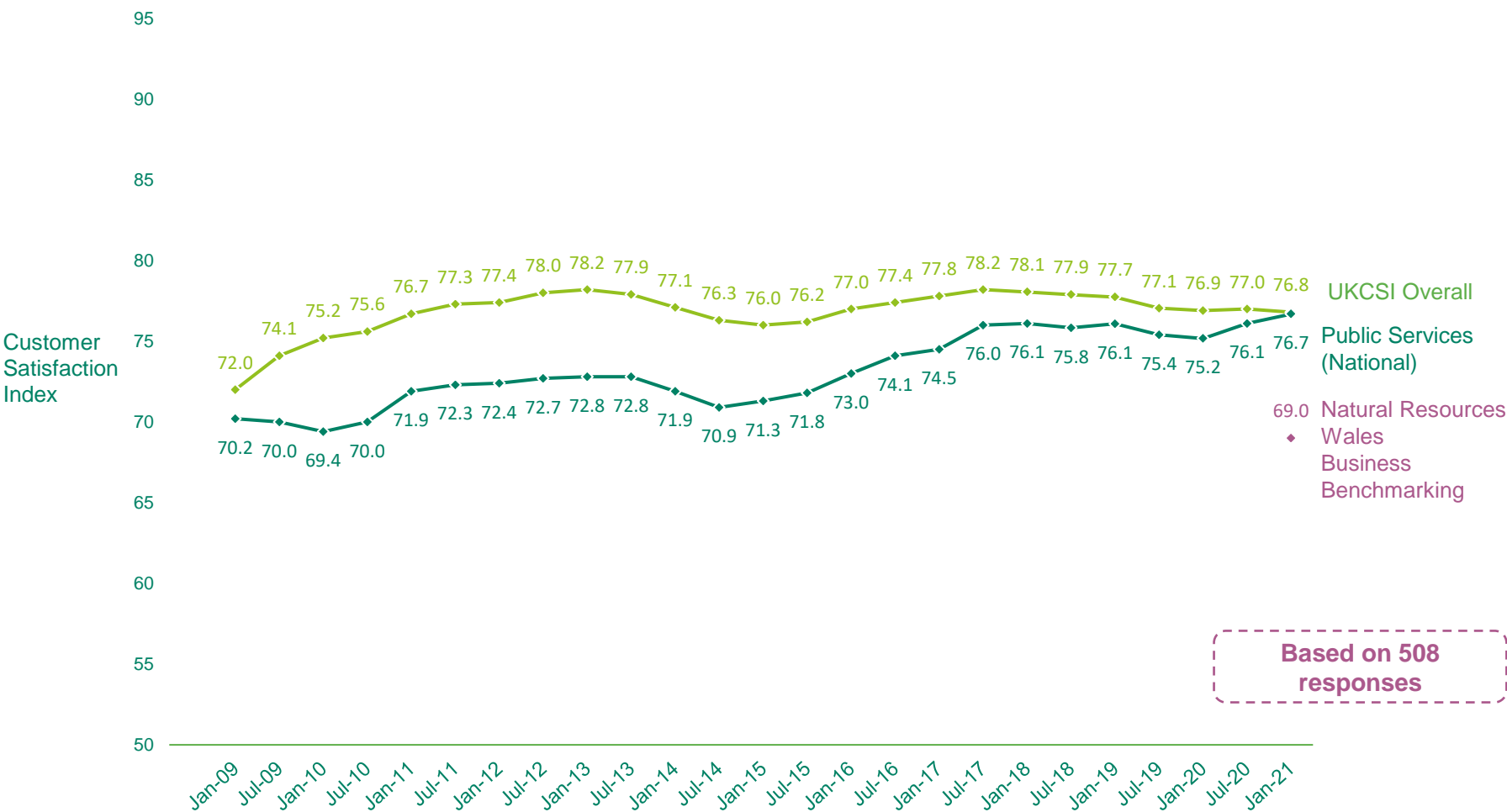
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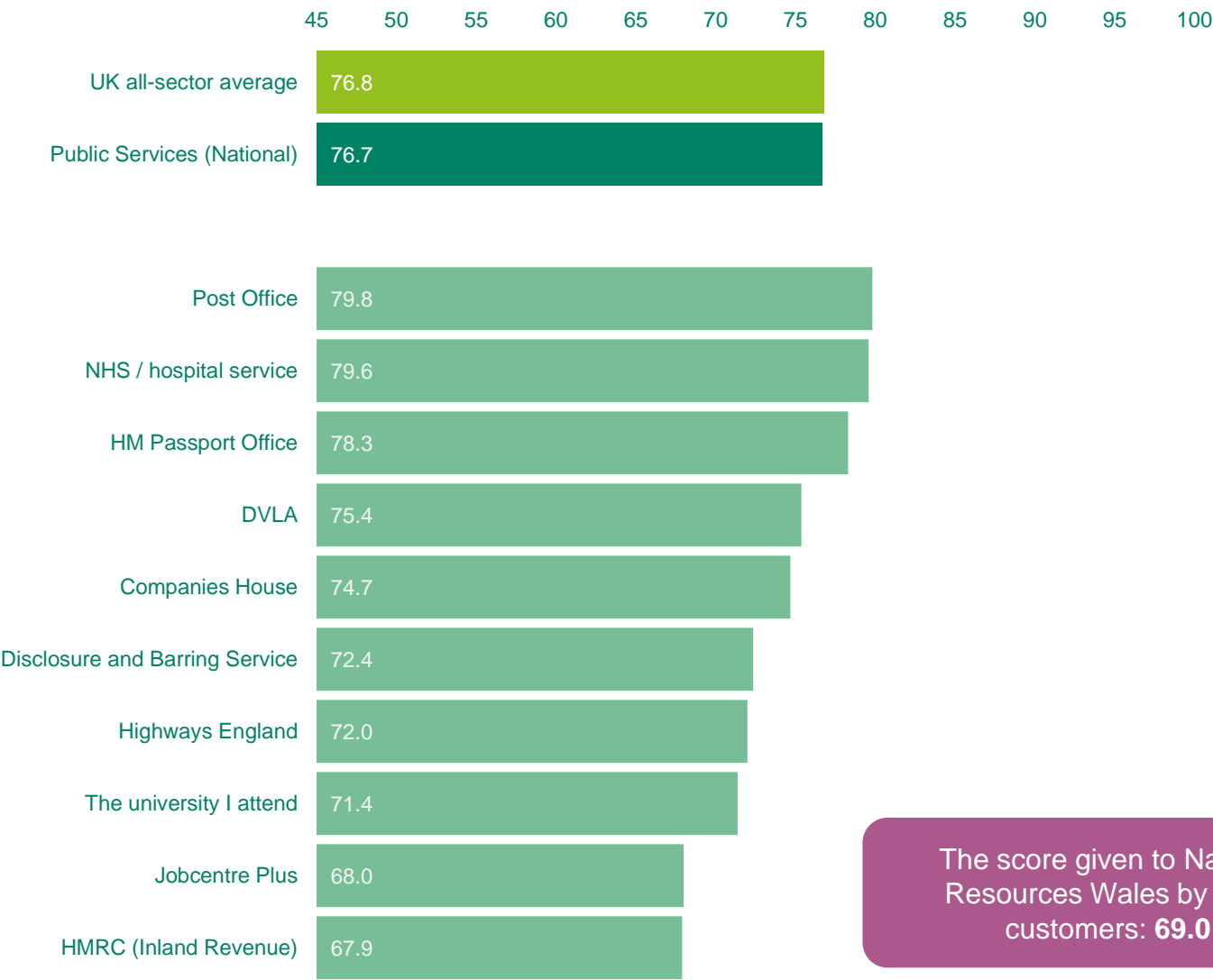
UK Customer Satisfaction  
Index (UKCSI)

# Business Benchmarking | Natural Resources Wales

## Satisfaction trends

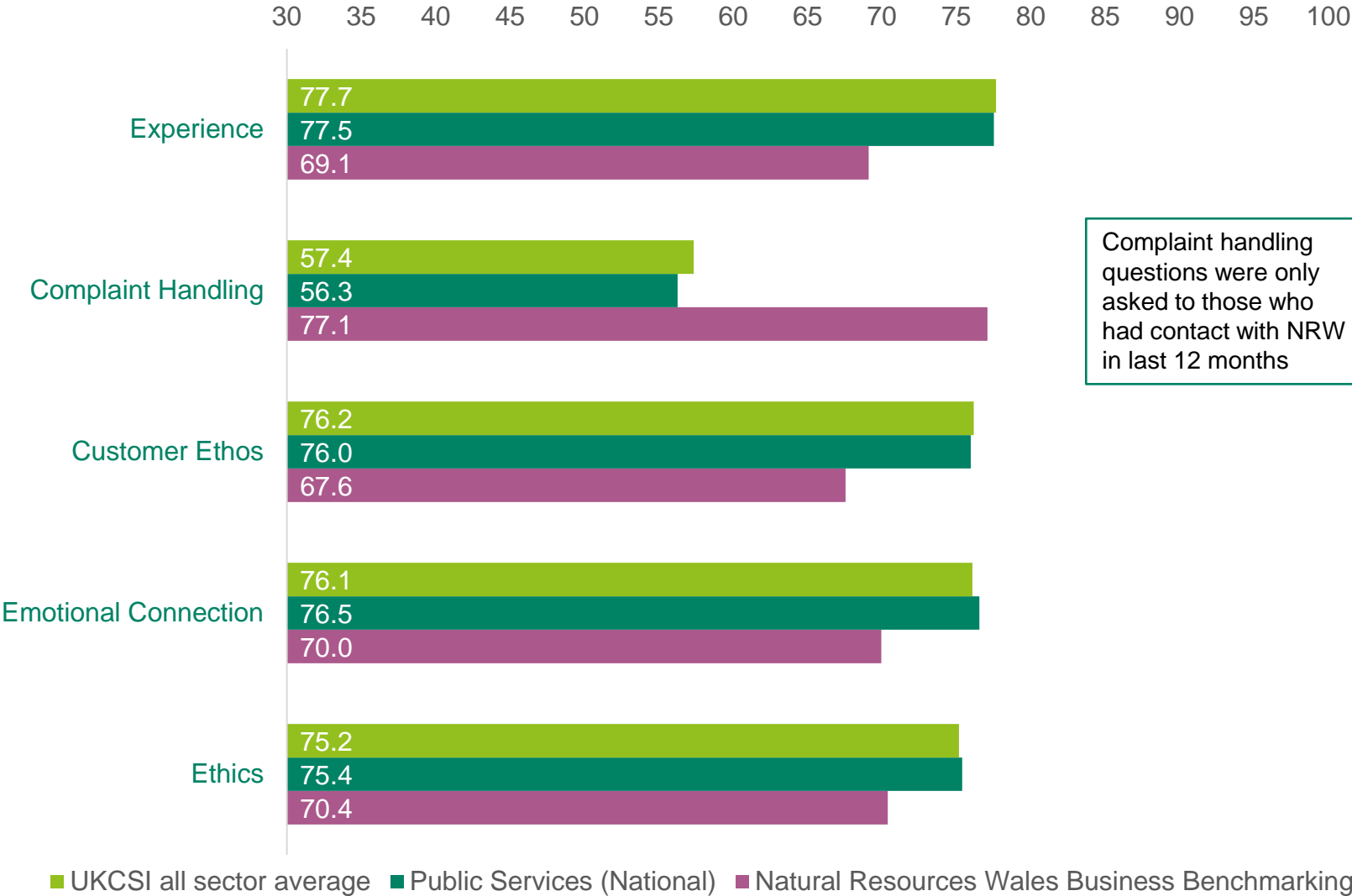


**Business Benchmarking** | Natural Resources Wales  
**UK Customer Satisfaction Index (UKCSI)**

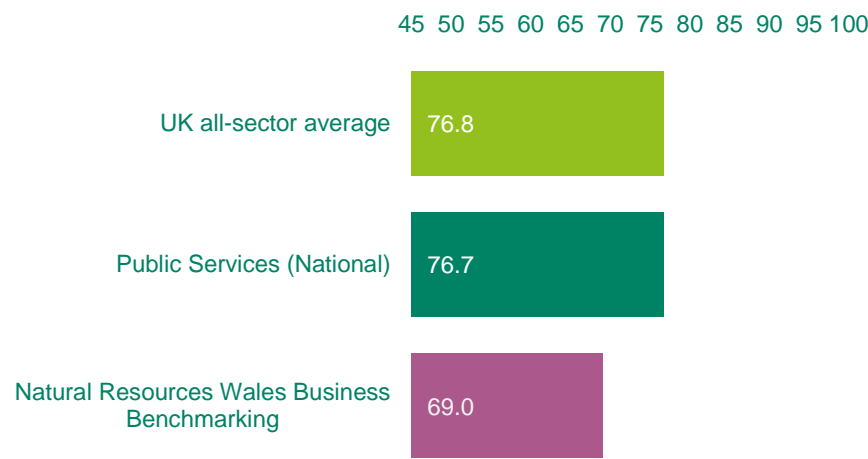


The score given to Natural Resources Wales by their customers: **69.0**

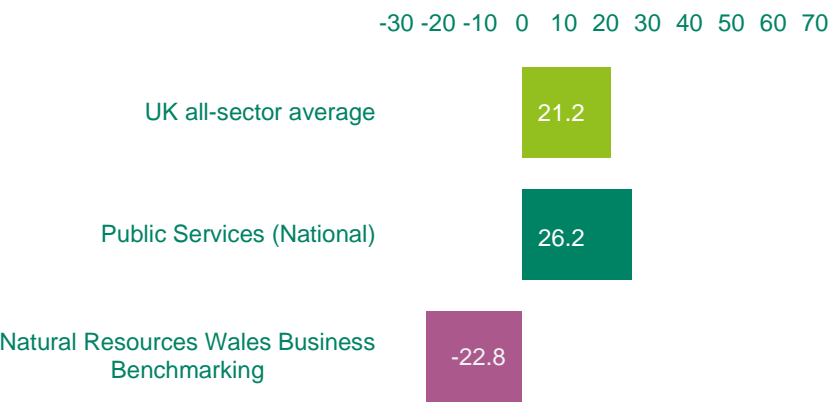
UK Customer Satisfaction Index (UKCSI) & Customer priorities



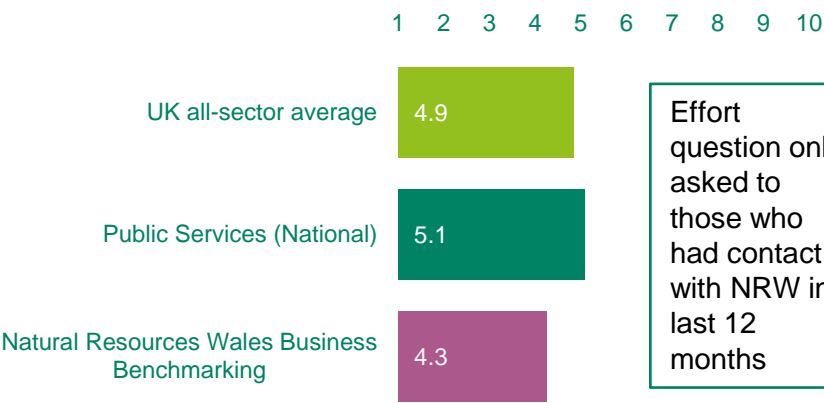
## UK Customer Satisfaction Index (UKCSI)



## Net Promoter Score

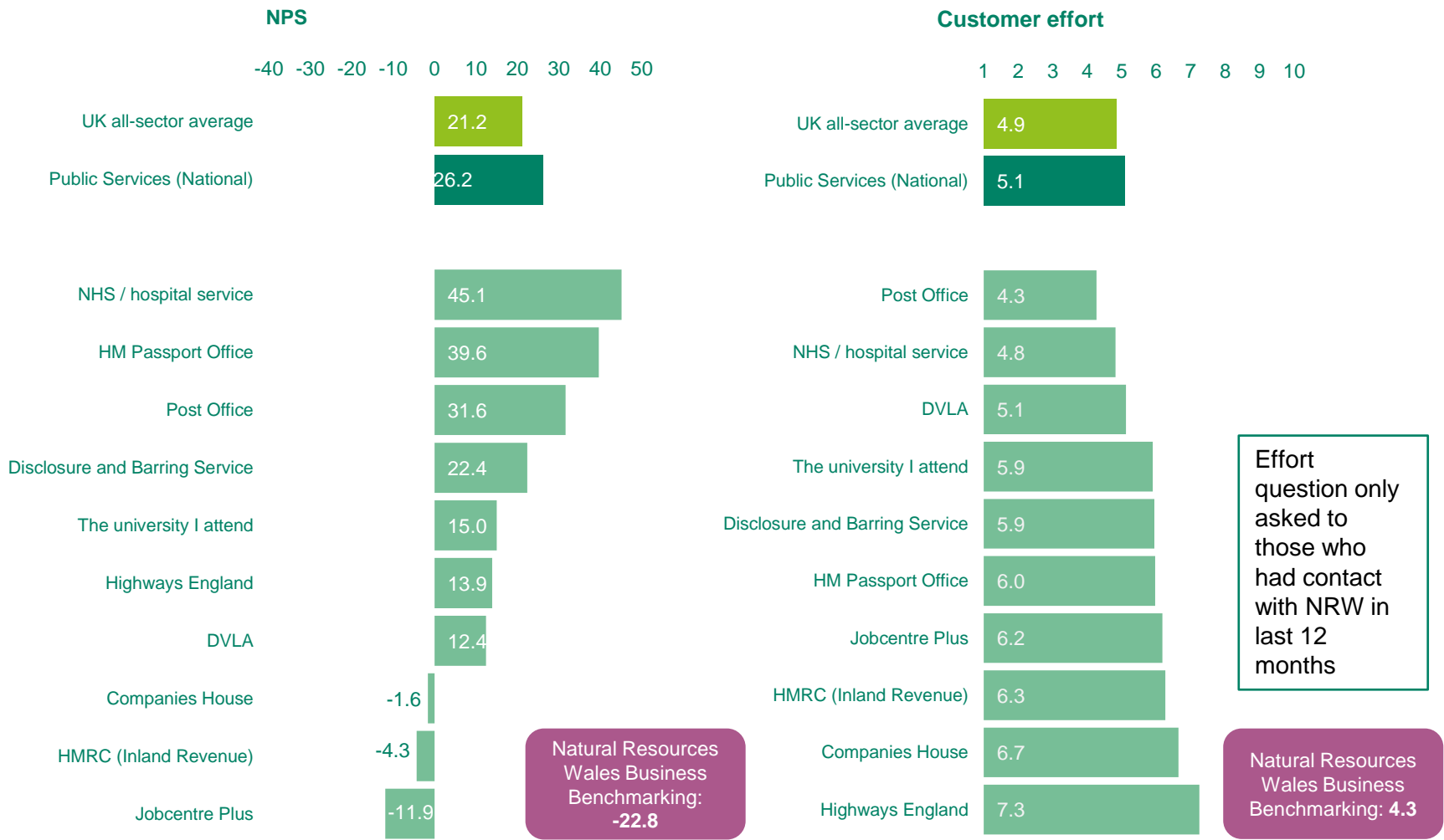


## Customer Effort

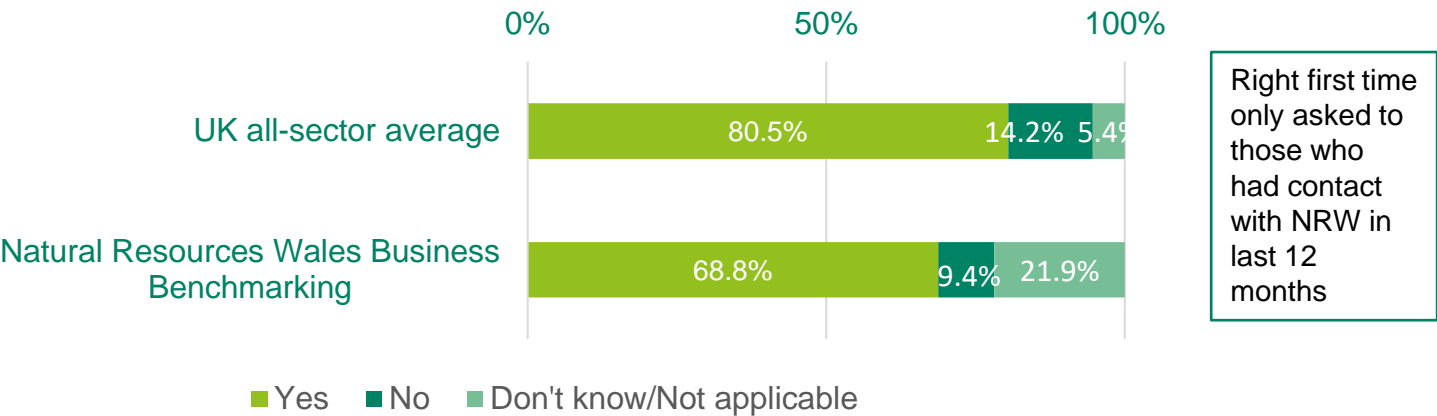


# Business Benchmarking | Natural Resources Wales

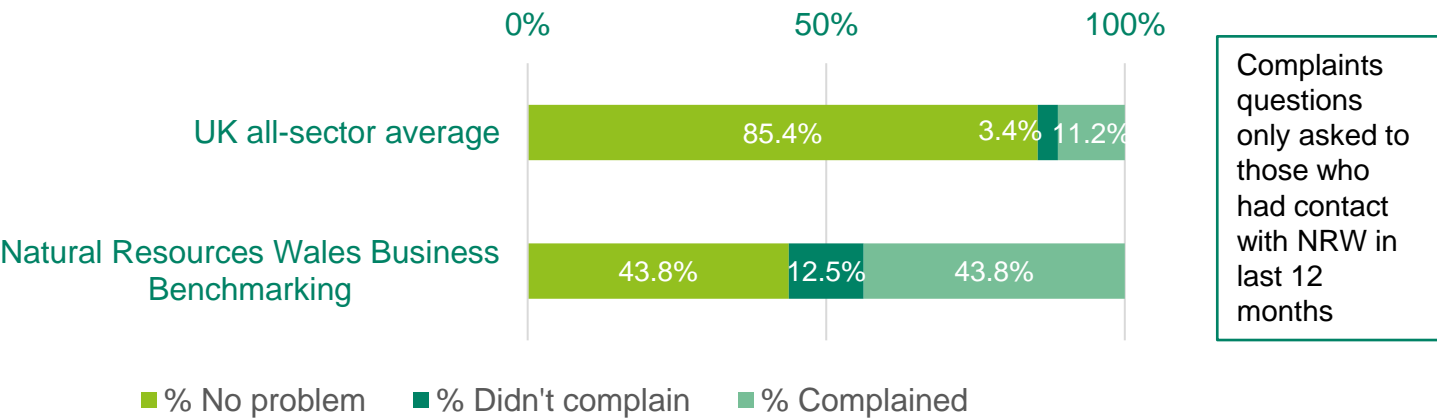
## Net Promoter Score and Customer Effort



Right first time

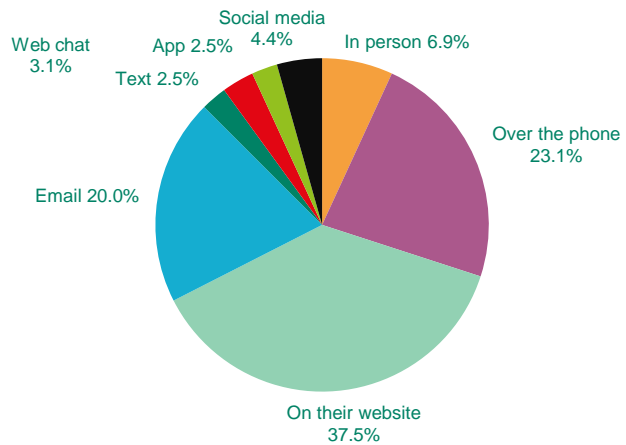


Complaints data



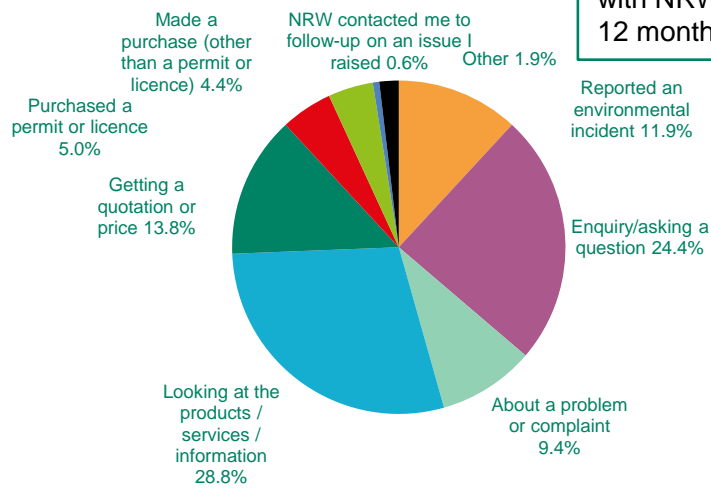


Frequency of channel



The proportion of customers using each channel for their interaction, for Natural Resources Wales

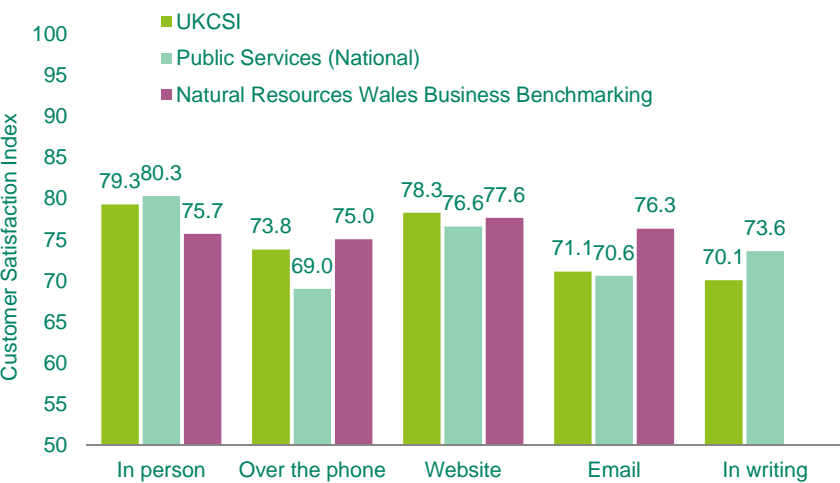
Frequency of reason for contact



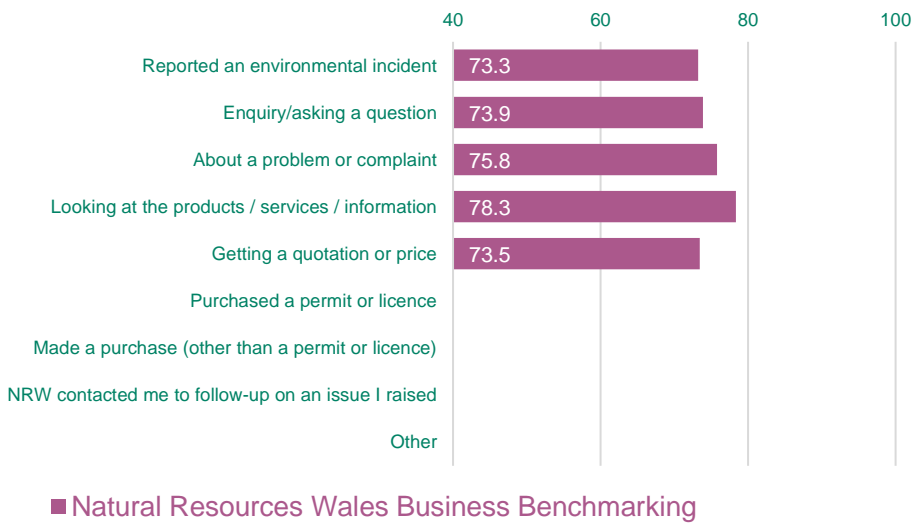
The proportion of customers stating each reason for contact, for Natural Resources Wales

All contact questions only asked to those who had contact with NRW in last 12 months

Satisfaction by channel

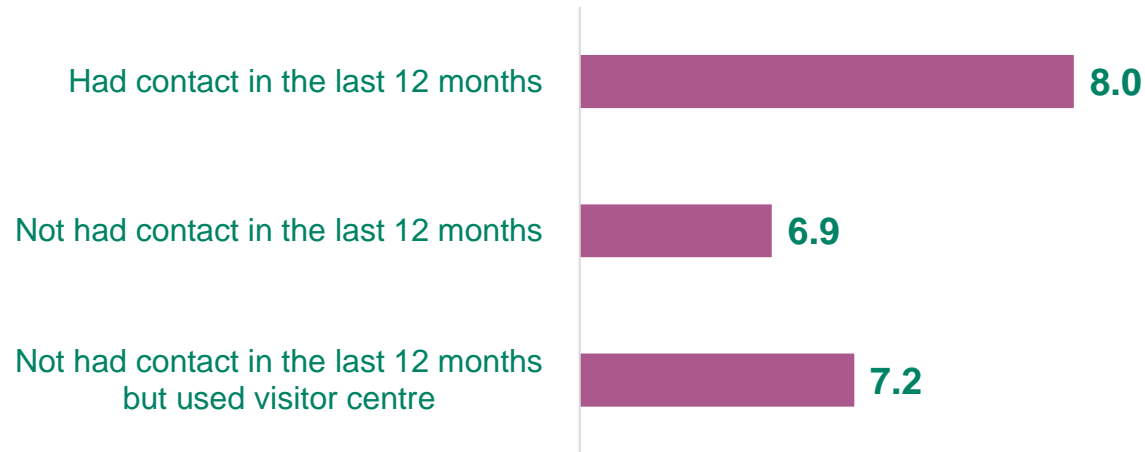


Satisfaction by reason for contact



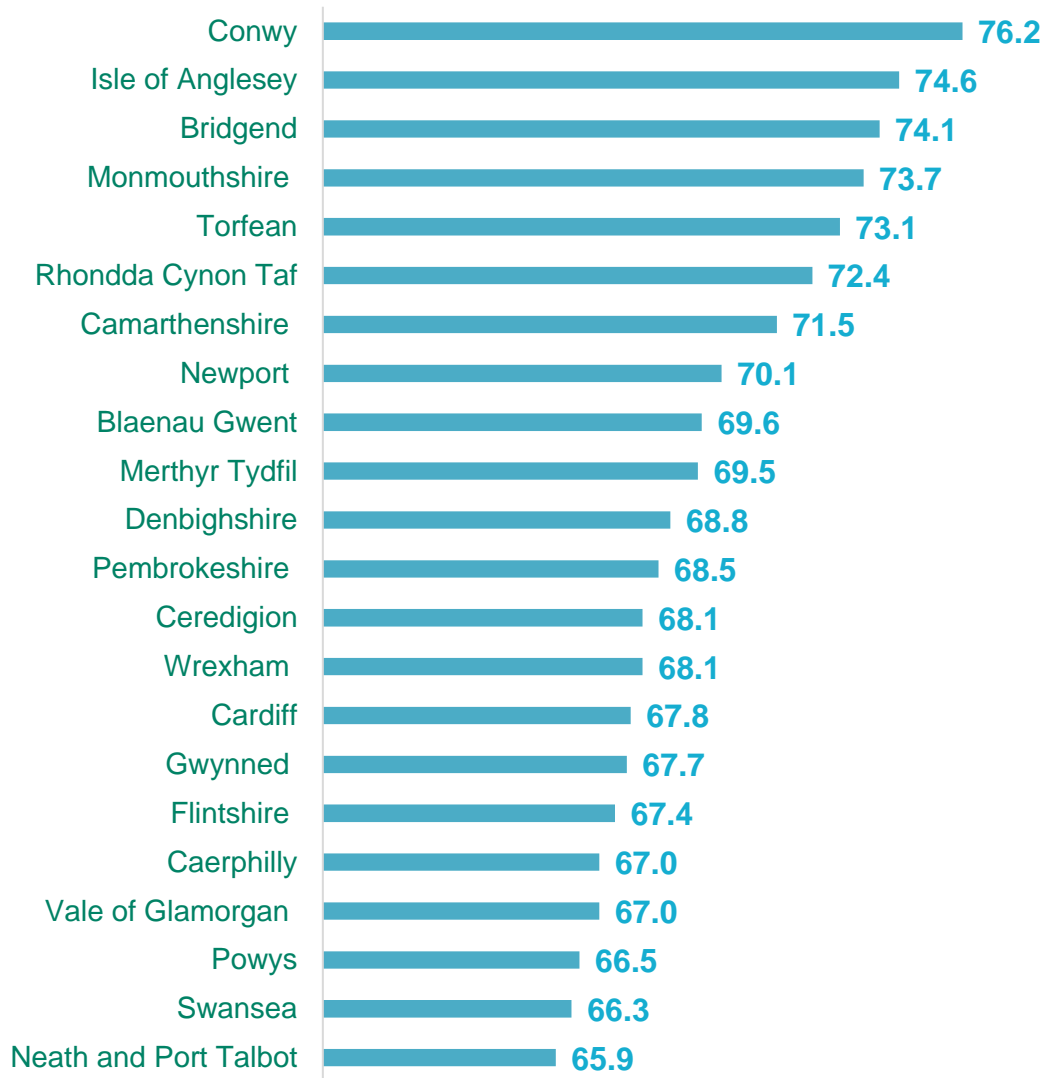


# NRW does a good job in ensuring that the natural resources of Wales are sustainably maintained, enhanced and used, now and in the future



(Scores out of 10)

# Results by County



## Number of responses

Conwy	13
Isle of Anglesey	17
Bridgend	13
Monmouthshire	14
Torfean	8
Rhondda Cynon Taf	19
Camarthenshire	22
Newport	41
Blaenau Gwent	14
Merthyr Tydfil	15
Denbighshire	17
Pembrokeshire	12
Ceredigion	5
Wrexham	67
Cardiff	86
Gwynned	18
Flintshire	14
Caerphilly	13
Vale of Glamorgan	19
Powys	18
Swansea	57
Neath and Port Talbot	6

# 4

## Satisfaction & Loyalty

Satisfaction and intention to recommend



\*organisation scores compared against top and bottom 2 in their chosen sector

# Business Benchmarking | Natural Resources Wales

## Range of scores against customer priorities

◆ Natural Resources Wales Business Benchmarking  
 ■ Above average sector organisations  
 ■ Below average sector organisations



Comparisons were only made between companies with base sizes over 10. Factors with less than 4 companies scoring them were removed from the analysis.

## Business Benchmarking | Natural Resources Wales

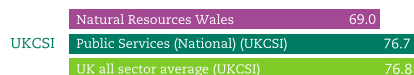
### How customers describe their experience with you



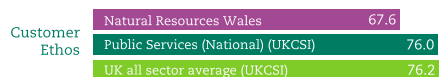
The word cloud shows which words were used the most when customers were asked to give up to three words to describe their most recent experience with Natural Resources Wales. The bigger the word the more times it was mentioned.



## Your Business Benchmarking CSI



## Your customer priorities scores



## Net Promoter Score ®

**Natural Resources Wales** (Business Benchmark) **-22.8**



Public Services (National) (UKCSI) 26.2

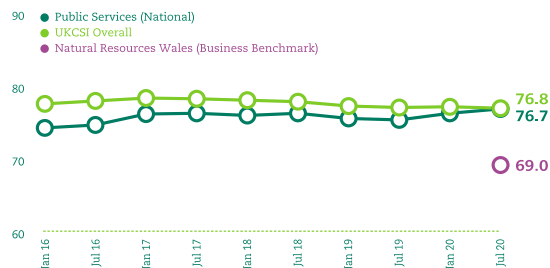


UK all sector average (UKCSI) **21.2**



● Detractors      ● Passives      ● Promoters

## Satisfaction trends



Your customers are **most** satisfied with



The attitude  
of staff



### Speed of resolving your complaint



Competence  
of staff

Your customers are **least** satisfied with



Natural Resources Wales  
cares about their customers

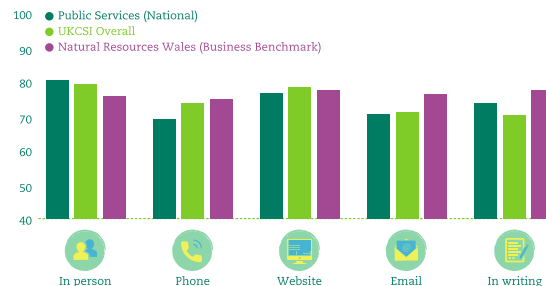


Natural Resources Wales  
makes you feel reassured



### Being kept informed

### Satisfaction by channel



## Recommendation

Natural Resources Wales (UKCSI)  
Public Services (National) (UKCSI)

6.9  
7.8



## Customer Effort

Natural Resources Wales (UKCSI)  
Public Services (National) (UKCSI)

4.3

5.1

For customer effort, a lower score means less effort was required by the customer. So for this measure a lower score is a more positive one.

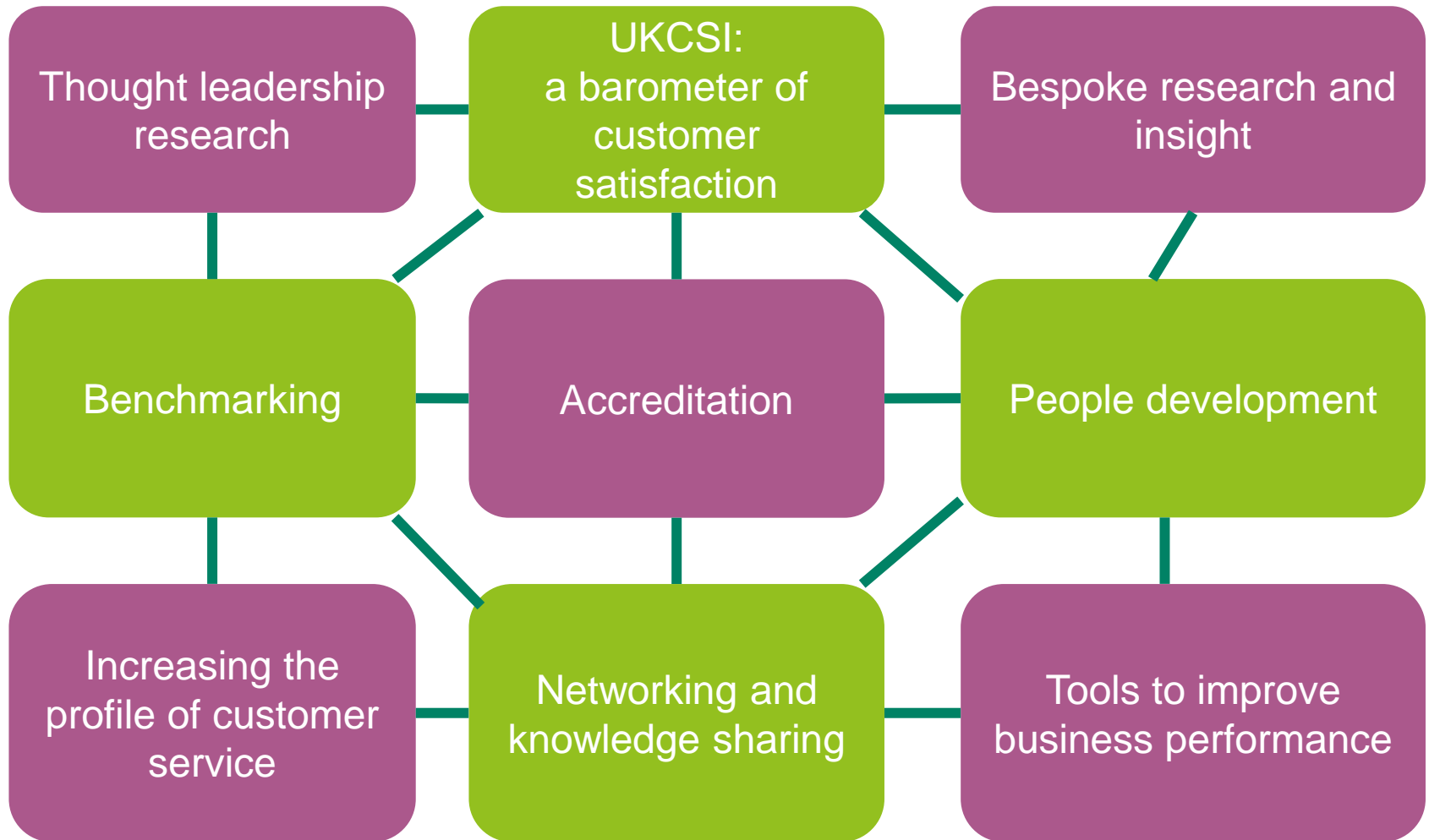


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Also available from  
the Institute

## The Institute of Customer Service





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