

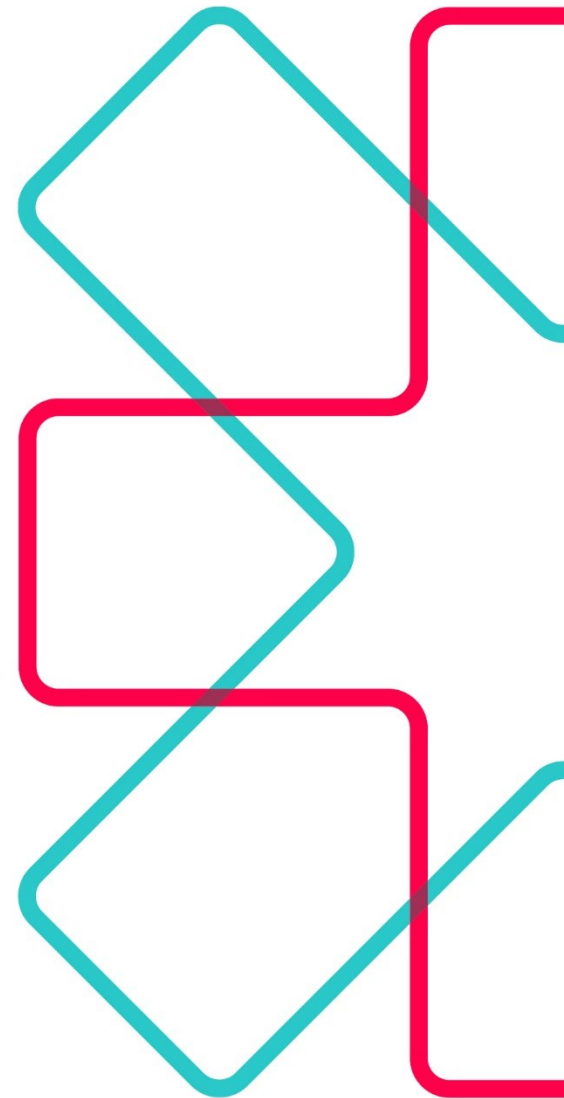
MARTIN
JENKINS

VOICE OF THE CUSTOMER MODEL



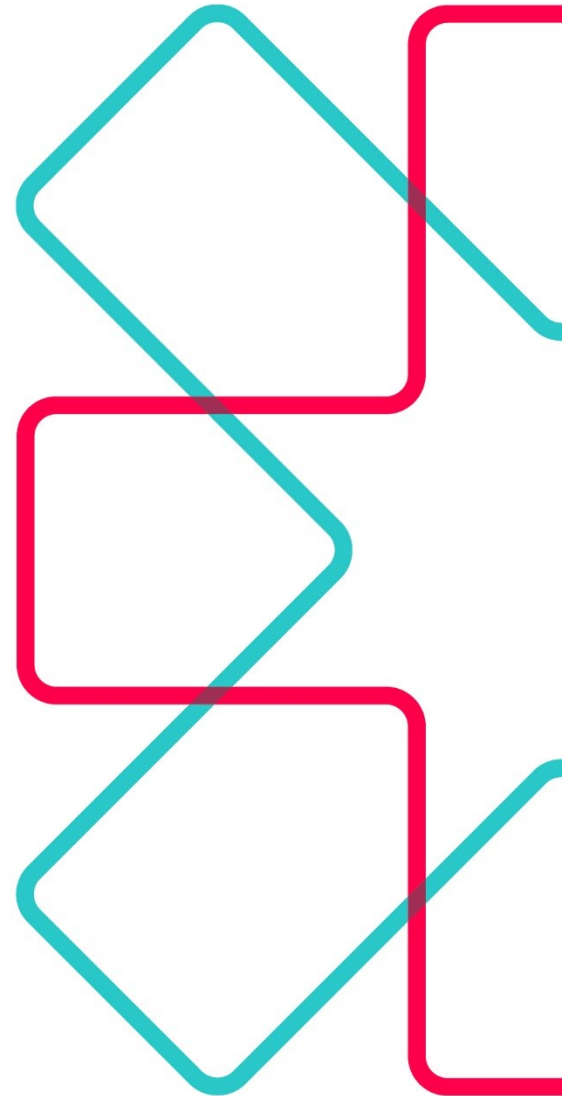
KEY MESSAGES

- ACC currently uses a range of mechanisms to obtain the voice of the customer, including VoC advisory groups, but these mechanisms are fragmented and not co-ordinated, diminishing their value. A comprehensive customer insights system is required.
- Within this system, there is merit in retaining advisory groups to represent the voice of certain customer segments – serious injury, older people, and sensitive claims.
- There is a role for a legal advisory group focusing on questions of legislative interpretation and the customer journey through legal processes.
- Most aspects of the current groups' mandate, role and functions, the way they operate, and the membership would change – they would effectively be reset as new arrangements with a different brief that recognises their value in the wider customer insights system.
- A key shift is from standing arrangements and a regular rhythm of meetings, to more flexible ad hoc input.



CONTEXT AND CURRENT STATE

This section sets out the current context for Voice of the Customer activities, the current value, and the issues arising from the current arrangements.



CONTEXT

The Advisory Groups

- The four VoC advisory groups – Advocates and Representatives Group (ARG), Consumer Outlook Group (COG), Serious Injury Advisory Group (SIAG) and Older Persons Advisory Group (OPAG) - are forums to provide input on issues and service design initiatives from the customer point of view. In practice they have also served a stakeholder management function.
- They were set up in their current form in 2012, at a time when ACC was reacting to events, and needed a way of listening to customers, but wasn't sophisticated in its thinking about how to do this.
- Their focus and process was tweaked in 2016, and the management of the groups was taken inhouse by ACC, under the auspices of the VoC team (in the Customer group), which is responsible for running and servicing the groups, and managing the flow of insights they generate.
- There is also a Sensitive Claims Advisory Group (SCAG), which is currently managed separately by the Injury Prevention group.

ACC's changing approach to customers

Customer expectations have changed and ACC hasn't kept up

- For a long period ACC's customers had relatively stable expectations, but these expectations started to change more rapidly, and ACC was not keeping up. A goal of the Transformation programme has been to close the gap between these expectations and how ACC runs the scheme.

Customers will be at the centre of how ACC works

- The customer will be an integral part of ACC's way of working, with the customer perspective no longer seen as a bolt on.
- A customer orientation will be designed into systems, processes, roles and expectations – from policy and service design right through to delivery at the front line. To ensure this, the Shape of the Future and the Target Operating Model were informed by a large amount of customer research.

Being customer-centric is not a one-off change

- The transformation needs to be a sustained effort, not just a one-off programme of work. ACC has to become expert in listening to and understanding customer expectations and experiences on an ongoing basis, and systematically channelling insights into priorities for change and improvement.

An integrated 'insights system' is required

- Listening, understanding, deciding and acting requires an effective insights 'system'.
- The current customer insights system in ACC is already much wider than just the Advisory Groups. A variety of channels are used to seek out the customer voice, including survey tools used by different parts of the business to get insights directly from different customers, providers, and businesses, at different times and for different purposes.

Aspects of the system are already being enhanced

- There are a range of new and improved mechanisms in place as part of the Customer Insights and Experience Group, or in the pipeline, to support ACC to get better at gathering and making sense of customer insights, including design labs, data analytics and research, and a closed loop feedback system. The latter will enable effective capture and analysis of a range of customer data that is input from a variety of entry points onto a common system.

ACC'S INSIGHTS NEEDS

Customer insights are required to inform...

System adjustment

Policy, legislation and rules guiding administrative decision-making

Service strategy & design

- Customer segmentation and strategy
- Channel strategy and design
- Customer experience design
- Specific service design and development

Continuous improvement

Operational service monitoring and improvement (eg customer service quality, process improvement)

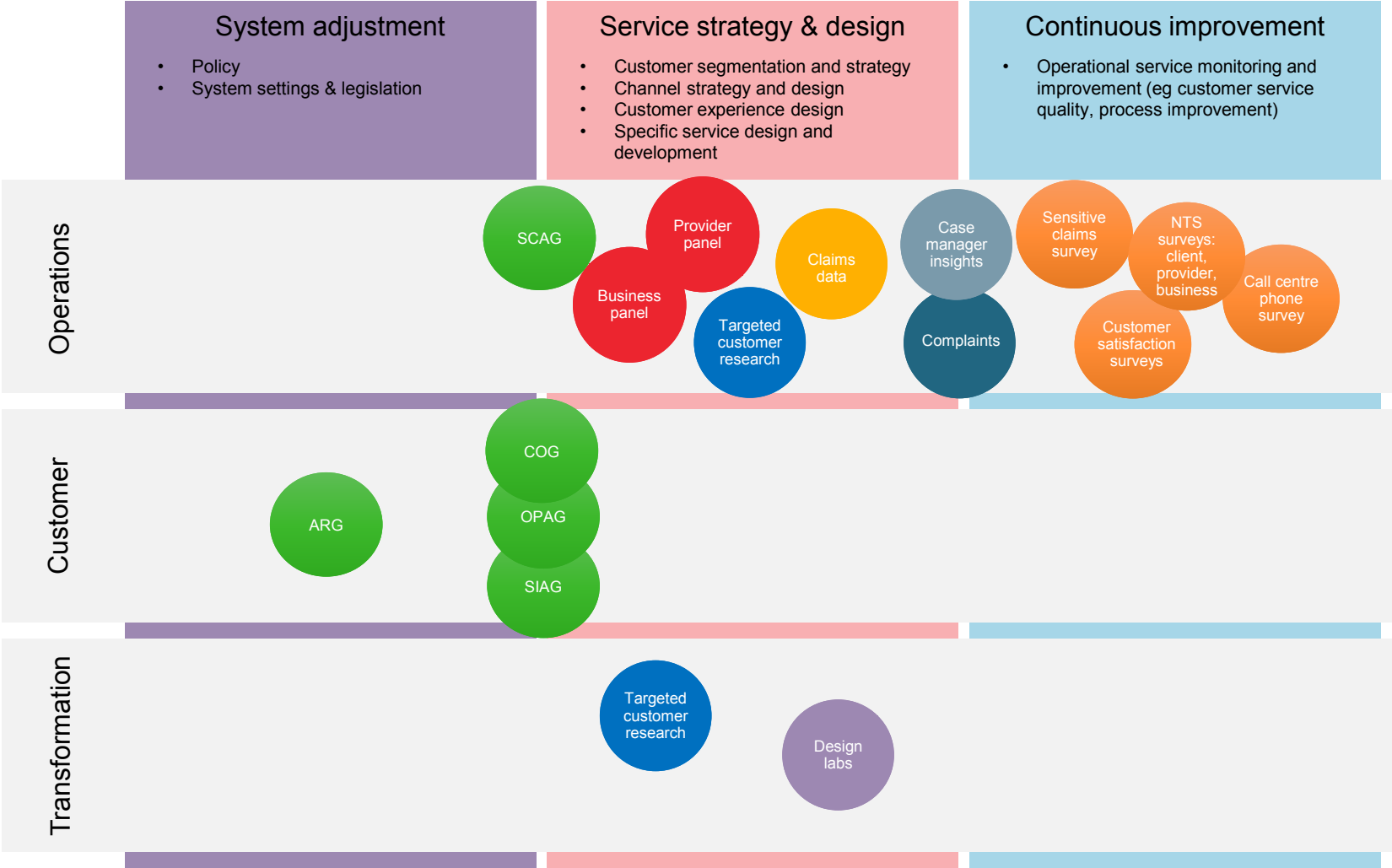
Type of insights required

- Identification of policy, legislative and other issues with the framework of 'rules' that create barriers to better outcomes and experiences for customers
- Input into, and testing of, implications of policy and legislative design from a customer perspective

- Identification of general customer needs and preferences relating to services and service delivery
- Feedback on specific or systemic customer experience with current services (at specific points in process and end-to-end)
- Insights into customer outcomes
- Customer input (needs, testing) into design and development of specific new service models, services and processes, or significant re-design of existing services
- Analysis of actual use patterns and touchpoints in the customer journey

- Feedback on customer experience with current services (at specific points in process and end-to-end or systemic issues)
- Data on customer journey and points of contact (eg number of points of contact and hand-offs, time taken)

CURRENT SOURCES OF INSIGHTS



CURRENT ISSUES AND OPPORTUNITIES – INSIGHTS SYSTEM

Most of the insight gathering mechanisms exist but are very fragmented

- While the current system has a number of mechanisms for gathering customer insights, and several more on the way, the system for gathering, making sense of, and acting on insights is highly fragmented, creating risks and limiting its value.
- In particular, there are a number of surveys and workshops carried out by different parts of the business, covering different stakeholders, for different purposes – but all for the purpose of getting feedback and understanding experiences.
- There is no visibility across the business on what surveys and workshops are being run, with whom, when and why, and no co-ordination of these. This risks duplicating ACC's efforts, as well as respondent fatigue, which could mean insights are not provided when they are really needed.

There is no central place for capturing and storing customer insights to support a holistic view of customer needs

- The insights gathered by different parts of the business are not brought together and stored in a single place that is accessible by people who didn't commission the insight gathering.
- The value of these insights is typically limited to those who collect and use it within business groups – there is unrealised value beyond group boundaries. It would currently be a difficult, manual (but not impossible) task to bring all these disparate insights together in a way that could be used to develop a more holistic picture of customer and other stakeholder needs and experiences.

No central view on what it all means for change and improvement priorities – this will create blindspots

- There is no central view, synthesis and analysis of the whole array of customer insights, in a way that could be used to inform decisions about ACC's enterprise-wide priorities for improvement to better meet customers' needs and expectations.
- There is no clear prioritisation across ACC of design and improvement work that is informed by all the available evidence on the biggest needs and issues from a customer point of view.
- Priorities for action tend to be more ad hoc and driven by individual business groups based on analysis of needs in their area.



CURRENT ISSUES AND OPPORTUNITIES – ADVISORY GROUPS

Observations on value

- Value is currently seen in:
 - The groups' ability to take a 'system' lens
 - Holding ACC's feet to the fire on issues and action
 - Ability to get the voice of more vulnerable, hard to reach customers who might not otherwise volunteer feedback
 - The ability of the groups to provide insights into the 'climate' in particular sectors.
- The quality of insights is seen as dependent on how well the members can tap into the networks they represent. There are perceptions that the groups are variable in their ability to draw on the collective voice of their members' networks.
- There is a recognition that the groups don't and can't represent the voice of all customer types, so they are not a one stop shop for input and advice. For example, they don't represent short term claims customers.
- They are seen as more tactically focused than strategic.

Issues and limitations

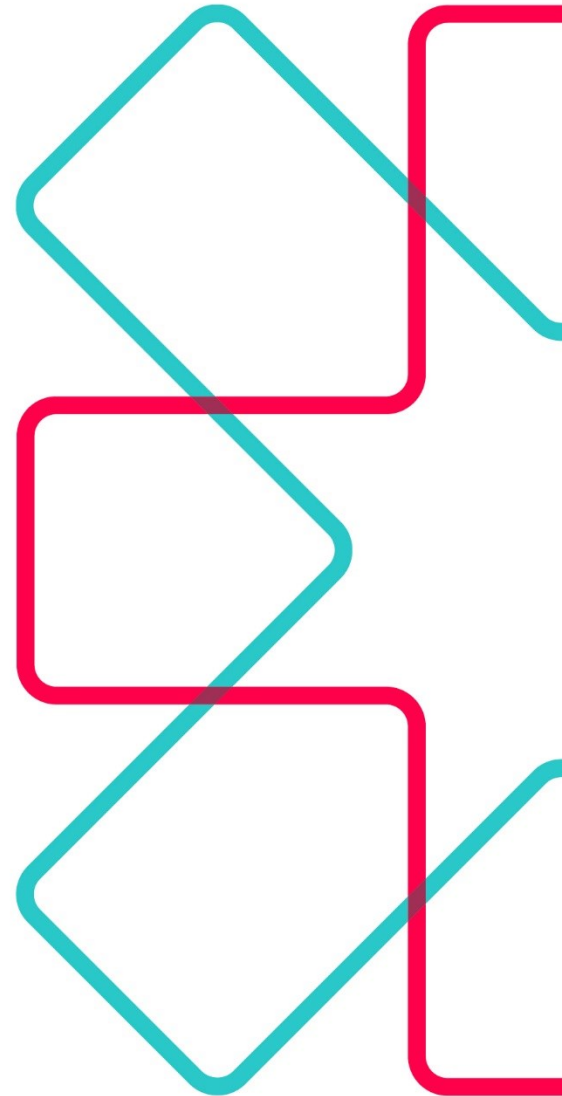
- Internal feedback suggests the groups are not used by the business as much as they might be, due to:
 - some **lack of clarity** internally about when and how the groups can be used
 - some business groups having **less than favourable experiences** with some advisory groups, with consequential 'word of mouth' effects on the advisory groups' use
 - **formality and rigidity** of advisory group processes, including too many steps that are seen as too cumbersome for many projects, and inability to provide timely input to the questions due to the way the group's regular rhythm of meetings operates
 - particular issues experienced with how ARG sees its role vis-à-vis ACC, with a perception that it tends to become a vehicle for expressing its members' issues rather than informing more systemic questions about policy and law.



HIGH LEVEL MODEL FOR AN INSIGHTS SYSTEM

Any future role of advisory groups needs to be seen in the context of a wider ACC system for gathering and using customer insights.

This section sets out some high level propositions and assumptions relating to this system, as a framework for thinking about the potential role and value of advisory groups.



PRINCIPLES FOR AN INSIGHTS SYSTEM

The customer insights system needs to be built on certain design principles

Managing the end-to-end customer insights process

- The system for harnessing and applying customer insights needs to be a **sustainable model**, not a project – capable of supplying and using an ongoing stream of insights.
- There needs to be a **central view** within ACC of:
 - customer experience with existing services, harnessing all relevant insights
 - priority needs for customers.
- There needs to be a clear and **systematic pipeline** for identifying customer needs, issues and opportunities and converting this into decisions about priorities and action.

Insight gathering process

- **Coverage** - the system needs to ensure the voices of different types of customer are heard effectively.
- **Multiple channels for insights** - the insights gathering process will need multiple mechanisms and channels for accessing the customer voice.
- **Tailored to the customers and the purpose** - Insight gathering mechanisms need to be tailored to different needs and customer characteristics – from rapid input and fast turnaround. to periodic scanning for wider issues, or more involved and detailed client group engagement over longer periods of time.

- **Co-ordinated engagement with customers** - touchpoints with the stakeholders and clients may be run within business groups but all need to be centrally co-ordinated and planned to ensure:
 - Insight gathering is guided by a deliberate view on what ACC wants to understand from its customers, and at what points in their service experience with ACC
 - Clients do not become fatigued by contact from ACC.
- **End-to-end and specific points in time** - the insights gathering system as a whole needs to be capable of gathering insights relating to particular experiences or end-to-end.

Central collection and storage of insights

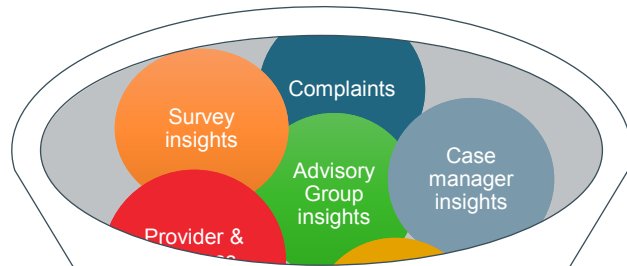
- **Bringing insights together** - all available insights generated through different mechanisms need to be capable of being synthesised and analysed to generate a view of key issues and opportunities.



FUTURE CUSTOMER INSIGHTS OPERATING MODEL

1. Insight gathering

Ongoing stream of insights gathered using multiple mechanisms for different purposes. Potentially run from different places but guided by central strategy and co-ordination by CI&E group. Insight gathering can be general ('open-ended') or specifically focused on certain customers or issues.



The potential role of the Advisory Groups needs to be seen in the context of ACC's future customer insights system

2. Collection

Insights applied 'locally' at the point of collection for specific purposes, but also 'pooled' centrally where feasible
Eg. CRM,
Closed loop feedback tool

3. Analysis

Central analysis of whole pool of insights to identify key customer needs and where the issues are, eg customer heat maps and pain points analysis

4. Prioritisation

Identification and decisions about design and improvement priorities

5. Action

Priorities for action streamed to appropriate place for design and implementation

Loop back to check impact of change on customer experience

6. Change and implementation

Policy and system settings

Service design (eg experience lab)

Service delivery

Centrally-held insights can be accessed, analysed and used directly 'locally' by different ACC users to meet different needs

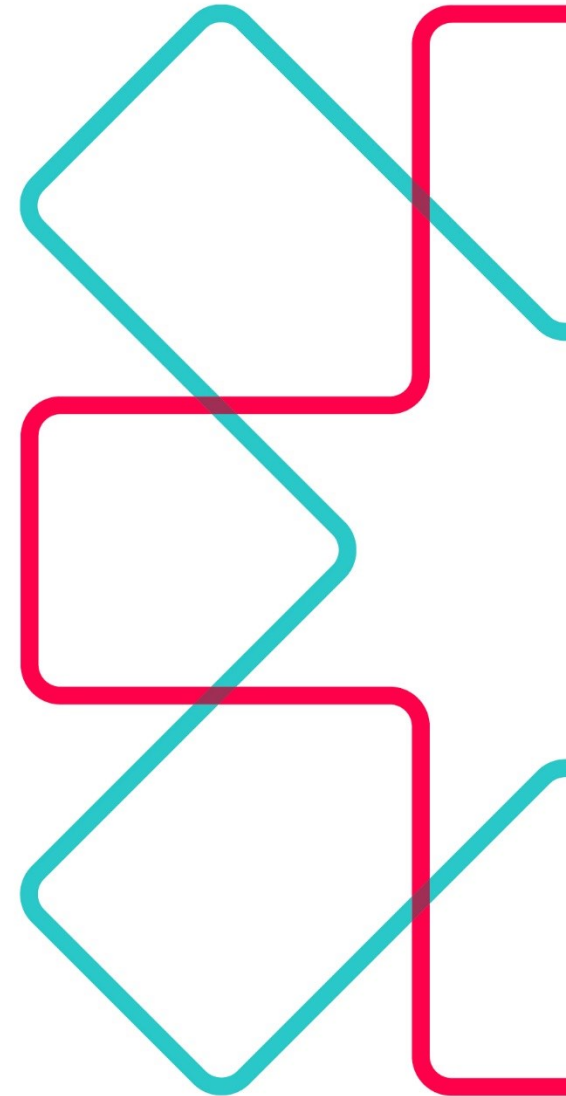
Some insights from analysis 'pushed' by the Customer group to relevant business groups for immediate local action

The pipeline - a centrally run process for identifying ACC's enterprise-level priorities to better meet customer needs and expectations. CI&E group is the steward of this process

ADVISORY GROUPS

This section considers the potential role and value of advisory groups within ACC's customer insights system. It sets out:

- The role and value of advisory groups – reasons for using this mechanism
- What the groups would do and where/when in the insights system they would focus their attention
- What groups should be retained and/or established and for what purposes
- The operating approach – how would they be organised; when/how would they come together
- Membership principles



FUTURE ROLE AND VALUE OF ADVISORY GROUPS

Is there a future role for advisory groups in ACC's insights system?

There are now many ways to obtain the customer voice directly from the customer

In a modern customer insights system, ACC has a variety of channels at its disposal to access the voice of the customer directly from individual customers.

- Tools such as online and phone surveys and feedback mechanisms provide a cost effective, broad coverage way of finding out what customers think of ACC and its services.
- In service design processes, focus groups and design labs provide effective, rapid, tailored ways of understanding customer needs and testing services.

Within this context, what is a value-adding role for advisory groups?

Because running advisory groups can be time-consuming and expensive, representative-based advisory groups should only be used where it is more effective, efficient, or cost effective to obtain the customer voice in this way.

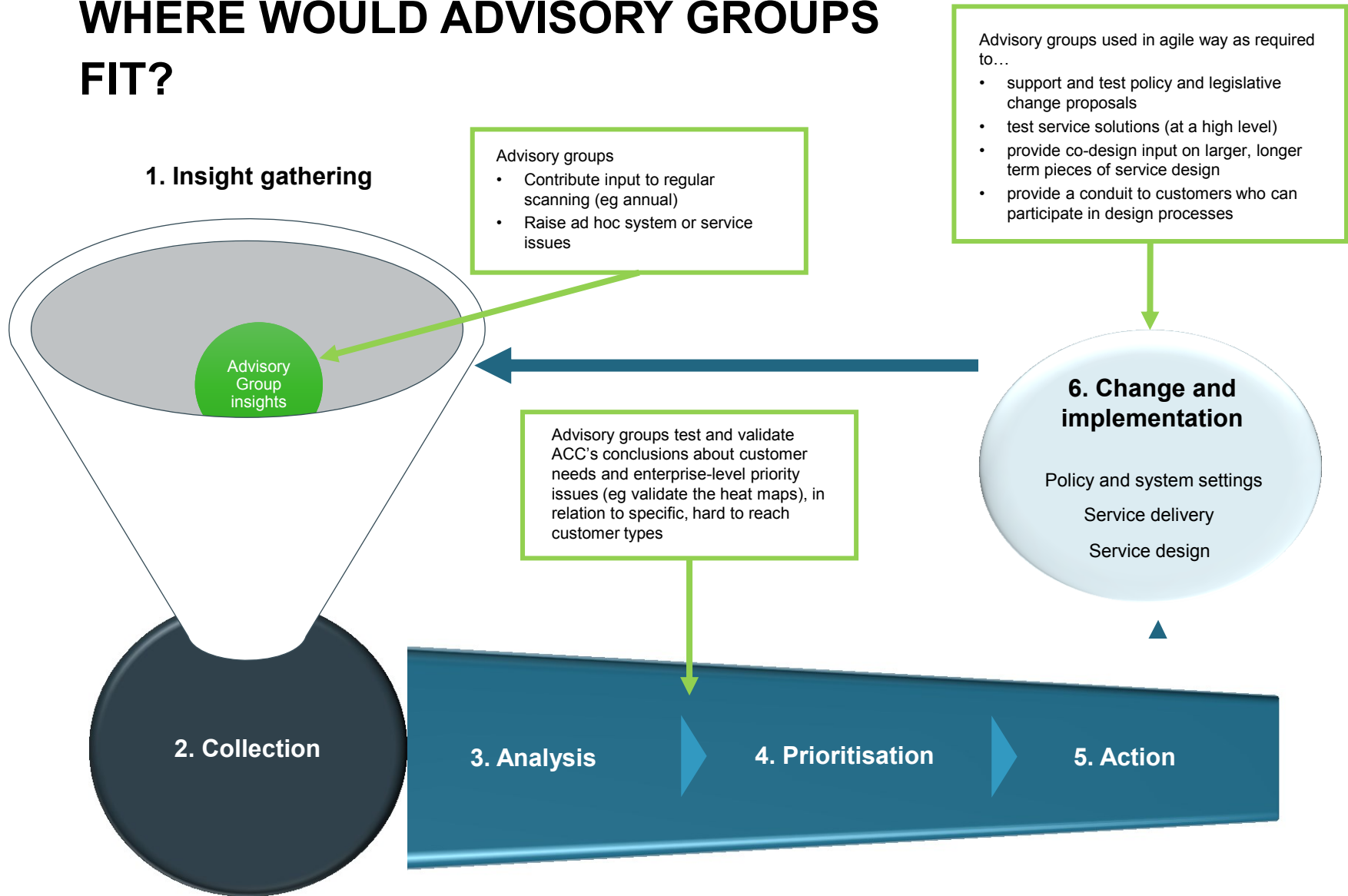
When does an advisory group complement other Customer Insights & Experience tools?

Experience suggests an advisory group comprising customer representatives can complement or substitute for other insight mechanisms in one or more of the following circumstances:

- 1. When the story behind the rationale adds weight to / tests / validates or otherwise, the ACC initiative**
 - So ACC can see and hear the real life impact of the decisions that are being made
- 2. When accessing a customer voice or perspective that is not easy to get directly, eg**
 - Groups who find it difficult to participate through digital channels, eg those with accessibility issues, some older people
 - Vulnerable customers, where you need an informed, trusted third party to represent their perspectives
- 3. When the customer type is well-defined by their characteristics**
 - Generally for high cost / low volume segments
- 4. When the customer type is well networked and represented**
 - So that a representative view can in practice be sought and presented through an advisory group
- 5. For customers with ongoing relationships with ACC**
 - So ACC can monitor issues and service performance over time



WHERE WOULD ADVISORY GROUPS FIT?



Insights Leading to Service Design



Collaboration
Working closely with other teams across the wider CI&E team, utilising the most relevant insights to create service change of the highest quality for our customers. From Analytics & Insights to Service Design



1

1: Issue Raised through CI&E channels:

Lack of assistance with Domestic Maintenance tasks that help keep clients safe in their homes e.g. smoke alarm batteries, light bulb changes etc.

2: Focus Groups

Groups are convened across multiple regions, consisting of appropriate SCI & TBI clients/families identified by SIAG members. These groups clarify the problem statement & confirm this an issue compromising client safety. Groups also identify discretion for funding such services is applied irregularly across regions

2



3: CLF / Analytics

Analytics are able to identify which regions are currently funding such services and which are not. Analytics are also able to identify additional injuries sustained by S.I clients while attempting to under take the domestic tasks themselves.

The issue is raised with CLF to track any additional observations made across

3

4



4: Present to Exec team

The Exec team agree with the identified safety issues for clients and agree to progress the project & assign a business owner

5



5: Project Formed
Business owner & design team are identified. Customer Focus groups are reconvened to ensure customer input into the design phase using HCD

6



6: Service Change Implemented

New serviced developed allowing S.I clients to contract local providers to ensure essential domestic maintenance tasks are undertaken each year

Insights Leading to Service Delivery Improvement

1: Issue Raised
IP Falls portfolio, together with analytics, identify the need for an improved older persons action plan to keep the old well at home and reduce the incidence and severity of falls in older people



2: Group Input
Identified client issues are tested with the Older person's group members and their networks to validate or dismiss

3: Validate Client Issues
The Falls team, along with the groups insights and analytics validate the client issues and also identify new issues not already identified that need to be considered. With this information older person's comms principles are created to improve IP service delivery



4: Change Communicated
The improved comms principles are communicated back to the older person's group and their wide networks of older clients



5: On-going Monitoring
The service improvement and impact is continually monitored by analytics and through on-going checks with the older person's group to ensure an imprc



Insights Leading to Policy Adjustment

1: Issue Raised
Issue identified by SCAG and ARG regarding the following systemic issue; *Cover of mental injuries due to certain criminal acts*



1

2: Group Input

As SME's in this area the issue is explored by the SCAG group and evidence gathered by the members networks to identify the impact upon clients.

The problem faced by clients who have suffered a mental injury as the result of a sexual assault or other criminal act is that there is a requirement for the client to be an earner at the date of injury. The defined date of injury for mental injuries under section 36 of the act mean that clients can not access Weekly Compensation, even though they may have been earning at the time of the event



2

3: CLF / Analytics
Further investigation is undertaken in the CI&E (data analytics & research) to support or discount the hypothesis reached by the groups



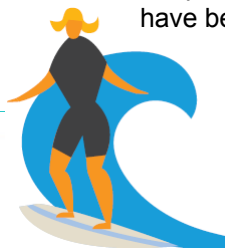
3

4



4: Policy Adjustment/Change

As this requires a change to policy or legislation it is taken to the ARG group for further consideration and advice: A select group of external ACC Lawyers, In house Counsel and members of MBIE are convened to explore this issue and make appropriate recommendations to be taken to the Minister



WHERE WOULD ADVISORY GROUPS FIT?

Insights required to inform...	<p style="text-align: center;">System adjustment</p> <p style="text-align: center;">Policy, legislation and rules guiding administrative decision-making</p>	<p style="text-align: center;">Service strategy & design</p> <ul style="list-style-type: none"> • Customer segmentation and strategy • Channel strategy and design • Customer experience design • Specific service design and development 	<p style="text-align: center;">Continuous improvement</p> <p style="text-align: center;">Operational service monitoring and improvement (eg customer service quality, process improvement)</p>
Type of insights required	<ul style="list-style-type: none"> • Identification of policy, legislative and other issues with the framework of 'rules' that create barriers to better outcomes and experiences for customers • Input into, and testing of, implications of policy and legislative design from a customer perspective 	<ul style="list-style-type: none"> • Identification of general customer needs and preferences relating to services and service delivery • Feedback on specific or systemic customer experience with current services (at specific points in process and end-to-end) • Insights into customer outcomes • Customer input (needs, testing) into design and development of specific new service models, services and processes, or significant re-design of existing services • Analysis of actual use patterns and touchpoints in the customer journey 	<ul style="list-style-type: none"> • Feedback on customer experience with current services (at specific points in process and overall) • Data on customer journey and points of contact (eg number of points of contact and hand-offs, time taken)
Key insight gathering mechanisms	<ul style="list-style-type: none"> • Analysis of patterns of feedback from customers across services, combined with administrative data • Advisory groups 	<ul style="list-style-type: none"> • Customer surveys/online feedback tools • Focus groups/customer research • Analysis of customer-related data • Design labs • Advisory groups 	<ul style="list-style-type: none"> • Customer surveys/online feedback tools • Analysis of customer-related data

WHAT WOULD GROUPS DO AND WHEN?

Purpose	What	When
Identifying customer needs and issues	Scanning - contributing front end insights on customer needs (for specific customer types that the groups represent) and issues into the funnel	Annual - as part of a wider scanning process feeding into planning
	Raising ad hoc service or systemic issues for specific customer types, and insights as to what is causing the issues.	May be incorporated as part of annual scanning process but could also be ad hoc, and doesn't need to be part of a meeting schedule
	Analysis and prioritisation - testing and validating ACC's conclusions about customer needs and enterprise-level priority issues (identified by the CI&E group through its analysis of multiple strands of insight). Providing insight into the 'why' behind presenting issues.	<ul style="list-style-type: none"> On an annual basis, feeding into ACC's planning and prioritisation of issues In situations where ACC wants to validate decisions to act straight away
Policy and legislation	<ul style="list-style-type: none"> Supporting and testing policy and legislative change proposals Providing perspectives on questions relating to legislative interpretation 	Ad hoc as required
Service design	Testing emerging solutions – Being involved early in the planning phase of projects - 'kicking the tyres' at an early stage of particular design projects to see whether ACC is thinking about the right things, including changes that could be made to high-level design to support success. Would be used as a mechanism to supplement focus groups and design labs in a situation where particular voices represented by advisory groups were significant in relation to the work.	Ad hoc as required
	Co-design for large pieces of longer term work where there is a need for sustained focus, rather than fast turnaround	Ad hoc as required
	Conduit to customers who can participate in co-design processes, eg labs and focus groups, for specific projects	Ad hoc as required
Communication	Communicating ACC's work back to their networks – both work arising as a direct consequence of their input and more widely	Regularly

WOULD NOT BE THE ROLE OF ADVISORY GROUPS?

- **Advisory groups would not be central to the service and product co-design process** when rapid access to specific types of customers is required
- **Determining pieces of work to be undertaken.** Groups would not play a role in determining what ACC should focus on (although they would provide input to the thinking about possible issues and contribute to ACC's prioritisation processes)
- **As a stakeholder management mechanism** – important relationships with key customers and groups should be maintained in other ways
- **Raising lower level tactical issues** on an ongoing basis



WHAT ARE THE PROPOSED GROUPS?

Proposed group	Rationale	Activities	Managed by
Serious injury	Well-defined and well represented groups whose voice is hard to access in other ways; high cost / low volume	<ul style="list-style-type: none"> Once a year: participate in a scanning workshop, drawing on insights of networks and insights as peak body/member organisation representatives Once a year: convene to provide perspectives on ACC's proposed prioritisation of needs and issues for the coming year's programme Ad hoc: provide support and advice to source members to participate in focus groups or co-design processes Ad hoc provide feedback or input into design questions and emerging solutions 	VoC group
Older persons			VoC group
Sensitive claims			VoC group. There is value in a sensitive claims-related group being run by the VoC group to ensure value is captured more widely across ACC and to provide a degree of independence from the business.
Legal	<p>Well-placed to provide insights on:</p> <ul style="list-style-type: none"> the design and management of the disputes process from a customer experience perspective, and from a provider perspective questions of legislative design and interpretation High end policy issues relating to the scheme and its coverage 	<ul style="list-style-type: none"> Once a year: participate in a scanning workshop on customer experience, service delivery issues, and key trends impacting on customers Quarterly: legal panel meeting to discuss legal issues and interpretation, eg reviewing decisions. Would involve MBIE and ACC inhouse counsel Ad hoc: provide input into specific questions of legislative design <p>A separate process would be available for group members to individually raise specific service delivery issues they encounter as providers or customer representatives (eg email feedback mechanisms, reviewed by CI&E)</p>	Legal team/G&S
Provider	Able to provide a perspective on issues that affect providers eg procurement, contracting, but not purporting to representing the customer.		For the time being this sits best with the Provider group rather than VoC group, but could be reassessed in the future.

WHAT GROUPS WOULD BE NEEDED?

What groups do we think we don't need?

- **Policy** – all advisory groups should be contributing towards strategic and policy level issues as required, rather than needing another group; membership would be very hard to define. Stakeholders to test policy proposals and change would be better identified as required in relation to the project, rather than forming a standing group for this purpose.
- **Business** – business interests, views and needs can be gathered directly through other feedback mechanisms. Focus groups also provide an effective way of accessing the voice of business customers.
- **COG** – rather than a group purporting to represent a range of customer perspectives, perspectives would be gained directly from customers using other mechanisms.

What is missing?

Cultural perspectives – ACC needs to get the voice of a diverse range of cultural perspectives, but a 'representative' group is not a good mechanism for this. There is a question whether 'representative' is even possible.

It is likely that a community-level approach is needed to get genuine insights. The VoC group needs to work closely with ACC's cultural advisors to address this gap.

There is already some work underway using Whaia te Tika / Whānau Ora to access cultural perspectives, and ACC could consider leveraging the networks of its partners in the public sector to access these perspectives, eg Te Puni Kōkiri, Ministry for Pacific Peoples.



HOW WOULD GROUPS OPERATE?

Engaging with the groups

A more flexible approach to engagement

- **Small number of full-group meetings per year** to provide input into scanning for issues and improvement opportunities, and to test and validate insights as part of ACC's planning and prioritisation.
- **At other times, groups would be used as a panel** – the whole group or specific members convened on an 'as needs' basis depending on specific project requirements – bringing together the people with the most relevant perspectives, rather than requiring all members to meet.
- **Flexibility to use the groups for different things**, not heavily prescribed processes.
- **Ability to engage in different ways** - meeting online rather than face-to-face for some work; working outside of meetings to test some questions; using members as part of design labs where appropriate.

ACC needs to communicate back

- **Reporting back to members** on what is being done in response to their feedback – this should not be arduous, 'reporting for reporting's sake'; the level of reporting needs to be tailored to the different functions of the groups. This reporting is not about formal accountability to the groups but rather about respect for the input received.
- **Regular communication back to the groups on customer issues** – a newsletter or similar that gives members a wider perspective on how ACC is addressing customer feedback and needs that gives them a broad view of ACC's commitment to the customer. This would also enable members to communicate key messages to their networks.



HOW WOULD GROUPS OPERATE?

Processes

- **For the annual meetings (scanning/prioritisation), members should provide responses ahead of time to questions / issues ACC presents** to ensure different voices are clear; conversation between members then provides richer collective value.
- **Consensus is not always required** - where groups are making recommendations on a specific proposal, there should ideally be a consensus view, but the groups are also an efficient way for ACC to hear different and dissenting voices, with members getting the benefit of hearing other perspectives.
- **ACC's Customer Insight & Experience group makes recommendations to the Executive**, not the advisory groups. Recommendations or issues raised by the groups would not automatically go to the Executive. Advisory group perspectives inform the CI&E group's wider analysis (across all its mechanisms for hearing the customer voice), which then forms the basis for any recommendations. The CI&E group has the flexibility to make recommendations to the Executive or another part of ACC, either as part of planning processes, or on an ad hoc basis.
- **Clear expectations that groups are the right thing for now**, but that as the operating environment changes and new issues emerge, they may no longer be required. It would be a good idea to review the value being added by the new groups after a year's operation to ensure they are fit for purpose and to identify any adjustments required (to ensure the arrangements are working for ACC, CI&E, the VoC team and the customer).

Membership

- **Members with truly representative views** – members need to demonstrate willingness and ability to access their networks and/or have system-level perspectives of customer experiences and needs. Networks accessed must be representative of New Zealanders (culturally and geographically).
- **Membership that refreshes over time** to ensure perspectives remain relevant. Membership terms would be introduced (eg three years with rolling expiry).
- **A formal agreement is required** – while the groups are more flexible than the existing VoC advisory groups, there is still a need to set out clear expectations of members and of ACC, with an commitment to ongoing input.
- **Members should be compensated for their time** to reflect a level of commitment to participating that is different from other kinds of feedback mechanisms eg focus groups. It is likely this would be on an hourly basis, given the flexible and ad hoc nature of many of the engagement processes.



SUMMARY OF SHIFTS – CUSTOMER GROUPS

Group	Now	Future
Consumer Outlook	COG is a broad-based group comprising customer and provider representatives	Would no longer exist. Provider perspectives would be gathered through provider engagement mechanisms run by Operations. Consumer perspectives for specific customer types would be provided by the three groups described below, alongside a variety of other insight-gathering mechanisms (surveys, targeted research, closed loop feedback tool)
Serious injury Older persons Sensitive claims	What	
	<ul style="list-style-type: none"> • Inform ACC understanding of customer needs and experience (identify needs and service experience issues) • Provide input into service design processes 	
	When	
	Regular, scheduled meetings for the full group (six times a year)	<p>Two 'standing' meetings per year</p> <ul style="list-style-type: none"> • Meet once a year to participate in a full day scanning workshop, drawing on insights of networks and insights as peak body/member organisation representatives • Meet once a year to test and validate ACC's perspectives on prioritisation of needs and issues for the coming year's planned programme <p>Ad hoc meetings or discussions (full group or some members only)</p> <ul style="list-style-type: none"> • Provide support and advice to source members to participate in focus groups or co-design processes • Provide feedback or input into design questions and emerging solutions
	How	
<ul style="list-style-type: none"> • ACC commits to developing a mutually agreeable work plan • Groups collectively develop and present all recommendations by consensus • Groups provide recommendations to ACC Chief Executive/Executive team 	<ul style="list-style-type: none"> • No ACC work plan agreed with the groups or ability for the groups to determine their own work programme, but ACC will actively communicate with groups on where there are planned initiatives the group may need become involved with (using the ad hoc mechanisms) • Groups strive for consensus when advising on specific service design initiatives, but consensus is not required • Groups provide advice and input to scanning and planning processes run by CI&E. Recommendations are not made directly to the CE or Executive, but group insights and advice are used by CI&E as input into analysis and advice within ACC on needs and priorities from customer point of view 	
Who		
Members selected based on demonstrated willingness and ability to access their networks and/or have system-level perspectives of customer experiences and needs. Networks accessed must be representative of New Zealanders (culturally and geographically).		

SUMMARY OF SHIFTS – LEGAL GROUP

Group	Now	Future
Advocates and Representatives Group	What	
	<ul style="list-style-type: none"> Contributing to the correction, amendment or development of the Accident Compensation Act 2001 and subsequent legislation Contributing to the development of the ACC Scheme by identifying strategic opportunities for improvement 	Provide insights to ACC on: <ul style="list-style-type: none"> questions of legislative design and interpretation policy issues relating to the scheme and its coverage the design and management of the disputes process from a customer experience perspective
	When	
	<ul style="list-style-type: none"> Regular, scheduled full group meetings (at least four times a year) Agenda for meetings based on agreed work programme or discussion of issues raised by ARG 	‘Standing’ meetings per year <ul style="list-style-type: none"> Meet once a year to participate in a scanning workshop on systemic customer experience, service delivery issues, and key trends impacting on customers Quarterly: meeting to discuss legislative/legal issues and interpretation, eg reviewing decisions. Would involve MBIE and ACC inhouse counsel Ad hoc involvement <ul style="list-style-type: none"> The group or subgroups of members may be formed as needed to provide input into specific questions of legislative or policy design A separate process would be available for group members to individually raise specific service delivery issues they encounter as providers or customer representatives (eg email feedback mechanisms, reviewed by CI&E)
	How	
<ul style="list-style-type: none"> ACC commits to developing a mutually agreeable work plan ARG collectively develops and presents all recommendations by consensus ARG provides recommendations direct to ACC Chief Executive/Executive team 	<ul style="list-style-type: none"> Group will not develop its own work programme or priorities and there will be no requirement for ACC to agree a work plan with the group. ACC will actively communicate with group on where there are planned legislative or policy initiatives the group may need become involved with (using the ad hoc mechanisms) Group strives for consensus when advising on specific legislative or policy initiatives, but consensus is not required Recommendations are not made directly to the CE or Executive: <ul style="list-style-type: none"> Insights and advice as part of scanning process are used by CI&E as input into analysis and advice on needs and priorities from customer point of view. Insights and advice on legal interpretation and legislative issues are used by ACC Legal team to inform policy and legislative change initiatives 	
Who – membership principles		
Members selected based on ability to inform policy and legislative design, and provide insights into customer experiences with dispute resolution processes.		