

Triaging Digital  
Inclusion Case  
Study:

## Kensington and Chelsea pilot



## Key findings of Kensington and Chelsea pilot

### 1. Outline of delivery model

Two triage routes were identified during the practitioner interviews:

#### A. Customer Service Contact Centre (phone)

Staff conducted proactive outreach calls to residents identified as digitally excluded (or likely to be). These residents were identified through previous engagement as part of the council's COVID-19 response and dedicated staff in the Contact Centre were assigned to call and triage them.

“People would make targeted calls to people identified as digitally excluded. It was everyone who was spoken to as part of [our COVID response] because they were vulnerable – so everyone we spoke to we rang up and used the questionnaire specifically to find out their digital needs.”

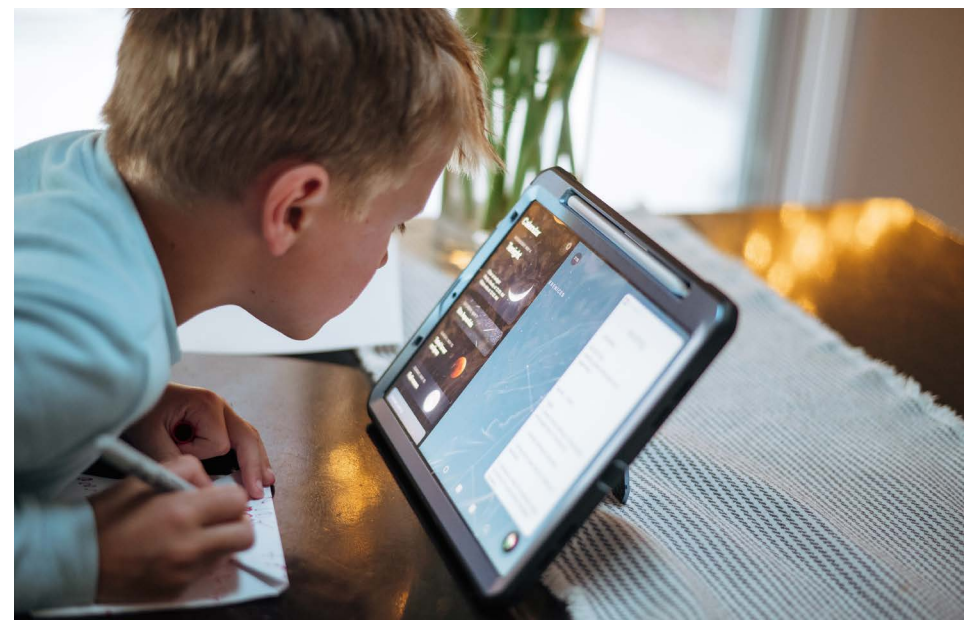
Customer Service Advisor, Contact Centre

#### B. Customer Service Centre (face to face in Town Hall)

Staff provided face-to-face support to residents coming into the Town Hall. Digital triage was done on an ad hoc and organic basis during conversations with residents based on their specific enquiry.

“When a resident comes in I always ask the question: ‘Why did you come in today?’ And then, if relevant, I’ll follow up with ‘Why did you not do it online?’”

Customer Service Advisor, Face to face



## 2. Key insights from project data

Who was supported?

Table 7. Breakdown of Kensington and Chelsea residents triaged (by pathway)

Triage pathway	Residents triaged	Residents with a digital need	Residents signposted
Customer Service Contact Centre (phone)	348	241	22
Customer Service Centre (Town Hall)	17	13	0
<b>Total</b>	<b>365</b>	<b>254</b>	<b>22</b>

Figure 25. Age profile of Kensington and Chelsea residents triaged

Kensington and Chelsea: Age range of all residents triaged\*

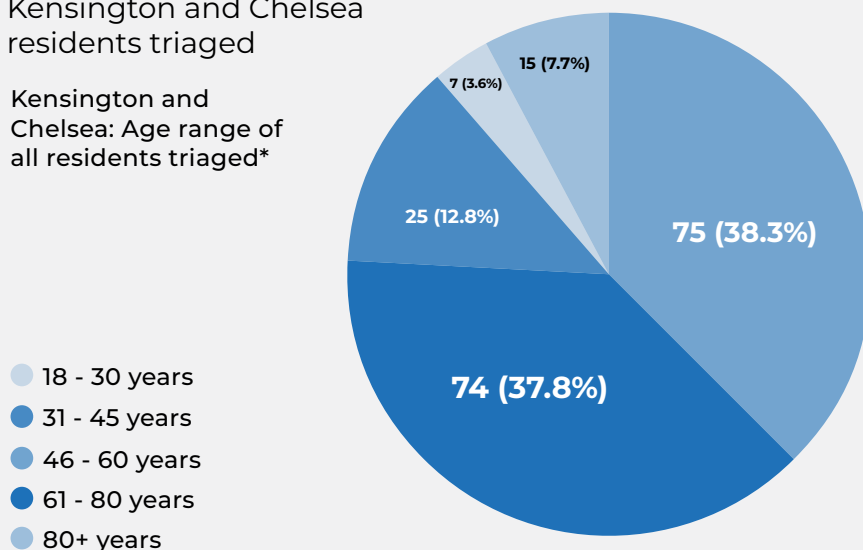
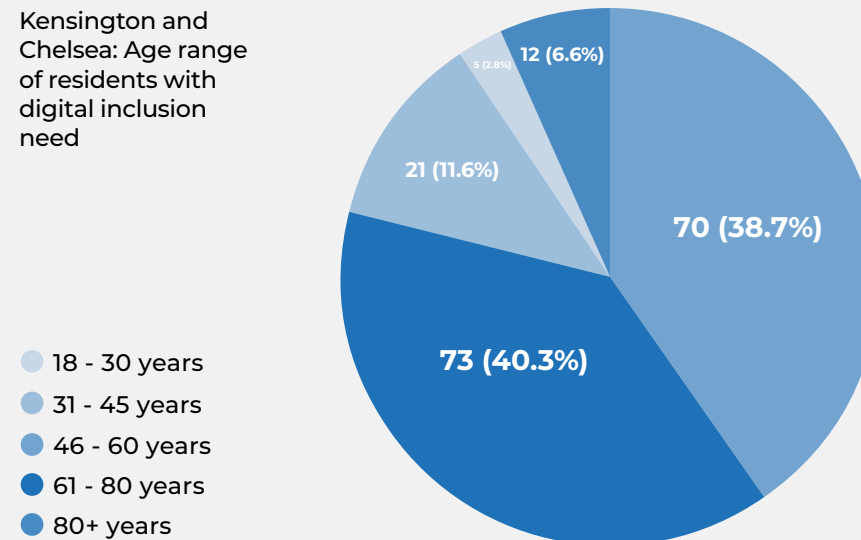


Figure 26. Age profile of Kensington and Chelsea residents with a digital need

Kensington and Chelsea: Age range of residents with digital inclusion need

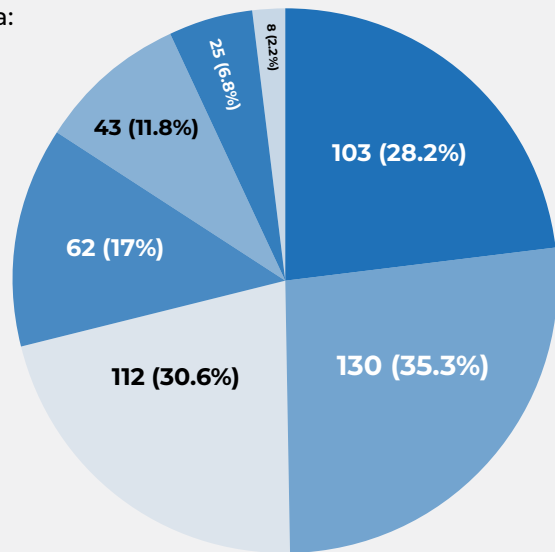


Please note, there was no data collected on whether residents had previously received digital support.

What were the residents' digital needs?

Figure 27. Breakdown of K&C resident needs by digital inclusion segment

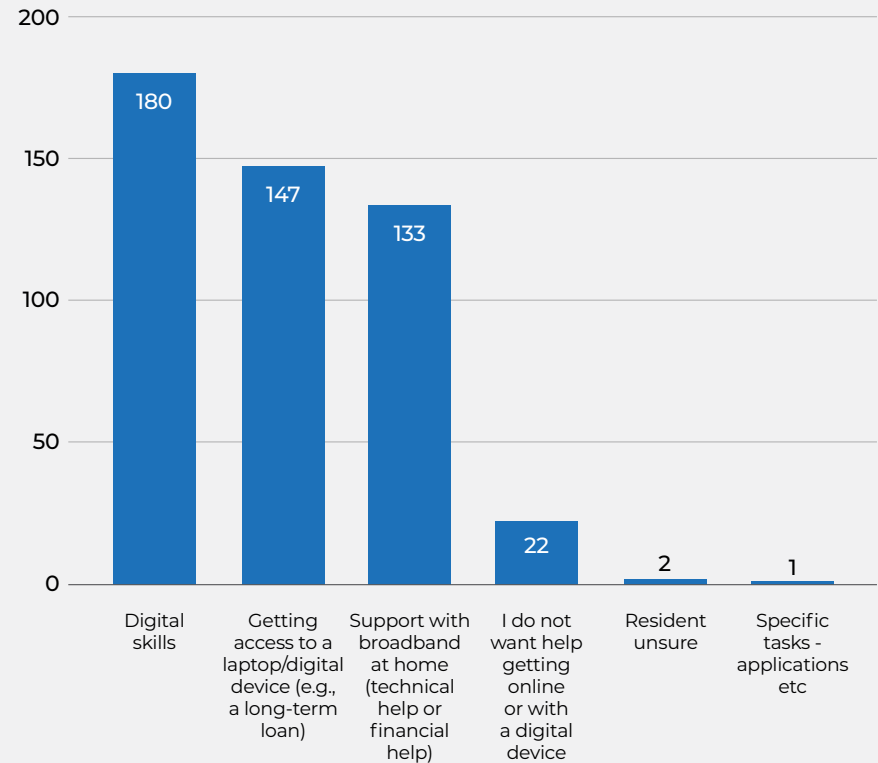
Kensington and Chelsea:  
Which digital inclusion segments did residents fall into?



- No segment - 1. I feel very confident in using the internet and devices such as smartphones or computers and do not need any help
- No segment - 7. None of these statements apply to me
- 5. I lack confidence in using the internet or computers and mobile phones, and I also can't afford a device and/or mobile data or broadband
- 6. I can use the internet and/or smartphones or computers but am unable to afford a device or mobile data or broadband, so cost is my main issue with accessing the internet
- 3. I have some interest in using the internet but I prefer it when other people help me by doing things online for me
- 2. I have little or no interest in using the internet, smartphones, or getting online
- 4. My main issue with the internet and/or computers or mobile phones is my lack of confidence using it

Figure 28. Breakdown of K&C resident needs based on what they wanted to gain from digital support

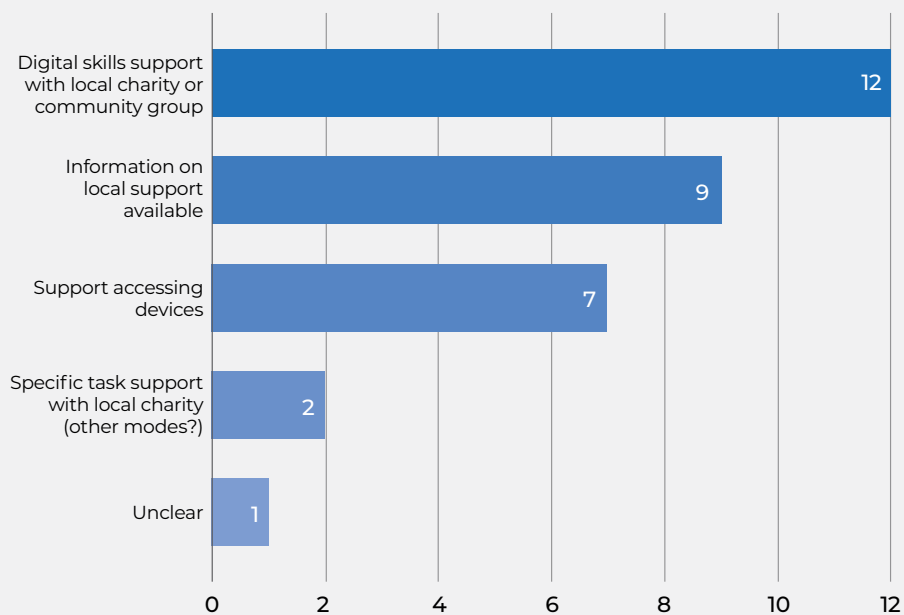
What did Kensington and Chelsea want to gain from support?



What support did residents receive?

Figure 29. Breakdown of digital support K&C residents were signposted to

What were Kensington and Chelsea residents signposted to?



Please note, no questionnaires were conducted with signposted residents in Kensington and Chelsea as consent was not collected so it is not possible to determine how many residents received support.



### 3. What worked well

#### **Proactive outreach model enabled large numbers of digitally excluded residents to be triaged**

The proactive triage route appeared to work very effectively by using existing knowledge of Kensington and Chelsea residents to triage 348 residents of whom 241 were found to be digitally excluded. The majority of residents contacted in this way were said to welcome the contact and most of them engaged with the questionnaire.

“Before you would get frustrated and didn’t know where to begin. But after the training and information from Digital Friends, we were more confident. To the point where I can offer advice and guidance within my own community.”

Customer Service Advisor, Contact Centre

#### **Questionnaire was well-designed and helpful**

The questionnaire was found to be easy and straightforward to use and a helpful tool to identify specific digital inclusion needs.

“The [questionnaire] was very user friendly and easy. I was initially a bit worried but I was able to read it out to a resident... these are the options, you can pick as many as you want, etc. That part you could tell a lot of thought went into. Simple and straightforward without jargon and mumbo jumbo.”

Customer Service Advisor, Contact Centre

#### **Hundreds of digitally excluded residents were reached**

Once signposting resources had been put in place, the proactive approach was effective at referring 22 digitally excluded residents to support.

“I had a list of referrals where I could signpost people to and an information sheet with a range of organisations on. It was really helpful once we had it.”

Customer Service Advisor, Contact Centre

Unfortunately, no data was available to conduct follow-up questionnaires with residents so there is no data to give an indication of whether residents received support or whether they felt it helped meet their needs.

## 4. Key challenges

### Lack of support and resources for face-to-face route<sup>9</sup>

One practitioner suggested that the in-person route delivered through the Customer Service Centre in the Town Hall could have benefited from more active support and resources to help staff triage and signpost residents to digital support.

The practitioner did not appear to have received training, was not aware of the digital inclusion questionnaire and did not have access to any resources to help them signpost residents to support. Instead, they relied on their own knowledge of support available locally. In response to a question about whether they felt more able to signpost residents to digital support, they responded:

“That information hasn’t surfaced yet... I mean who’s meant to give us that information? The council? I would have to go look up that information when talking to the customers. I can’t signpost the customer, if I don’t have the information.”

Customer Service Advisor, Face to face

It was suggested that it would be beneficial to have physical information (e.g. leaflets) available for face-to-face staff to give to residents or for residents to pick up in places such as the Customer Service Centre or libraries.

### Only possible to signpost residents to support halfway through the pilot

A signposting resource was introduced to staff halfway through the Kensington and Chelsea pilot so, for the first part, staff conducting the triage were not able to signpost residents to any digital support at all.

“It became clear that people wanted help right now but we didn’t have any help to refer to. So the powers that be in the department organised some support, and were forwarding the kind of support that could be signposted to straight forward.”

Customer Service Advisor, Contact Centre

<sup>9</sup> This insight came from one practitioner interview.

### **Possible gaps in available digital support**

In both interviews, it was noted that many Kensington and Chelsea residents only wanted support with a specific task and were reluctant to wait for a week or more for support.

The customer support advisor in the Contact Centre suggested a particular need for more rapid, immediate support to support people online and the customer support advisor in the Town Hall told us that they ended up supporting residents directly with this, even though it was not technically part of their role.

There may also be gaps in support to help residents access devices and broadband, as a much smaller proportion of residents were signposted to these types of support than the proportion of residents with these needs.

### **Some residents lack digital literacy but do not want digital support**

Another key challenge was that many residents did not want to engage with the digital inclusion triage process at all.

“I’ve had a lady shouting at me, ‘I’ve never done this before, I’m not going to do it now.’ It’s something you can’t change, I can’t force people to do something they don’t want.”

Customer Service Advisor, Face to face

This raises specific challenges in the context of more and more services transitioning to online only. One story that was recounted during the interviews – about a resident who came into the Town Hall to make a complaint about council services being digitised and non-digital channels being made unavailable – highlights this issue particularly well.

“I had a woman come in who wanted to make a complaint about everything going online, and I had to say ‘I’m sorry, but [the form] is online madame’. And she just waived her hands and said ‘I give up!’ and walked out without saying anything else. You come in to make a complaint about everything going online and now I’m sending you online. You know, you have to laugh”.

Customer Service Advisor, Face to face