








Customer Engagement & Walsall Connected

What underpins everything we do?

Customer Experience Strategy – December 2021

(this strategy also aligns to the Digital Strategy and Resilient Communities model)

- G** **Get** things done quickly 
- R** **Respect** our customers and the communities we serve 
- E** **Excellent** customer service, first time, every time 
- A** **Align** the way we work with customers, partners and internal services 
- T** **Tell** people about our services and be clear about what we don't do 

Walsall Connected – Current Progress (commenced July 2022)

2015

Customers have been supported through Walsall Connected to date. Receiving face-to-face support by trained staff

62%

Of customers supported through Walsall Connected now feel confident to complete the same process independently in the future

83%

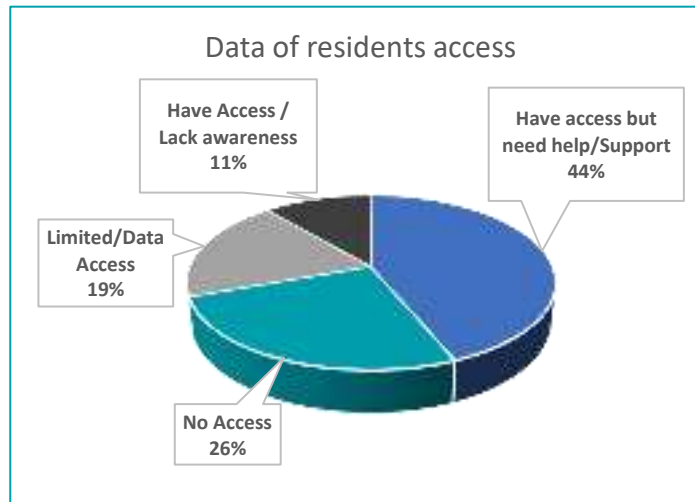
Customers who have come in for support have had their enquiry dealt with and fully supported at the first point of contact

100+

Staff have completed Walsall Council training and upskilling and are now able to provide Walsall Connected support

6%

Of customers needed to be referred to the service area for specialist service area support. That is only 121 customers.



7

Walsall Libraries have now fully completed the Walsall Training upskilling Library staff on all council services

18

Community Hubs have now fully completed the Walsall Training upskilling Library staff on all council services

25

Sites across the Walsall Borough are now able to offer Walsall Connected support




1

New site is currently being onboarded for ready Jan 2023– Birchills Neighbourhood Community Hub (Agenda21)

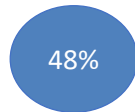
Data used up to 04.12.22

Customer Engagement Service (Customer Experience Centre and former MHJ services)

Customer Engagement interactions by channel (01.01.2022 – 31.10.2022) * Only includes services in CXC and formerly Money Home Job

Phone and Post		Total calls	Calls answered	% Answered	Post and other manual transactions
27.70%		219,757	165,835	75.46%	57,569
Digital		CRM Digital transactions (Portal, Email and Twitter)	Money, Home & Job Digital Transactions		
72.15%		13,563	708,895		
Face to Face		Walsall Connected	Council Tax		
0.15%		1423	120		

Online engagement - To date:



of transactions are carried via customer self-service using the new Customer Relationship Management MyAccount. Encouragingly, this has happened organically without marketing or promotional activity.

Online engagement – Future steps:

Chatbot and Webchat development.

Promotional campaign to raise awareness of online channels to residents.

Walsall Connected supporting residents to get online and reducing digital exclusion.

Increase to the number of CRM processes that are available to customers.

Customer Engagement Service (CXC Improvement)

Customer Experience Centre call handling Jan-Oct 2022

There have been significant improvements to the number of calls answered by CXC along with a reduction to the number of abandoned calls. This has also been during a period that building control calls have transitioned into CXC in April.

The data further supports the ongoing work being carried out to bring other services into CXC. The aim is to continue to make improvements for our customers and keep their journey in mind, that will allow us to effectively resource the area, deal with these contacts effectively and give our customers the best possible service

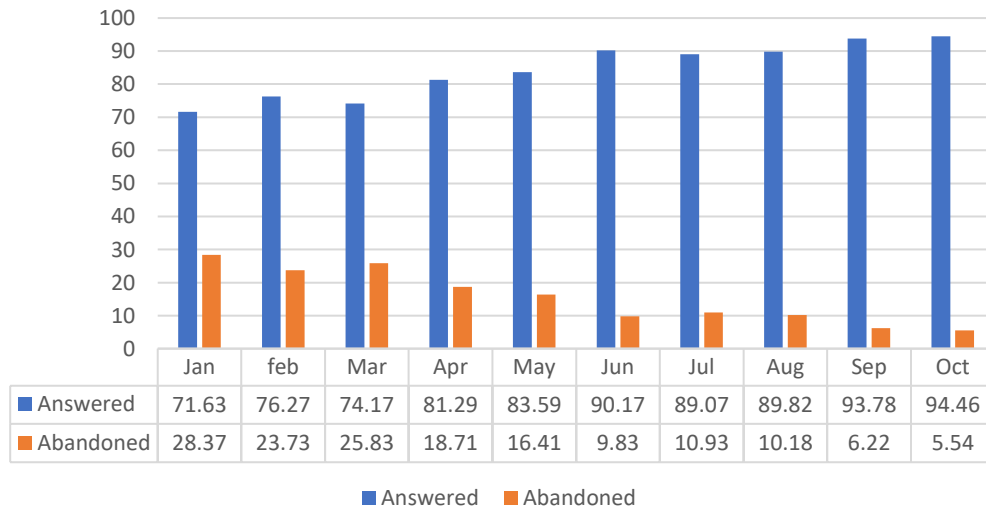
Month	Answered	Abandoned
Jan 22	71.63%	28.37%



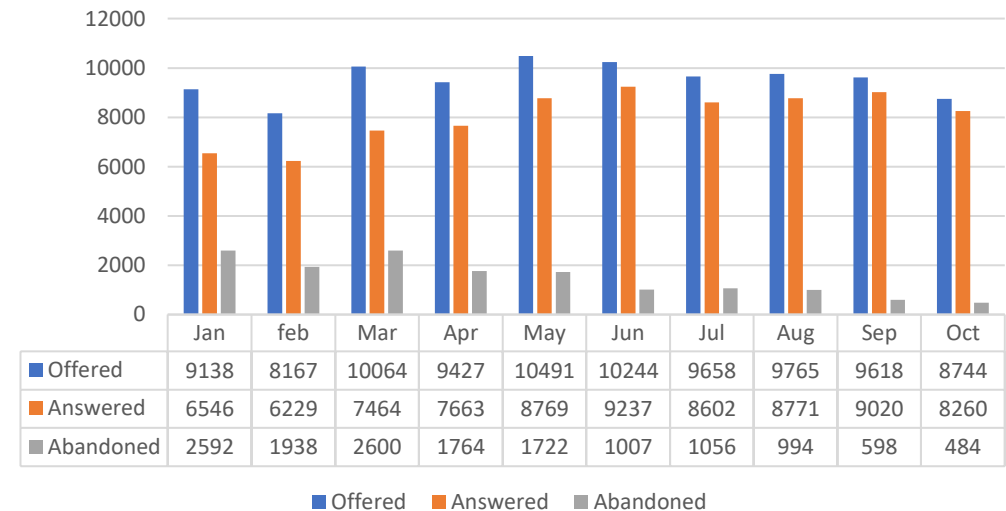
Decreased by 22.83%

Month	Answered	Abandoned
Oct 22	94.46%	5.54%

% of answered / abandoned





CXC Call Demand



CAM | Customer Strategy | Are we on track?

In considering the revised road map, we have assessed achievement of objectives against the Customer Strategy to ensure that the plan addresses any gaps in delivery.

Our Outcomes	What does mean for Customers	How will we do the job?
 <p>Excellent Customer experience for all</p>	<ul style="list-style-type: none"> Customers understand what they can expect from us We are easy to deal with Aim to get it right first time, every time Easy to understand policies and processes which are clear and encourage self-service Staff focused on providing good service and outcomes for Customers End to end services designed from the Customer perspective Improve Customer satisfaction Improve the Council's reputation as a Proud and resilient organisation Increased investment/ commercial opportunities 	<ul style="list-style-type: none"> Implement a Customer Relationship Management (CRM) system to improve Customer processes and provide increased personalisation for Customers by 2023 <input checked="" type="checkbox"/> Create an organisational development programme that supports staff to consistently place Customers at the heart of all decision-making by 2022 <input type="checkbox"/> Review letters and advice leaflets where possible, to ensure that they meet accessibility standards, and are offered in alternative formats <input checked="" type="checkbox"/> Publish our Service Standards and introduce corporate performance measures to monitor compliance <input checked="" type="checkbox"/> Use the ADKAR change method which is focused on our staff so we achieve 5 outcomes: Awareness, Desire, Knowledge, Ability and Reinforcement <input checked="" type="checkbox"/>
 <p>Increase digital contact from Customers</p>	<ul style="list-style-type: none"> Information is easy to find on the Council's website and is up to date Customers can apply for services, inform us of changes, request information and pay quickly and safely online Services are designed so Customers can use their own devices Customers can complete most tasks digitally from start to finish, without having to contact the Council directly Help those who need it to get online and get the help they need Customers and staff are involved in the design of digital public services 	<ul style="list-style-type: none"> Update our website to ensure that it is 100% compliant with new accessibility standards by 2022 <input checked="" type="checkbox"/> Develop a digital access route for all high volume customer needs by 2023 <input checked="" type="checkbox"/> Provide consistent online forms, that are concise, easy to understand, and collect all the relevant information at the first point of contact by 2022 <input type="checkbox"/> Deploy chatbot and social media technology to help support Customers to self-serve through new digital channels by 2023 <input checked="" type="checkbox"/> Work with community and voluntary sector partners, and our suppliers offering added social value, to help increase digital skills amongst residents <input checked="" type="checkbox"/>

Key

- Delivered within promise
- Delivery planned within promise
- Delivery planned but promise missed
- Delivery not planned

 <p>Act on service user feedback to improve service delivery</p>	<ul style="list-style-type: none"> Listen to our Customers and learn how to make things Great for all Consultation will be accessible and everyone will have the opportunity to take part Customer engagement will become more independent and be able to have the right to make choices Develop some customer service led performance measures Customer feedback will help improve Council services and influencing the way we view things Keep Customers well informed about our services, and any changes or issues which may affect them Work with our partners in Walsall so we can join up services where needed 	<ul style="list-style-type: none"> Develop Customer satisfaction measures across all Customer touchpoints by 2022 <input type="checkbox"/> Gain regular feedback from Customers, to help increase our insight in markets and drive innovation, to help support delivery of the Council's commercial ambitions <input checked="" type="checkbox"/> Introduce regular mystery shopping, and a Customer panel, to support future service development <input checked="" type="checkbox"/> Deliver a programme of community engagements that facilitates dialogue about key issues with a diverse range of people by 2022 <input checked="" type="checkbox"/> Work towards developing a Council-wide view of individual Customer debts and develop a breathing space policy to give residents in debt the time they need to get the advice needed by 2023 <input checked="" type="checkbox"/> Review the Corporate Complaints procedure, and embed a new digital process for managing complaints, with associated performance measures by 2022 <input checked="" type="checkbox"/> Promote and develop library services and the voluntary and community network to be able to offer support with accessing digital services to local residents by 2022 <input checked="" type="checkbox"/>
---	---	--

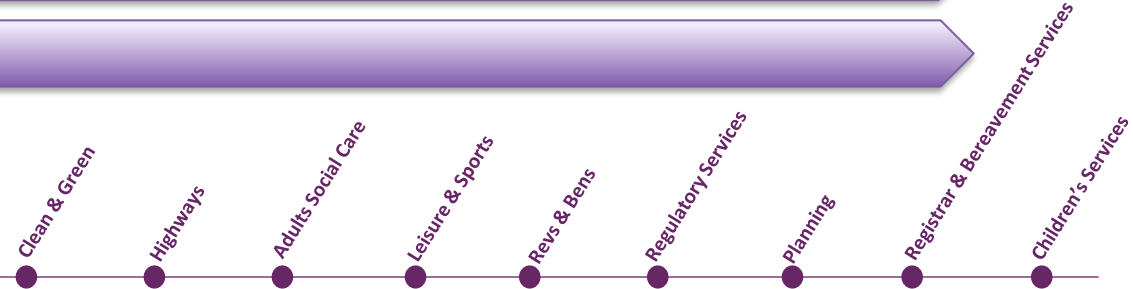
CAM | Driving Customer Performance in 2023

Transparency & performance of non telephone contact through wider on-line customer enquiries (see Members Enquiries next section)

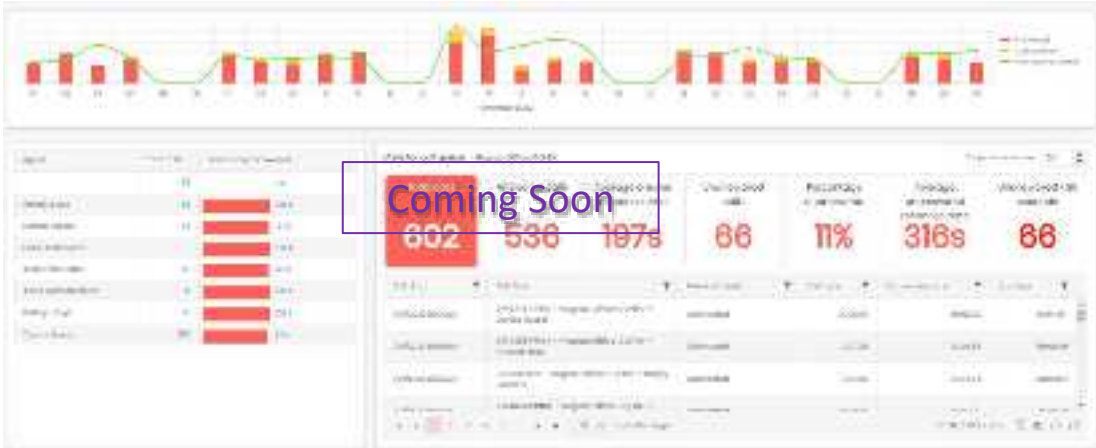
Develop and run a proof of concept for a “single view of debt” / one council, psychologically informed approach to residents with council debts

Roll-out of chat-bot and proactive / preventative communications.

Visibility of Telephony performance and consolidation of customer contact to CXC.



Wider Council Services | Teams Telephony Dashboard Roll-Out & Performance Reporting from January



CXC Telephony | Performance & Trends





Member Enquiries

Members Enquiries | Summary of Pain Points

Enquiry Process



- Not all Councillors are aware of the current process and directorate email addresses for enquiries.
- Enquiries are managed differently across services.
- Responses are not always consistent or accurate.

Prioritisation



- It is not clear how enquiries are prioritised.
- There is a lack of clarity about how emergency, or high priority enquiries are reported and handled.
- There is a lack of clarity around Out of Hours reporting.

Contact Points



- There is no named, single point of contact for a service.
- Heads of Service are often the first point of contact.
- Several officers may be contacted about the same enquiry, but this can lead to duplication and inconsistent responses.

Enquiry Progress



- Progress updates are not consistently provided, resulting in follow-up correspondence or escalation.
- Councillors do not routinely receive a notification of completion (e.g. fly-tipping removal).
- It is difficult to keep track of multiple enquiries.

Members Said | "Pain Points"

I would like consistency in the quality of service I get, so that my expectations of quality and service are met every time

I would like a way of surfacing up common issues, so that people aren't reporting the same issue multiple times and the same issue isn't being re-keyed which would consume unnecessary resources

I would like to have public transparency of enquiries, so that the stigma around Councillors being seen as 'blockers' who 'navigate an answer in the darkness' can be removed

I would like key performance indicators for monitoring the process, so that we can continuously improve the process for members enquiries

I would like the function to attach photographs to my request, so that I can more accurately convey the request to the service area

I would like there to be a status notifications on the progress of my application, so that I know how my application is progressing and do not become inclined to chase this up by making further contact

I would like a mobile app, so that I can submit my enquiries remotely without the need to have my PC with me

I would like a central space for enquiries, so that my enquiry does not get lost in the several siloed enquiries locations

Journey to the Members Portal by 2024

1. Develop Members Enquiry "App"

2. Implement, Train, Roll-out

3. Merge with Residents Enquiry / On-Line Reporting

4. Members Portal for full transparency



- **Report Issue / Raise Query**
 - Your details stored
 - Location
 - Upload photo / attachments

We Are Doing – in Development

- **Completion**
 - Case Resolved
 - Update
 - Satisfaction Survey
 - Performance Reporting



- **Case Management**
 - Routing
 - Triage
 - SLA's
 - Job allocation & so



- **Progress**
 - Status Update
 - Escalations





Additional Background Information

Aim:

The aim of Walsall Connected is to ensure digitally excluded residents can access first-line Council services and be supported to gain essential transferable digital skills within their locality.

Target Audience:

- Digitally Excluded Elderly Residents (predominantly 65+).
- Disabled residents in need of ‘reasonable adjustments’ to access statutory services.
- Other residents at high risk of digital exclusion e.g. residents in significant poverty, residents lacking digital skills or confidence.



How Walsall Connected Aligns to the Council's overall Customer model



Low Complexity – Tier 1

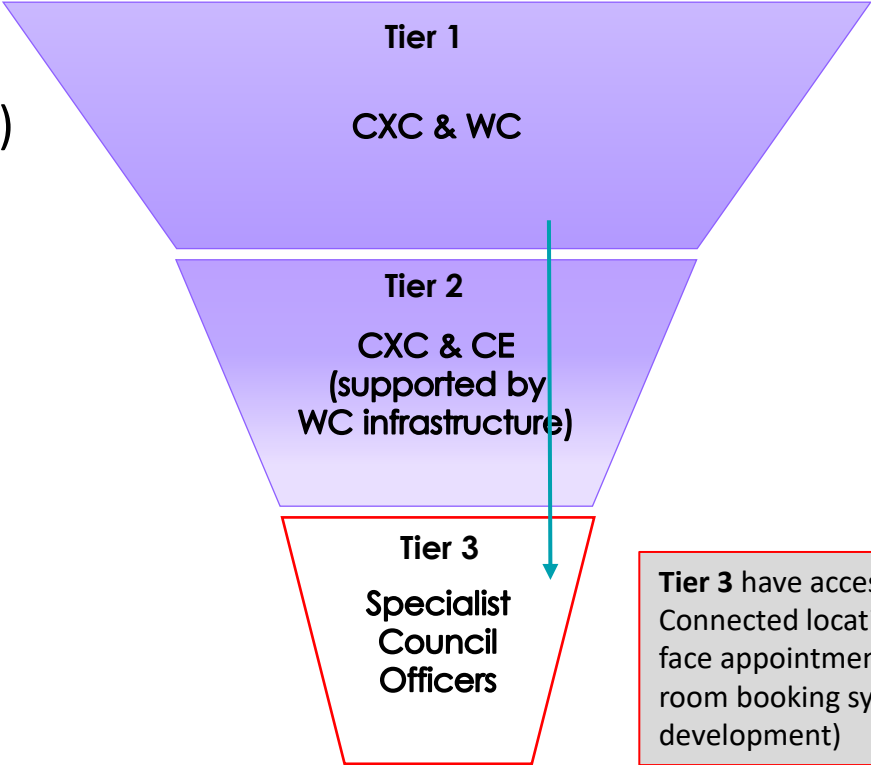
- Digital (Website and Self-serve Digital Portals)
- Customer Experience Centre (CXC)
- Walsall Connected Network (WC)

Medium Complexity – Tier 2

- CXC and wider Customer Engagement Team (includes family-groups for revenues, benefits, business rates and housing)

High Complexity – Tier 3

- Specialist Advice Teams based in other Directorates e.g. qualified social workers, planners etc



Tier 3 have access to Walsall Connected locations for face-to-face appointments (electronic room booking system now in development)



The centres listed below are now live

Libraries

- Lichfield Street Hub
- Aldridge Library
- Bloxwich Library
- Willenhall Library
- Brownhills Library
- Streetly Library
- Darlaston Library

Community Partners

- Bloxwich Community Partnership
- Old Hall People's Partnership
- Manor Farm Community Association
- Brownhills Community Association
- Frank F Harrison Community Association - The Hive
- Ryecroft Community Association
- Willenhall Chart Centre
- Moxley People's Centre
- Aaina Community Hub
- Frank F Harrison Community Association - Beechdale Centre
- Streetly Sports & Community Association
- Walsall Black Sisters Collective
- The Collingwood Centre
- Pelsall Community Association
- Walsall Refugee and Migrant Centre
- The Mindkind project
- YMCA Black Country
- Nash Dom CIC

100+

Staff trained in Walsall connected to date



All connected via Teams

Walsall Connected – Where support is available

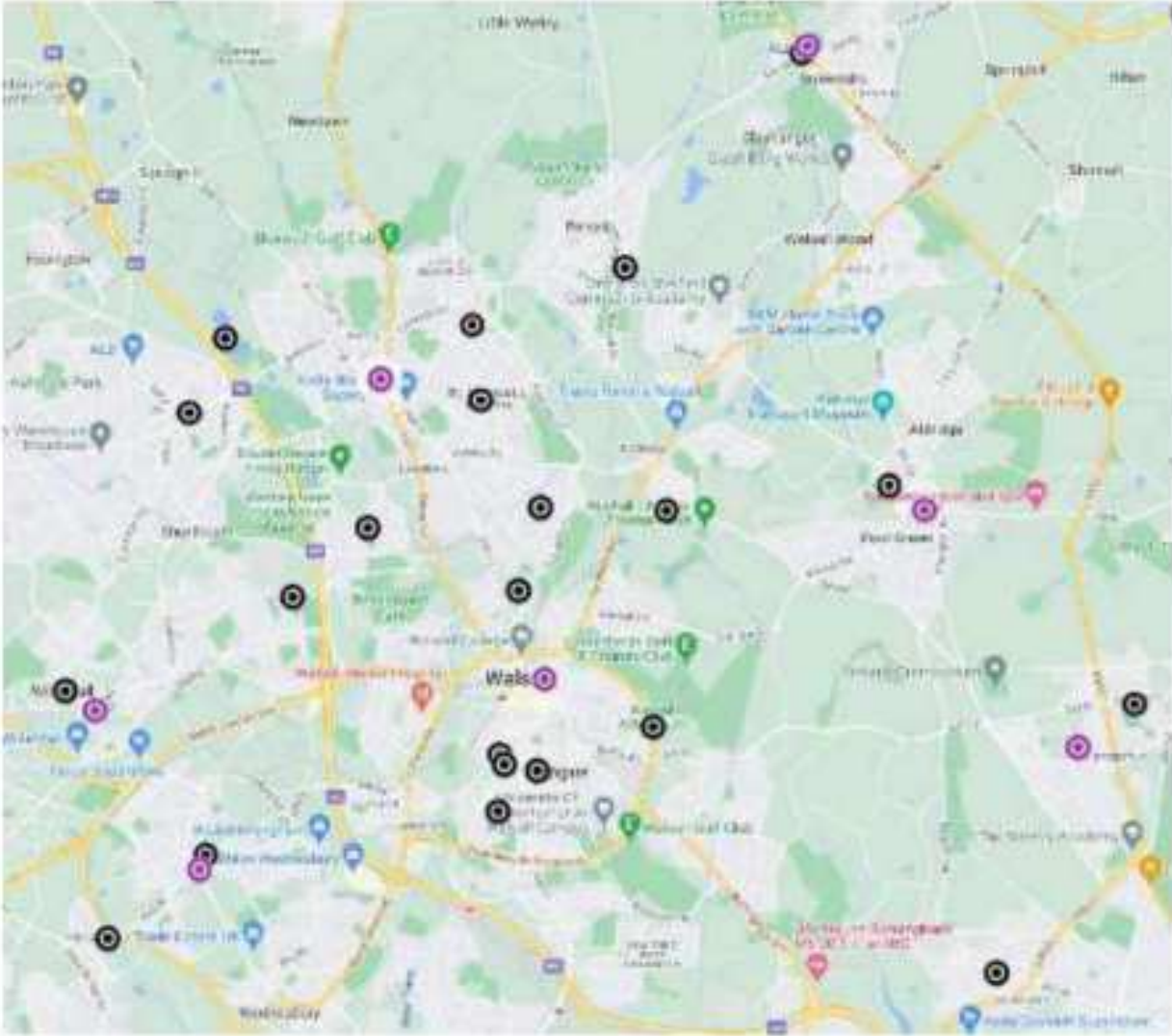
7 Library sites
denoted by:



Community
Association location
sites denoted by:



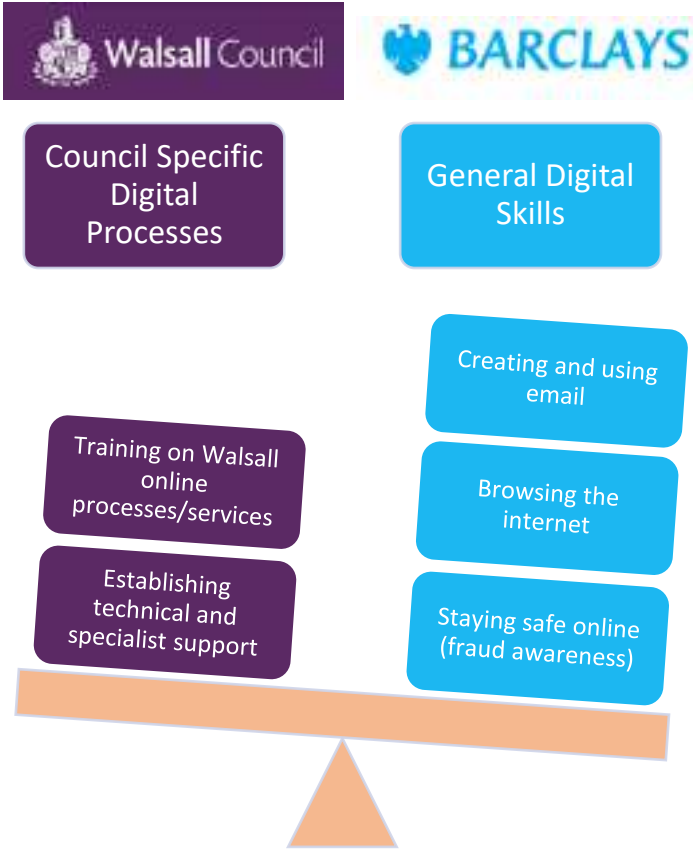
<https://www.google.com/maps/d/u/0/edit?mid=1EdE0dtGBovrwP6Xi5L2-Aml8m-d6STw&usp=sharing>



Walsall Connected offers two learning pathways:

Walsall Specific Training focuses on processes captured in the service catalogue with useful hints and tips along with direct contact details for specialist service areas if a complex or technical query arises.

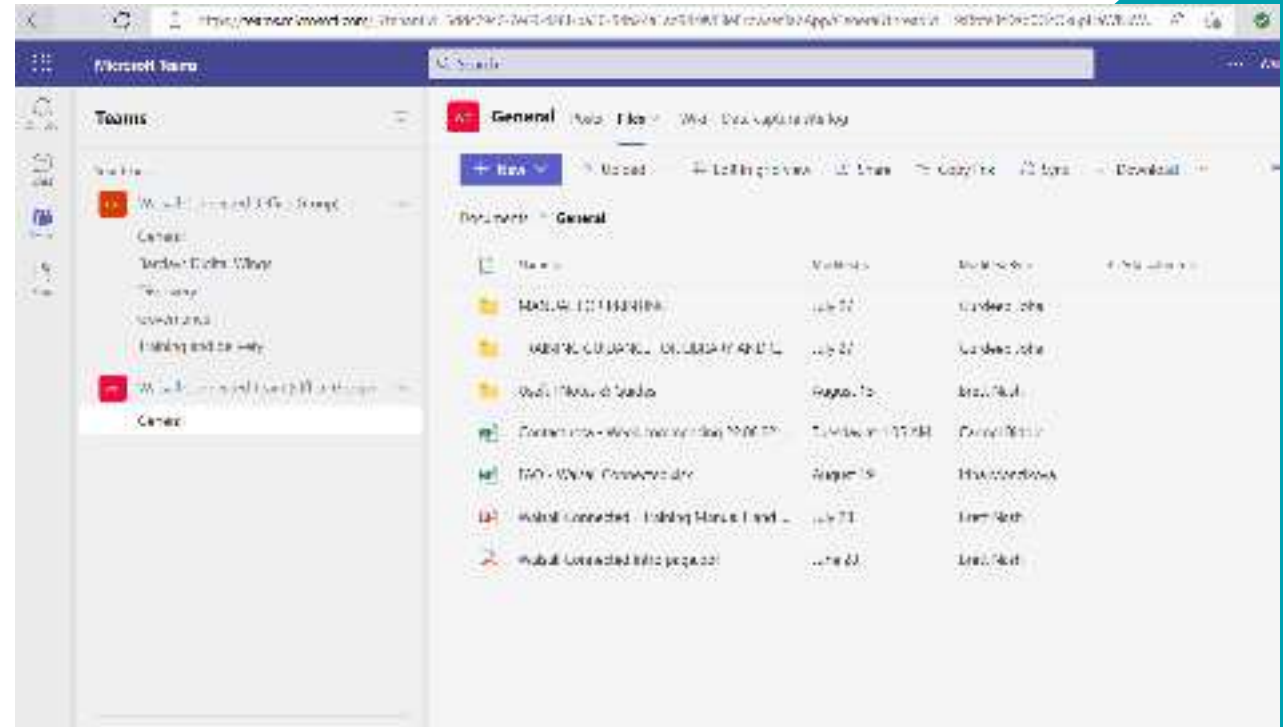
Barclays Digital Wings is an online learning tool designed to help you become more tech savvy and keep up-to-date on recent digital trends. It's accessible from anywhere, by anyone, from any device.



Walsall Connected – Teams Channel



Walsall Connected centres are connected by a Teams channel. All have access to shared resources and knowledge – including; Live Chat, an FAQ section, Training files, any updates, and the data capture log. This virtual space allows for real time sharing of information and knowledge. It is continuously updated to ensure consistent delivery of Walsall Connected across all centres to ensure customers receive a GREAT service.



Walsall Connected – Data Capture



The data capture log is a live document updated by Walsall Connected staff across all centres once they have supported a customer.

It captures all interactions with customers, queries/issues they had and how this was managed/resolved.

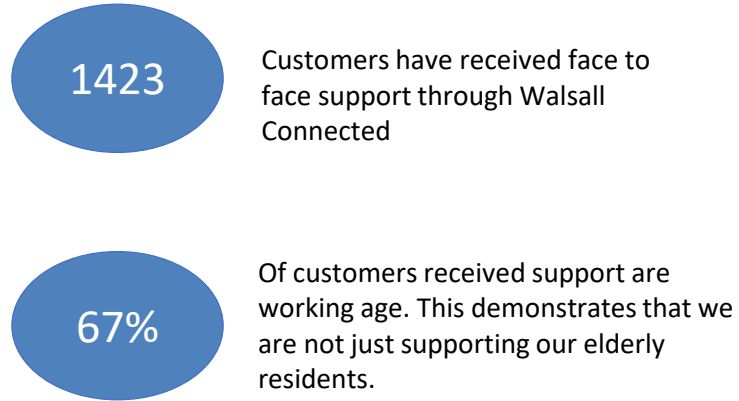
The project team monitor how busy various locations are and offer support accordingly. This information informs any changes we need to make going forward.

A screenshot of a web-based data capture log interface. The interface has a dark blue header with a search bar and a 'General' tab. Below the header, there are several columns of data. The first column contains location names like 'Lichfield Street, Hs' and 'Stan Bldg Centre'. The second column contains status or category labels like 'General - No App' and 'Working App'. The third column contains dates and times like '2023-05-10 10:00'. The fourth column contains a 'Resolved' status with a 'Yes' or 'No' value. The fifth column contains a numerical value representing time spent, ranging from 5 to 30. The sixth column contains a 'Sector Code' like 'Adult Social Care'. The seventh column contains a 'Priority' value. The table is scrollable and shows multiple rows of data.

Walsall Connected Additional Data and Referral Route to Specialist Teams (Tier 3 Complexity)

Walsall Connected is designed to support residents who might otherwise be disproportionately affected by the transition of Council services going online.

The data below reflects support through Walsall Connected (01.07.2022 – 31.10.2022)

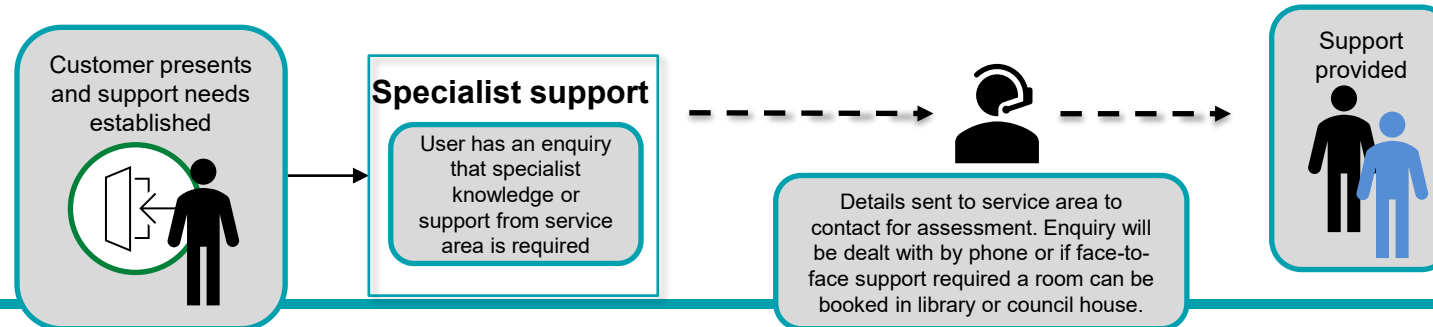


Why customer needs Walsall Connected support

Customers persona	Customers
Have Access but need help/support	610
No online access	348
Limited/no data access	267
Have access / Lack awareness	162
Grand total	1423

Walsall Connected referral process:

If we are unable to support a customer face to face onsite and we identify specialist support from an appropriate service area is required,, we have a referral system to enable customers to receive help from specialist officers.



CAM | Proposed Road Map 2023/2024 | Key SWOT Findings

Single View Channel Shift
Debt CXC Chatbot

S

A well-established process for the consultation process internally

CXC's objective is clear with the aim to centralize services

Well established technology / automation - learn from others don't start from scratch

DaTS are engaged to support (PoC)

Proven path with ample case studies

Great timing with Services - Revs and Bens coming up, and ASC underway

Lots of strategies and studies already created - let's leverage them!

Evidence led - existing stats support the strategy

Utilise experience of those who already have this - don't start from scratch

Many Councils going through or have gone through this already - potential to learn from this and not repeat obvious mistakes?



W

Very rapid timeline - is it too ambitious?

Struggled with getting services to identify people - how can we do this differently?

Comms and engagement has been a challenge on CAM - need dedicated focus

Capacity of staff to support change in business areas/disjoint between middle managers

Limited and inconsistent reporting options across services

BI hub developments and associated technology stack not mature enough to deliver within timeframe

Vision required that all Senior stakeholders signed up to

Internal pilots are good... but are we testing everything we need for an external rollout?

Little to no AI capability in Walsall at present



O

Time to get a corporate mandate sorted

Service redesign toolkit available to enable effective consultation

Pro-active prevention of demand

Link to wider social care eco-system to anticipate and intervene early

Ideal for high volume and low complexity interactions.

24/7 options! Great for customers who don't want to be limited to 9-5

49% uptake of digital channels with no promotion at all - appetite is there!

'Good enough' and proactive and timely comms on channel shift?

Cost of living crisis - potential to tie in with this work to help the resident to manage their debt more easily?

Huge financial opportunity here by working across multiple services at once



T

There needs to be some recognition of the potential loss in knowledge and detrimental impact on the CX short term whilst services transition- Feels like too many changes on people

Isn't this part of the 'Hub' which is cited as critical to CAM but not fully implemented? Needs a business case and project definition and plan.

Dependent on impacted service area to manage/own consultation process

Question around ownership of this - no data strategy, Elise owns customer data strategy

(Risk) Lack of alignment with other initiatives

Technology offering is disjointed until CRM / MyAccount functionality is delivered

Benefits can be overstated - must be backed by data along with ongoing analysis

POC is looking internally, which is easier to implement (known FAQs) - risk externally facing Chatbot requires more work incurring more delay

With Revs & Bens being in Wave 4 and Debt we need to ensure clear scope across the different project streams to avoid duplication of effort and drain on service resource which could lead to disengagement

We are short on data analysis skill. May need to recruit to this gap through the CAM BA resources. or review bios?

Brilliant Basics – CXC Areas of focus driving improvements

What are the ‘brilliant basics’?

Below is a copy of the action plan which we’re working through at our weekly CXC Service Area Working Group

The action plan was created based on a foundational review, which involved several weeks of interviews with CXC agents, managers, service leads and system owners, to assess how CXC currently operates. The actions are helping us (CXC working group) to get the ‘brilliant basics’ right, detailing exactly what needs to be in place to support rapid growth and expansion, and to strengthen the People, Processes, IT and Organisational Culture in the CXC.

Leadership

Establishing a common team goal, managing and communicating CAM programme knowledge and roles, and ensuring the CXC agents are empowered and have 1-1s and development plans.

Owners: Kiran, Michael and Claire

Compelling case for change

Providing an overview / explanation of CAM, what it is, and how people can get involved. Clear comms, change and HR process in place for the programme to support those transitioning into CXC.

Owners: Claire, Alison, Izzie and Kiran

People readiness

Clear line management allocation, roles, responsibilities, clear inductions, monthly 1-1s for development and can achieve work life balance. Set up of workforce management tool, plus system training.

Owners: Michael, Kiran and Rhys

Operational Readiness

Fixing critical IT issues in CXC and setting up clear prioritisation. Change champions for future fixes. Clearly documenting processes, scripts and sharing knowledge. Clear comms around system changes.

Owners: Michael, Josh and CXC Leads

Internal Design and Monitoring

Providing training around enhancements to Genesys system functionality. Set up measures and KPIs to monitor, control, and act to ensure quality service. Creating a data model for moving staff into CXC.

Owners: Ashvin, Jason, Kiran & Sharon

Comms and engagement

Periodic comms to increase awareness of CAM to new and existing CXC staff. Long term planning underway to do monthly status reports with services around call quality and regular team check-ins.

Owners: Jo, Kiran and Michael

Member Enquiries Workshop: Different enquiries that you have



- Adult Safeguarding Concern
- Child/Young person safeguarding
 - School admissions/appeals
- Inconsiderate and unsafe parking
- Highways - lighting repairs, traffic lights, safety concerns



- Healthy spaces and Community protection
 - Public toilets
 - Homelessness
- Fly-tipping and litter
- Land ownership status
- Overgrown tree/shrubs, grass cutting
 - Dead animals/infestations

Urgency



Member Enquiries Workshop: How are we making our enquiries?

