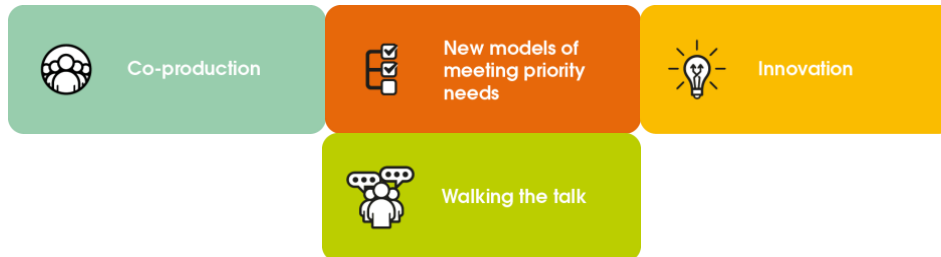




Co-operative Councils

Innovation Network

COMMUNITY



Human Engine working with London Borough of Brent

London Borough of Brent Employee-Led Change: Making Services more Accessible for Vulnerable Residents

Human Engine supported officers from the Customer Service Centre (CSC) and Community Hubs to align customer service access points, strengthen collaborative working, empower staff and improve customer experience.

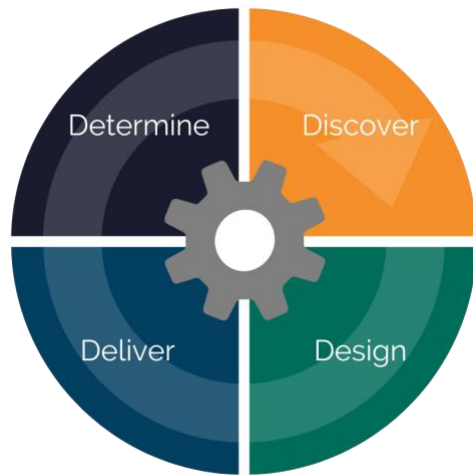
We firstly identified a series of business problems:

1. No joined-up approach between back-office teams and frontline teams
2. No consistent understanding of Community Hub vision or expectations of partnership working between access points.
3. Customer communications were inconsistent, and expectations of customers were not set at the correct level, resulting in low satisfaction levels.

We used our signature *Improvement Drive* methodology, delivered over 12-weeks to facilitate employee-led change and leave teams with skills and tools to deliver continuous improvement:

- **Discover:** Build knowledge base about business problems we want to solve.

- **Design:** Co-design solutions to overcome these.
- **Deliver:** Test solutions with stakeholders through pilot schemes, focus groups/workshops.
- **Determine:** Review impact and rollout solutions.



The project team delivered four key solutions:

1. Priority telephone numbers: Implemented and piloted direct numbers to teams to reducing time taken to support vulnerable customers.
2. Letters and Correspondence: Redesigned letter and correspondence templates for customer appointments, presenting important information upfront with clear 'call to actions'.
3. Training: Community Hubs team attended frontline team meetings to inform customer service officers of the hub model, answer questions and take feedback.
4. Referral form: Built a referral form to create better handoffs for customers.



The project team also proposed solutions to address the way in which customers in a crisis are supported:

1. Food voucher availability: Food parcels and vouchers were available and distributed at Hub locations, however not in the CSC. There are now £5 vouchers available for nearest supermarkets across all locations that officers can distribute.

2. Payment Card availability: Contrastingly to food vouchers, crisis loans for customers were only available from the CSC and not Hubs. Payment card have been made available at all locations.
3. Officer Empowerment: Close working with the Welfare Assistance Team has resulted in officers being able to “make the call” to prioritise crisis payments.
4. Improved Insight: By allowing Community Hubs to deliver the process, frontline officers can ensure payments reach most in need customers.

These small but critical improvements increased frontline teams’ ability to support customers at the first-point-of-contact, empowering officers to act when they recognise crisis – improving satisfaction, customer outcomes and experience.



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