Community Access Strategy

1.   Introduction and aims of strategy

1.1   This Community Access Strategy sets out Brent's vision for transforming the way in which residents are able to access information, advice and services. It builds on the work already undertaken through the Future of Customer Services project and seeks to create modern and relevant access arrangements that are tailored to meet the needs of differing demographic groups, help us to respond positively to the financial pressures we face and to target our most personalised contact arrangements to those who are most vulnerable and have more complex needs.

1.2   The Community Access strategy has been designed to support the wider aims of the Brent Borough plan and Corporate strategic objectives. This includes aims to

- *prevent demand for public services occurring in the first place*.

- *ensure early intervention and a more personalised approach to meeting needs*

- *doing more to support independence and resilience*

- *integrating services around individuals*

- *exploring the potential of different structures of delivery and governance to establish new and more effective and efficient ways of working.*

1.3   The overall aims of the strategy are to :

- Develop a consistent and excellent experience for our customers whenever and however they make contact with us

- Develop customer access arrangements that are designed to meet the differing needs of our customers , and focused on the customer not internal service boundaries
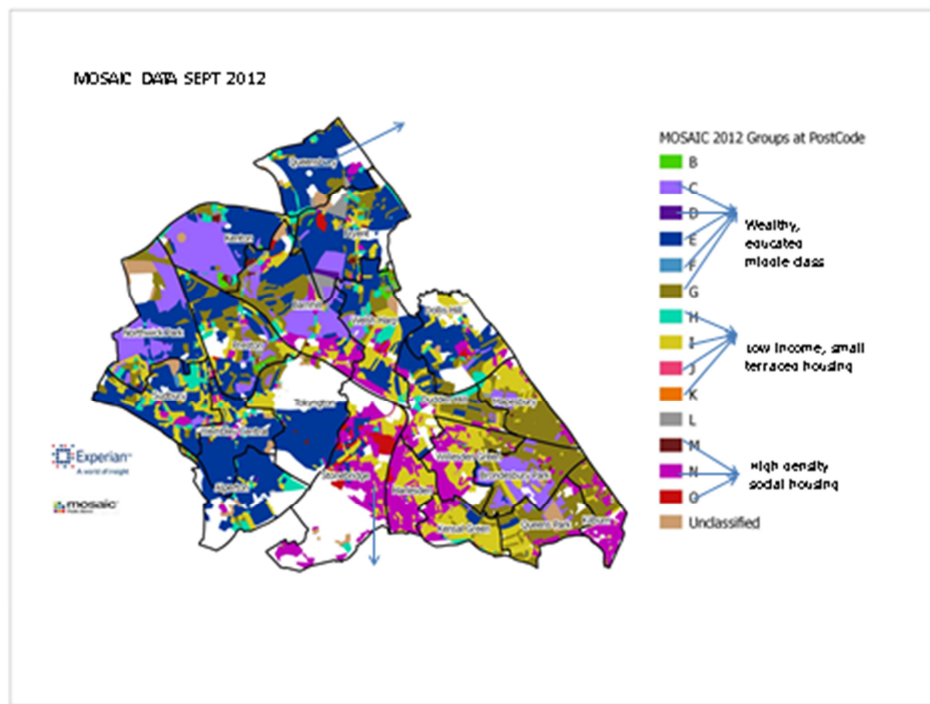
- Develop an improved digital offer, better customer confidence in digital access channels and significantly increase take up and use of digital access channels
- Improve the efficiency of customer access arrangements so as to better manage demand, remove duplication and failure and prevent demand arising in the first place

1.4   Our current customer access offer is still fragmented and inconsistent. It reflects our internal structural boundaries and is not tailored to meet the differing needs of customer groups. Too often customers are asked to provide information that the Council already holds because we do not widely share data or they have to make separate contact for each service they use, rather than one contact which resolves related enquiries.

1.5   Telephone contact represents the most widely and frequently used method of contact with an estimated 3.2 M calls per annum. Although the number of published telephone numbers has been reduced, customers still have to navigate 89 published numbers and 87 published email addresses. Our telephone answer rates vary significantly from service area to service area and we are not optimising use of technology such as Automated Call Distribution, to better manage this.

1.6   With am estimated 3.8M visits to our website per year, there are real opportunities to develop our digital offer to better meet the contact needs of our customers. There are however different 20 microsites, 8 separate log in arrangements and feedback from our customers indicates that it can be difficult to search and find the information they are looking for.

2.0 Customer Insight

The demographics in Brent have changed significantly over recent years, with areas of the borough becoming gentrified and large parts of the Borough being populated by those who are well educated, enjoying middle to upper incomes and good employment skills. There are however pockets of deprivation in the south of the borough where the demographic breakdown of residents has remained stubbornly static, typically in high rise social housing with high levels of deprivation, inter generational unemployment and complex needs. The Community Access strategy reflects the need to target our resources to those with most complex needs by reducing the requirement for more expensive contacts methods, from those who are willing and able to self serve. There is more work that needs to be carried out to

better understand the differing needs of customer groups within the borough and to ensure that these inform the design and access arrangements for the services they use.

MOSAIC DATA SEPT 2012

MOSAIC 2012 Groups at PostCode

B
C
D — Wealthy, educated middle class
E
F
G
H
I — Low income, small terraced housing
J
K
L
M
N — High density social housing
O
Unclassified

Mosaic Customer Segments

Group	Group Description
A	Residents of isolated rural communities
B	Residents of small and mid-sized towns with strong local roots
C	Wealthy people living in the most sought after neighbourhoods
D	Successful professionals living in suburban or semi-rural homes
E	Middle income families living in moderate suburban semis
F	Couples with young children in comfortable modern housing
G	Young, well-educated city dwellers
H	Couples and young singles in small modern starter homes
I	Lower income workers in urban terraces in often diverse areas
J	Owner occupiers in older-style housing in ex-industrial areas
K	Residents with sufficient incomes in right-to-buy social houses
L	Active elderly people living in pleasant retirement locations
M	Elderly people reliant on state support
N	Young people renting flats in high density social housing
O	Families in low-rise social housing with high levels of benefit need
Unclassified	Not matched to Mosaic property list

Total Households in Brent

Brent

one council

Customer Segmentation

Well Off (54%)	Moderate Means (21%)	Deprived (24%)
Working professionals Well educated Independent	Lower income workers Mix of independent and partial independence	Social housing Furthest from job market Complex needs
Access universal services : Council Tax, Electoral registration, parking, schools admissions	Access universal services and support services (benefits, social care)	Access complex services and universal services
Services lend themselves well to digital access	Services mix of universal and personalised	Services complex and universal
Customer propensity and preference for digital access- likelihood to Self serve very high	Customer propensity for digital access with support- Likelihood to self serve high	More personalised support required- likelihood to self serve very low

![Brent one council]

Demographic make up Brent : 2014

%		
2%	Cafés and Catchments	Affluent families with growing children living in upmarket housing in city environs
2%	World-Class Wealth	Global high flyers and families of privilege living luxurious lifestyles in London's most exclusive boroughs
15%	Community Elders	Established older households owning city homes in diverse neighbourhoods
1%	Ageing Access	Older residents owning small inner suburban properties with good access to amenities
10%	Metro High-Flyers	Ambitious 20 and 30-somethings renting expensive apartments in highly commutable areas of major cities
9%	Crowded Kaleidoscope	Multi-cultural households with children renting social flats in over-crowded conditions
8%	Inner City Stalwarts	Long-term renters of inner city social flats who have witnessed many changes
20%	Cultural Comfort	Thriving families with good incomes in multi-cultural urban communities
20%	Flexible Workforce	Self-starting young renters ready to move to follow worthwhile incomes from service sector jobs
7%	Uptown Elite	High status households owning elegant homes in accessible inner suburbs where they enjoy city life in comfort

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3.0 Design Principles

The Future of Customer Services project set out a number of high level design principles for customer contact, to create a consistent customer ethos for all services

and support the delivery of excellent customer service. These design principles are embedded in the new Community Access Strategy and will underpin the work streams forming part of the overall delivery plan.

The design principles are as follows:

- Customer and performance insight – designed to meet customer needs
- Easy to access & simple to use, responsive
- Tell us once- information provided once used many times
- Enquiries resolved at first point of contact
- Consistent look and feel & standards across all services
- Digital by design

4.0 High level Model
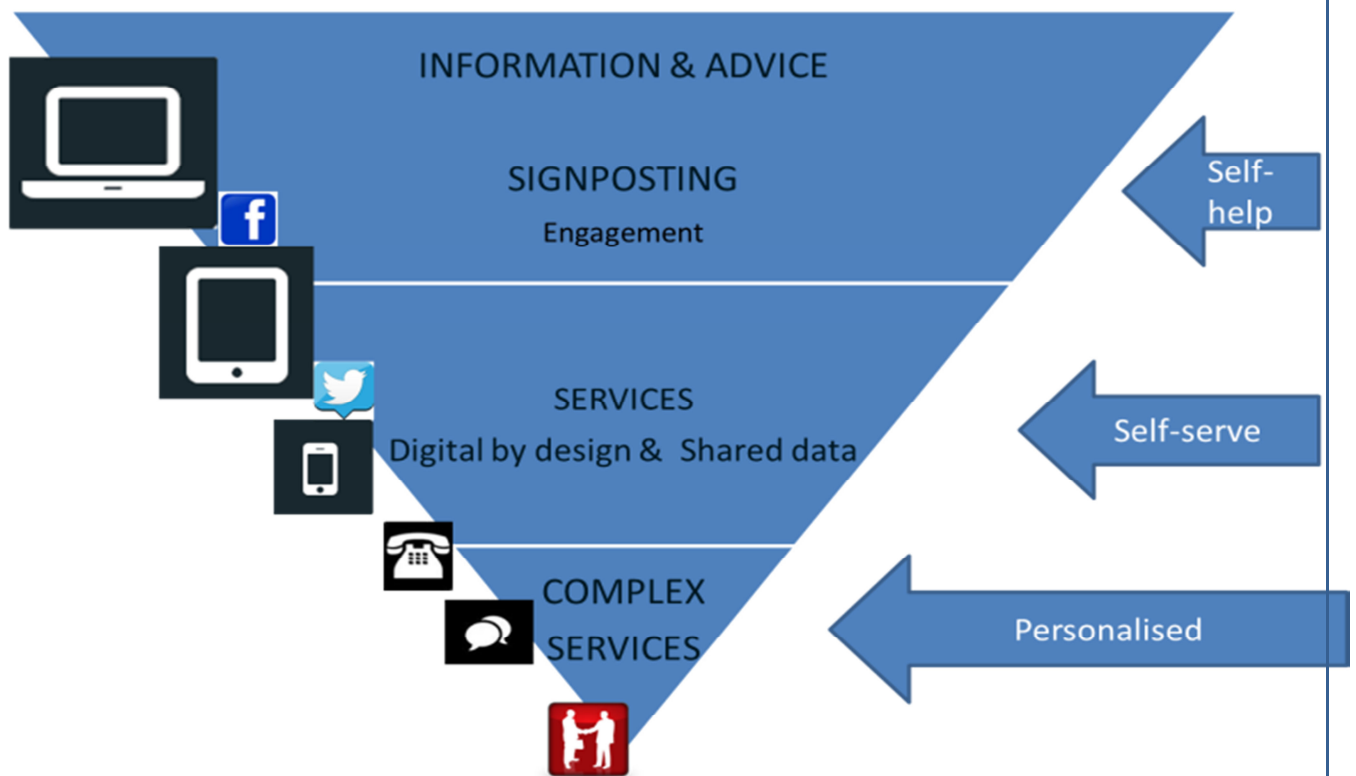
5.0 Community Access Strategy: themes

The delivery of the new Community Access Strategy covers 5 key themes.

- Better Customer and Performance Insight

- Better Customer Experience

- Better confidence digital channels

- Better and more consistent service standards

- Better targeting of resources and value for money

These themes will determine the delivery plans for the strategy.

![Brent one council logo] intranet.brent.gov.uk/onecouncil

6.0 Indicative High Level Delivery Plan

High level work streams	Short term 0-3 months	Short to medium term 3-6 months	Medium term 6-12 months	Long term 12 months+
Customer and performance Insight	Demographic and service take up mapping	Demographic and service take up mapping	Redesign based on customer segmentation	Review and improve
Telephone improvement	Short term telephone improvements	Rationalise telephone numbers Review hunt groups and extend use ACD Telephone reporting	Review Extend calls handled by contact centre- implementation of PWC recommendations	Review and improve
Improved face to face customer experience	Improve visitor management at CC	Extend and increase self service take up Cross skilling of staff	Review customer for Willesden library centre	
Improve Customer service standards	Review and relaunch customer promise	Develop standards score cards. Develop customer network of customer champions New induction module	Embed customer standards in Business planning and appraisals	Review and improve performance
Tell us once use many times		Identify potential opportunities for data sharing	Review client index Process review and redesign	Process review and redesign
Improve digital offer		Improve home page and	Customer portal	E mail alerts

and increase channel shift		search facilities Social media strategy	Channel shift	Channel shift Analytics Personalisation
Refocus and prioritise resources		Review and prioritise digital projects (customer related) Cross skilling to support one touch resolution	Cross skilling to support one touch resolution	Redesign roles and structures to support one touch resolution
Develop consistent look and feel for access arrangements	Review and launch standards Review and relaunch web governance	Social media strategy and governance	Review and identify improvements to web microsites	