

## Appendix 7

### Work stream 7: Internal review of processes within the Council

<b>Officer lead(s)</b>
<ul style="list-style-type: none"><li>• Shazia Hussain, Assistant Chief Executive</li></ul> Action 1: <ul style="list-style-type: none"><li>• Pascoe Sawyers, Head of Strategy and Partnerships, ACE dept.</li><li>• Meenara Islam, Strategic Partnerships Manager, ACE dept.</li></ul> Action 2: <ul style="list-style-type: none"><li>• Katie Smith, Head of Executive and Members Services, ACE dept.</li></ul>
<b>Timeframe for delivery (including any milestones)</b>
Included under each action.
<b>Plans for delivery (detail on how the action will be delivered and partners who need to be involved)</b>
<p>1) <u>Review the Equalities Analysis process the council uses to assess the impact of decisions on the black communities. Reform the process so black communities are co-production partners in decisions. The council will draw on organisations such as the Young Brent Foundation, which has existing members who have the skills to undertake appreciative inquiries into the council's policies and programmes to check we are getting the outcomes right for the black community.</u></p> <p>The council will work with the community to gain their insights on potential impacts. The council will incorporate an appreciative inquiry approach in its work drawing on organisations such as YBF to represent the youth voice as well as on others representing the black community. We will test out any revised EA process with community representatives. The planned LGA peer review on equalities may also provide ideas for a refreshed EA process.</p> <p>This action to be delivered by the end of 2020.</p> <p>2) <u>Ensure there is appropriate and timely learning from complaints and feedback from the community. Demonstrating and communicating changes made to systems as a result to black communities. The creation of opportunities to have community based space for open and frank discussions about experiences can help inform the learning process.</u></p> <ul style="list-style-type: none"><li>• <b>Ongoing analysis of complaints and feedback</b> – data on complaints and feedback are regularly analysed by the Complaints team to improve our operational processes and service delivery. We will continue to learn from complaints and suggest corrective actions for service areas in order to put things right and prevent further complaints. This information is available to all residents through the Council's Annual Complaints Report which will be published and available on our website. We report internally on complaints performance and learning quarterly.</li></ul>

- **Analysis of complaints affecting the black community** - in response to this action plan, we will carry out analysis on complaints that we receive on issues affecting black communities by searching for keywords. However, we expect that such analysis would yield little material.
- **Restoring the ability to request equalities data from complainants** - implementation on CRM to reinstate equalities data and feedback function; keyword searching to analyse data (this was possible on the old system, i-casework).
- **Develop compliments/feedback form on the Council's website**  
Develop a feedback and compliments form so that customers and members of the community can submit compliments and feedback about Council services.

This is a medium to long term action to accommodate continuous learning. There will be quarterly and annual internal analyses.

**Resource implications (e.g. budgets, officer time, departmental capacity)**

Officer time to carry out extensive analysis (not all complaints are entered via the system, some are received as an attachment to an email, making analysis time consuming). Possible upgrade to new CRM system to allow for equalities data to be entered – this may be deemed a 'change request' and may incur costs from the contractor.

**Risks to delivery**

Communities must be meaningfully involved by departments across the council to inform future EAs.

Being able to extract relevant data may be a challenge.

**Impact on service area/department to consider (e.g. delivering action may mean stopping or scaling back on other departmental priorities)**

Positive impact is anticipated in terms of improved practice.

Additional resource to help with analysis

**Public engagement and involvement (community stakeholders or groups with interest in the action and suggestions on how to engage them)**

The council will consult with interested community organisations to design and test out refreshed equality analysis approaches, including the YBF.

The council could consult with the Institute of Customer Service and other bodies on how segmentation of complaints and complainants is approached. The council will also engage residents through Brent Connects to obtain feedback. The council's Annual Complaints Report is considered by scrutiny committee – the community could be encouraged to field public speakers at the relevant meeting.