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Democratic Services Section
Chief Executive's Department
Belfast City Council
City Hall
Belfast
BT1 5GS

14th August, 2018

MEETING OF STRATEGIC POLICY AND RESOURCES COMMITTEE

Dear Alderman/Councillor,

As previously notified to you, I enclose a copy of the report for the item 5a, together with additional item 4f, to be considered at the meeting to be held at 9.30 am on Friday, 17th August, 2018.

Yours faithfully,

SUZANNE WYLIE

Chief Executive

AGENDA:

4. **Belfast Agenda/Strategic Issues**

   (f)   Customer Focus update (Pages 1 - 10)

5. **Governance/Members' Issues**

   (a)   Electronic Voting at Council Meetings (Pages 11 - 16)

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STRATEGIC POLICY AND RESOURCES COMMITTEE

Subject:	Customer Focus update
Date:	17th August 2018
Reporting Officer:	Ronan Cregan, Deputy Chief Executive, Director of Finance & Resources Nigel Grimshaw, Director of City and Neighbourhood Services
Contact Officer:	Rose Crozier, Director of Neighbourhood Services

Restricted Reports

Is this report restricted?	**Yes**		**No**	X

If Yes, when will the report become unrestricted?

After Committee Decision	
After Council Decision	
Some time in the future	
Never	

Call-in

Is the decision eligible for Call-in?	**Yes**	X	**No**	

1.0	**Purpose of Report or Summary of main Issues**
1.1	The Strategic Policy & Resources Committee at its meeting on the 24th November 2017 agreed the recommendations contained in the outline business case for an enhanced and innovative approach to customer focus across the council.
1.2	A further report was presented to Strategic Policy & Resources Committee on the 16th February 2018 at which time an overview of a blueprint for Customer Focus was presented and accepted by the Committee. It was acknowledged that this would represent a major programme of work, which would require careful planning and significant resources to

	deliver. For this reason, the Council subsequently agreed to adopt a three-phase approach starting with mobilisation, then discovery and ending with a design and implementation phase.
1.3	At its meeting of 18 May 2018 committee was advised of the completion of Phase one of the Customer Focus programme which culminated in the production of the Blueprint for Customer Focus (**Appendix 1**) and an Outline Business Case. At this meeting Committee agreed to the commissioning of the next phase of the programme, the Discovery phase.
1.4	Deloitte were appointed to assist with this phase and the work has progressed to a stage where Elected Members will be invited, subject to agreement, to participate in a workshop to review findings and recommendations and to recommend to Strategic Policy and Resources priorities for implementation as part of an implementation plan.
1.5	Committee is reminded that Digital Services has procured external assistance to help deliver a new ICT Strategy and this work is progressing and will be aligned with the Customer Focus Discovery phase.
2.0	**Recommendations**
2.1	The Committee is asked to: 1. Note progress with the Discovery phase of the Customer Focus Programme. 2. Agree that a structured workshop is arranged from 12pm to 2pm on Thursday 4 October 2018 to provide Elected Members with an opportunity to consider the findings and recommendations from the Discovery phase. A workshop brief and agenda will be circulated in advance of the workshop. 3. Agree that all Elected Members are invited to participate in the workshop. 4. Consider draft guiding design principles emerging from the Discovery phase and agree that they are used to inform the priorities and plans to be considered at the workshop.

3.0	**Main report**
3.1	Committee is reminded that Deloitte proposed the following deliverables from the Customer Focus 'Discovery' phase:

<table>
<tr><th colspan="2">Deliverables</th></tr>
<tr>
<td>Customer</td>
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- Customer Personas
- Prioritised User Journeys

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<tr>
<td>Website</td>
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- Pain Points / Issues / Challenges
- Prioritised Product Backlog
- Minimal Viable Product
- Solution Architecture

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<tr>
<td>CRM</td>
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- Pain Points / Issues / Challenges
- Prioritised Product Backlog
- Proposed Solution Architecture

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<tr>
<td>Contact Centre</td>
<td>

- Contact Centre review and approach

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<tr>
<td>Organisation Impact Assessment</td>
<td>

- Organisation Impact
- Benefits Management Plan
- High Level Financial Analysis
- High Level Risk Analysis

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<tr>
<td>Implementation Plan</td>
<td>

- Indicative Implementation Plan

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3.2	Committee is advised that operational workshops have taken place with Council staff involved in customer contact to understand the operational and organisational impacts of proposed changes. Similarly engagement with external stakeholders has taken place to understand the customers' views regarding contacting the Council and in addition an online survey has been conducted. The internal and external engagement combined with extensive research has informed the deliverables outlined above and implementation options to be presented at the workshop.
3.3	The purpose of the proposed workshop is to provide Elected Members with insight into the approach used in the Discovery phase and the key findings and recommendations. It is further proposed that draft guiding design principles emerging from the Discovery phase, and subject to agreement by Strategic Policy and Resources committee, are used to inform recommendations and priorities for the way forward as part of an implementation plan.
3.4	The draft guiding design principles emerging from the Discovery phase are as follows and are provided in more detail at **Appendix 2**:

	1. A corporate approach, consistent and joined up and underpinned by customer service standards 2. Deliver greater insight and analysis on customer behaviour 3. Improve the efficiency of processes 4. Ensure inclusivity and channel choice (Digital first where possible) 5. Improved customer experience (Customer first) 6. Provide access to the right information at the right time and from anywhere If agreed the design principles will be used to shape options for future delivery and will provide a frame of reference for future decision making in relation to customer focus.
3.5	Committee is also advised that Trade Unions have been kept up to date regarding the Discovery phase and it is proposed that a meeting with Trade Union representatives will take place in advance of the Members' workshop to provide a further update.
3.6	<u>Financial & Resource Implications</u> The Strategic Policy & Resources Committee agreed in November 2017 that a budget of £500k be set aside to cover the costs associated with the implementation of the customer focus project. It was also agreed by the Strategic Policy & Resources Committee in February 2018 that a Programme Director would be appointed to oversee the project and to develop a comprehensive improvement programme in line with the recommendations contained in the OBC.
3.7	<u>Equality or Good Relations Implications/Rural Needs assessment</u> N/A
4.0	**Appendices – Documents Attached** Appendix 1 – Blueprint for Customer Focus Appendix 2 – Draft Guiding Design Principles for Customer Focus

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Appendix 1 – Customer Blueprint

TECHNICAL THEMES

Contact Centre
- 1 corporate contact centre (telephone, email correspondence)
- Level 1 support (switchboard, triage, signposting, simple queries)
- Level 2 support (specialist advice)
- One telephone number/email inbox
- Caters for out of hours/emergency

Technology Enhancement
- Create one single corporate CRM
- Rationalise IT systems
- Front and back end system integration
- Invest in self serve opportunities
- Utilise applications where applicable
- Remove offline spreadsheets/databases

Website/ Applications
- Streamlined website
- Easy to use/navigate
- Caters for all customers
- Signposted content/departments
- Mobile ready/compatible/ use of Apps
- Links for existing portals e.g. Members

Data and Customer Insight
- Enhanced quality of data
- Remove duplication
- Easier to extract and manipulate
- Greater analytics and insight
- Identify lessons learned
- Use to improve performance

CONTACT THEMES

Digital First
- Identify services for digital delivery
- Increase self serve opportunities
- Drive channel shift
- Front and back end system integration
- Enable new ways of working for admin

Assisted Digital
- Clinics/kiosks in selected facilities
- Accessibility and inclusion for all
- Consistent telephone support
- Education/training for customers on new ways of working
- Communication/engagement strategy

Multi Channel Approach
- Multi channel approach
- Adhering to digital first principle
- Greater use of digital services
- Restricted face to face support
- Higher quality of website content
- Higher quality telephony service

Social Media
- Consistent approach/ Corporate Sponsor
- Streamlined approvals for content
- Effective resourcing
- Tailoring messages to customers based on greater insight

ORG THEMES

Marketing/ Communication
- Focused and targeted marketing
- Promote new channels/services
- Promote customer vision/standards internal/external to the organisation
- Communication/engagement plan

Process Redesign
- Identify processes for redesign
- Improved ways of working
- Efficiency and productivity gains
- Organisation transformation/change

Area Based Services
- Align to 'service integration' project
- Nominated contact person per area
- Area field staff advocate for customer Develop Expertise based on area

Culture and Change Management
- Integration with change prog
- Identify org change requirements
- Staff training in vision
- Staff training in new systems
- Staff training in processes

STANDARD THEMES

- Service Quality
- Customer Contact
- Focus on the Customer
- Accountability (Corporate and Business Standards)
- Consistency across Council and Business Areas

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How have the design principles evolved?

During the OBC phase of work, a number of design principles were established and agreed. These are the rules to define the future corporate approach to customer contact, building upon the vision themes. The below summarises the agreed design principles, as they have evolved and been updated through the lens of customer feedback findings during the Discovery exercise.

1 Consistent, joined up, **corporate** approach, underpinned by standards.

2 **Customer centricity** (first) to improve customer experience.

3 Provide access to the **right information** at the right time and from anywhere.

4 Deliver greater insight and analysis on customer behaviour, driving **decisions** based upon **data.**

5 **Digital First not Digital Only** to enable inclusivity and channel choice (i.e. digital first where possible).

6 Improve the **efficiency** of processes to support the scale of growth required to meet the Belfast Agenda.

1
- Corporate framework providing for:
  - Consistent, joined up approach
  - Sharing of information
  - Agreed quality/service standards
  - Simplicity

2
- Focus on customer first
- Providing what the customer needs
- Approach is based on user journeys
- Improved speed of contact/choice
- *Hybrid approach to collocate contact staff while tech. staff remain distributed*

6
- Back & front end system integration
- New ways of working
- Enable organisation transformation
- Reduced admin burden on staff
- Reduce reliance on technical staff to increase capacity to support scale/growth

3
- Accessibility
- Convenience and easy to use systems
- Sharing of information across Departments
- Mobile compatible solutions
- Greater availability of information on website encouraging self serve

5
- Accessibility to all appropriate channels
- Digital first and assisted digital (e.g. existing/new community clinics)
- Greater self serve opportunities
- Improved and consistent online forms

4
- Single view of the customer
- Improved capture of data on qualitative metrics
- Data easier to extract and understand
- Linked to performance/understanding

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STRATEGIC POLICY & RESOURCES COMMITTEE

Subject:	Electronic Voting at Council Meetings
Date:	17th August, 2018
Reporting Officer:	Stephen McCrory, Democratic Services Manager
Contact Officer:	Stephen McCrory, Democratic Services Manager

Restricted Reports					
Is this report restricted?		**Yes**		**No**	X
If Yes, when will the report become unrestricted?					
After Committee Decision					
After Council Decision					
Some time in the future					
Never					

Call-in					
Is the decision eligible for Call-in?		**Yes**	X	**No**	

1.0	**Purpose of Report or Summary of main Issues**
1.1	To decide if a system of electronic voting should be introduced at Council meetings.
2.0	**Recommendations**
2.1	The Committee is requested to;
	• Consider if it wishes to introduce a system of electronic voting in the Council Chamber.
	• As the existing system would not provide Members, the public and the Press present at the meeting with information as to how each Member voted on a matter, the

		Committee is recommended not to use this system as a replacement for the current procedure. • If the Committee is minded to introduce an electronic voting system, then a further more detailed report would be presented to Committee setting out the exact costs and a possible time scale for its introduction. It should be noted that such costs would need to be included in the estimates for the next financial year and therefore the system would be unlikely to be installed prior to the local elections next May.
3.0	**Main report**	
	Key Issues	
3.1	The Committee, at its meeting on 18th May, considered a proposal from Councillor Corr-Johnston that: "*The Council agrees to explore the feasibility of and the costs associated with electronic voting and digital display at full council meetings. Through the mechanism of electronic voting Members would be enabled to cast their votes immediately and the results of which returned in a fraction of the time it takes to carry out a traditional recorded vote. Results would be displayed digitally through a large screen at the top of the chamber. A screen that could also be used to display proposals and amendments.*"	
3.2	The Committee agreed that a report be produced examining the possibility of introducing such a system.	
3.3	The proposal which was made by Councillor Corr-Johnston referred to the introduction of such a system instead of the process currently employed when recorded votes are requested. Currently, the Council's Standing Orders provide that any Member can request that any vote is taken by way of a recorded vote and the request alone is sufficient for that process to be employed. In a recorded vote, the division bell is sounded for 1 minute to allow any Member not present in the Council Chamber to return for the vote. At the expiration of the minute, the Chief Executive reads out the motion or amendment to be put to the vote. Then each Member's name is called out and they respond with 'for, 'against' or 'no vote'. The votes are then counted and checked and the Chief Executive reads out the result. The names of the Members and how they voted are subsequently recorded in the minutes of the meeting.	

3.4	Typically, each recorded vote takes about 7 or 8 minutes to complete. Over the year from June 2017 till May 2018, a recorded vote was requested on 33 occasions, averaging 3 per meeting.
3.5	In deciding whether to introduce a system of electronic voting, the Committee might wish to consider the following points: • The time taken for recorded votes at Council meetings (based upon the last Council year) is approximately 20 to 25 minutes on average. Using any electronic voting system will also take some time. For example, the ringing of a division bell to alert Members that a vote to be taken would still need to continue. The Committee might wish to consider if the time saved by using an electronic system is worth the cost of its purchase/installation. • If the Committee was to decide to introduce the system described in option 1 below then there would not be any way of verifying that the votes cast were by Members present. There would not be a systemic way of requiring a Member to log in to the system before registering a vote. It is not anticipated that any Member would seek to record a vote for another Member who was not present, however it is not possible for the system to verify this and it is always possible that the results of votes could be called into question. Also, the existing system does not provide an instant record of how each individual Member voted, therefore Members, the public and the Press present at the Council meeting would not know how any individual Member voted on a matter. The system software does provide a means of analysing the vote after the meeting to ascertain how each individual seat in the Chamber voted so it would be able to produce information to allow the minute to record he vote in the same way as is done currently. • The introduction of an electronic voting system would be disruptive in that a degree of work would need to be undertaken to the fabric of the Council Chamber. Any changes to the fabric of the Chamber would need the approval of the Department for Communities, Historic Environment Division.
3.6	If the Committee is minded to support the introduction of an electronic voting system, then the following two options have been identified:

	Option 1 - Install previously purchased voting panels
3.7	The Council already owns a very basic system which would provide for a form of electronic voting which was purchased at the time of the refurbishment of the City Hall which was completed in 2009. Obviously, this is a relatively old system which would not incorporate the most modern electronics and, as it has been in storage since it was purchased, there is no guarantee that the units would all be in working order.
3.8	**Functions** Basic voting control for parliamentary voting procedure. Members can register: 'Present', 'Yes', 'No' and 'Abstain'. - A separate Chairperson/Clerk unit can start, stop and suspend the voting. - A page function which activates a voting tone. With this tone the Chairperson can indicate that a voting round is about to start - The result will only provide the numbers who voted 'Yes', 'No' and 'Abstain' but will not indicate how each individual Member voted
3.9	**Display** The existing voting panels can display six lines of text on display screens around the chamber when the vote has concluded: Voting timer Number of Members present Number of Members who voted 'Yes' Number of Members who voted 'No'. Number of Members who voted 'Abstain'. Number of Members who did not vote.
3.10	**Costs** Costs for using this system will include purchasing display screens (c. £2,000 each) and installation of the panels (work could be done in-house).
3.11	**Restrictions** - No user verification - No ability to display the text of the vote - No graphical display of the results of the vote - Display screens must be mobile and cannot be fixed to the walls in the Chamber

	• No graphical display as to how each individual Member voted
3.12	**Impact** • Installing the voting panel into each existing mic panel in the Chamber • Replacing the Lord Mayor's mic unit completely • Placing a screen in the chamber with associated cabling
3.13	**Option2 - Purchase new voting system** Property maintenance have suggested the Bosch Dicentis Conference range which is currently used at the Scottish Parliament and the European Commission. This system, at the top end of the range, provides units with a 7" touch screen and would replace both the current microphone unit and its wooden mount at each bench. A new platform would be made for each bench to hold the new units, with space for the Councillors' table PCs.
3.14	**Functions** • Integrated mic, voting and display unit • 'Present', 'Yes', 'No' and 'Abstain' voting options • A separate Chairperson/Clerk unit can start, stop and suspend the voting. Councillors can change their vote until the voting session has closed • Text of vote can be displayed on screens around the chamber • User verification via NFC swipe card for each vote
3.15	**Display** Graphical displays can be presented at the conclusion of the voting session displaying the results by party/group, total, Yes/No/Abstain – as a list, bar chart, pie chart or seating plan. This could be displayed on screens around the chamber and on the screens built into the voting units, if the top of the range units are bought. The voting unit screens could also be used to show presentations, agenda items, text or video. However, if the less expensive units are purchased which don't have a screen on each unit then the results would only be displayed on the large screens in the Chamber. It might be very difficult for Members, the public and the Press present to clearly see how each individual Member voted on a particular matter.
3.16	**Cost** May cost between £103,000 and £120,000 depending on which version of the Bosch system is purchased (Multimedia 7" touchscreen, touchscreen or voting only)

3.17	**Restrictions** Display screens must be mobile and cannot be fixed to the walls in the Chamber.
3.18	**Impact** • Existing mic units and mounts would be removed and replaced with a flat platform to hold the new mic/voting units with space for the Councillors' tablet PCs • A new PC installed at the Clerks' desk to control the voting system, input text, call/suspend/close voting session and tally results. This could potentially have the added benefit of the existing sound system in the VIP gallery being removed and the Webcasting system moving into that corner to make more space. • New mic/voting units would be collected after each meeting to charge/for safe storage – would need an extra half hour of officer's time before and after each meeting • Placing a screen in the chamber with associated cabling
3.19	Financial & Resource Implications The cost of option 1 would be approximately £4,000 for 2 display screens plus the in-house costs of carrying out the work to the benches at each Member's seat. This cost could be met from within existing budgets. The cost of option 2 is estimated to be between £103,000 and £120,000. There is not any budget set aside for this and if this option is preferred then the costs would need to be included in the estimates for 2019/20.
3.20	Equality or Good Relations Implications/Rural Needs Assessment None associated with this report.
4.0	**Appendices – Document Attached**
	None