

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON DECEMBER 16, 2013
FROM:	LYNNE LIVINGSTONE MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES
SUBJECT:	SERVICE LONDON UPDATE REPORT

RECOMMENDATION

That, on the recommendation of the Managing Director of Neighbourhood, Children and Fire Services, the following report on the deliverables and progress associated with the Service London Implementation Plan **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Report to Finance and Administration Committee, May 18, 2011
- Report to Finance and Administration Committee, September 28, 2011
- Report to Finance and Administration Committee, January 16, 2012
- Report to Strategic Priorities and Policy Committee, October 29, 2012
- Report to Strategic Priorities and Policy Committee, December 4, 2012

BACKGROUND

The purpose of this report is to provide an update on Service London, including the status of the 2013 deliverables noted in the Service London Implementation Plan.

The Corporation of the City of London’s mission is “At Your Service: a respected and inspired public service partner.” This statement reflects Council and Administration’s shared commitment to providing exceptional public services. Londoners access and rely on the nearly one hundred services the City provides on a daily basis. Each of the thousands of customer interactions is an opportunity to build trust and demonstrate that the City is dedicated to serving citizens.

In December 2012, Council approved the Service London Implementation Plan as well as the establishment of a temporary Service London Office to implement the Plan. Service London is a transformative initiative that places the customer at the centre of service delivery and planning. This means enhancing and improving the delivery of customer services through the modernization and integration of our customer service channels (online, in-person, and telephone) and working collaboratively with other organizations. It also means working to ensure that all customer service interactions achieve the following results:

- Simple – services that are timely and easy to access
- Seamless – effective integration between divisions, and organizations

- Personalized – delivery is customized, engaging and proactive
- Accountable – results are efficient, consistent, reliable and accurate

UPDATE ON SERVICE LONDON DELIVERABLES

Within the Service London Implementation Plan, 2013 was identified as a foundational year, during which strategic investments would be made in people and infrastructure. An update on the status of each of the deliverables is provided below.

Deliverable #1

Establish a mechanism to engage citizens directly in the design and monitoring of service improvement initiatives.

Engaging citizens directly in the design and monitoring of service improvement initiatives is a key element in delivering customer centric service. Targeted engagement of specific customer segments has been built into Service London projects where possible and is noted throughout this report.

Deliverable #2

Launch redesigned City website that makes it easier for customers to find and access municipal services.

The City's website is the fastest growing service channel, with increasing traffic each year. To address this, the Communications Division and Information Technology Services initiated a web modernization project to create a new, modern City of London website. Officially launched at Corporate Services Committee on September 24, 2013, the new London.ca provides numerous improvements, including: enhanced navigational features such a searchable calendar of city meetings and events, quicklinks page, mega drop-down menus, and a 'How do I...' section; improved search capability, accessibility, city map; and, better content. A feedback system has been established to receive continuous feedback from users and stakeholder. This feedback will be used to make future improvements and ensure that it meets the needs of our stakeholders and community. Since the September launch there have been approximately 439,000 visits to the new website.

Deliverable #3

Assess and acquire a Customer Relationship Management (CRM) system to manage interactions with customers.

Civic Administration has been actively engaged in the evaluation and selection of our Customer Relationship Management (CRM) solution. This software is a critical component of Service London and will allow for enhanced workflow management by creating, assigning and tracking all interactions with our customers. It will also house a robust database that will be accessed by all call-takers, allowing for real-time access to the most up-to-date and relevant information about the services we provide. The CRM software will also support the tracking of corporate performance.

Extensive research on industry best practices, including engaging municipal counterparts using CRM systems, was conducted earlier this year and built into the Request for Proposal process. At present, our Evaluation Team is currently assessing two short-listed Request for Proposal submissions, noting that these two proponents have initially scored the highest out of seven compliant submissions. The next steps in this phase include reference checks, site visits and confirmation of hardware and software requirements. The successful proponent will be engaged in the development of a detailed Statement of Work and final contract details. It is anticipated that the final draft contract will be brought to Council for approval in the first quarter of 2014.

Deliverable #4

Establish Service Business London to ‘reduce red tape’ for business customers at City Hall.

Providing business customers with a great customer experience and demonstrating that we are ‘Open for Business’ is a priority for the City of London. In 2013, a cross-functional team was established to implement Service Business London, the key outcomes of which include the creation of enhanced navigational tools and a single point of access to business services in London.

The first phase of Service Business London has been focused on building and improving the content available to our business customers via our print, online and in-person channels. Restaurants were strategically chosen as the first customer segment due to the high volume (most frequent customer) at the City’s Building and Licensing counters and the Small Business Centre, the high failure rate associated with this industry and a complex regulatory process.

As a first step, restaurateurs including: Big Night Restaurants & Bars, Burrito Boyz, Joe Kool’s Restaurants, and The Village Idiot Bar and Grill, were asked what could be done to enhance customer experience. The overwhelming response was collaborative, wrap-around experiences that meet needs and establish clear expectations. In response to this, the City has partnered with various agencies and service providers - Development and Compliance, Environmental and Engineering Services, Finance and Corporate Services, Legal and Corporate Services, Neighbourhood, Children and Fire Services, Planning, Alcohol and Gaming Commission of Ontario, Downtown London, Fanshawe College, Middlesex-London Health Unit, London Chamber of Commerce, London Economic Development Corporation, Open Ontario Compliance Initiative, Service Ontario, Small Business Centre - to develop roadmaps. From ‘creating your business’ to ‘opening your doors’ and ‘staying open’, these roadmaps are designed to provide clear service level expectations and critical success factors for restaurateurs at any stage along the business continuum. These roadmaps will be accessible in print, online and in-person.

While these roadmaps will assist in improving the in-person experience for our business customers, they do not fully address the elements of a good customer experience. Business customers should also have access to services that are simple, seamless and tailored to their needs in an environment that is welcoming and promotes business

continuity. The First Floor at City Hall provides a great opportunity to achieve this. Improvements to and investments in this space, including the provision of business-related services, hoteling space for partner agencies and dedicated staff resources will help move us toward the notion of collaborative, wrap-around customer experiences.

Next Steps

The Service Business London team will continue to work on creating enhanced navigational tools and content. The Restaurant roadmap will be measured and evaluated on a regular basis to ensure that it adequately addresses needs and expectations. Reiterations will be introduced as required. In 2014, roadmaps will be developed for other high volume customer segments including: hair salons, contractors and auto garages. Broader navigational support documents will also be developed such as 'Building 101', an overview of the various steps and processes associated with renovating, expanding or building space.

In relation to the in-person experience and the above-noted discussion, the next steps are twofold:

1. Establishing a Physical Presence

Over the next few months a functional plan and design for the First Floor space will be completed. The design will be flexible and sustainable in nature and will transform the First Floor into a welcoming and vibrant environment that facilitates collaborative, wrap-around experiences for our business customers. The details of this plan will be brought back to Strategic Priorities and Policy Committee for review in early 2014.

2. Establishing a Team

We will proceed with the development of a Service Business London team to be located on the First Floor, including a Planner position and a variety of representatives from business-related agencies serving business customers. This service delivery model will be treated as a pilot, with the Planner position contracted for two years, and funded from reserves, as recommended by the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer. This represents a first step towards developing a more seamless business service model which will be monitored closely to determine its effectiveness. It should be noted that, based on this monitoring, Civic Administration will report back to Council and make recommendations for moving forward on a more permanent basis.

Deliverable #5

Adopt and implement corporate customer service standards to set a common expectation for the service experience. Implement regular monitoring and evaluation.

Employees play an essential role in improving our customers' experiences. Over the past two years of the Service London plan, considerable activities have occurred to engage all City of London employees in identifying ways to improve our customers' experiences. Four primary streams of activity have taken place:

1. A cross-corporate team led a process to identify consistent customer service expectations that could apply across the organization;
2. All management staff engaged in workshops to define their responsibilities to embrace “At Your Service: a respected and inspired public service partner” in their service areas;
3. All employees engaged in facilitated dialogue about how our customers will know that we are “At Your Service”; and
4. Employees in all of the City of London’s nearly 100 service areas have had conversations about how they can improve their own customers’ experiences, and have made a shared Commitment to Our Customers.

The Commitment to Our Customers builds on the key themes arising from the discussions in streams 1-3, and includes an opportunity for each service area to articulate the specifics of how they can improve their customers’ experiences. This customization is important because what makes for a great customer experience varies across the organization – it could be ‘going the extra mile’ to ensure a customer finds the information they need, or taking extra care like respectfully setting empty garbage cans upright at the curb, or providing technical information in plain language to ease the understanding. All City of London employees have an opportunity to deliver exceptional customer experiences directly and indirectly and have committed to make this experience better every day.

Deliverable #6

Publish first annual report on customer service to the community, including the results of the customer satisfaction survey in 2012 and other progress to date.

Measuring satisfaction with our services and delivery channels is a key form of engagement that helps inform the design and monitoring of our service improvement initiatives. Many service areas regularly survey their customers; however, corporate-wide surveying provides a standardized way to assess customers’ experiences with the City of London.

The Focus Ontario Fall 2012 survey provided some key insights related to satisfaction with City of London services. Londoners are generally satisfied when they access City of London services with 81% of respondents who had used a service stating that they “received what they needed” when accessing a City service. Most also indicated that staff were courteous, knowledgeable and competent and treated them fairly.

The Focus Ontario Fall 2013 survey, attached to a report under separate cover on this agenda, included key insights on how Londoners wish to reach the City and how Londoners wish to receive information from the City. These details are key to the design and ongoing improvements of our channels (online, telephone, in-person). A majority of Londoners prefer to conduct business with the City using online applications; however, 49% of respondents indicate that they prefer to deal with a question or inquiry over the phone. Nearly all respondents would like the City to ‘close the loop’ and inform them of the steps that have been taken to address their concerns or complaints.

Access to the Focus Ontario Fall surveys can be found on our new Service London page www.london.ca/ServiceLondon.

CONCLUSIONS

Service London is a transformative initiative that places the customer at the centre of service planning and delivery and is a key mechanism in the delivery of Council's mission to be "At Your Service: a respected and inspired public service partner."


Looking ahead, we will build on the momentum established this year. 2014 will be specifically focused on building the capacity of the organization. Some of the projects include:

- Streamlining our phone system through implementation of the CRM, significantly reducing the number of City phone numbers;
- Increasing information available across all City customer service counters to ensure consistent information is available in locations throughout the community;
- Enhancing the use of social media and mobile technologies for service delivery and community engagement;
- Continuing to build content, enhance navigational and cross-organizational and jurisdictional support for our business customers; and,
- Developing and implementing an internal and external communications plan to support the City's mission statement and related initiatives.

Regular updates will continue to be provided to Council as this work proceeds.

Recognition with appreciation is extended to all of the Service Areas for their leadership and support and to the over 100 employees involved in implementation of the Service London Implementation Plan to date.

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