

TO:	CHAIR AND MEMBERS FINANCE AND ADMINISTRATION COMMITTEE MEETING ON JANUARY 16, 2012
FROM:	JEFF FIELDING CITY MANAGER
SUBJECT:	SERVICE LONDON PROGRESS UPDATE

RECOMMENDATION

That, on the recommendation of the City Manager, the following actions **BE TAKEN**:

- a) The verbal report providing a progress update on the Service London initiative **BE RECEIVED** for information, it being noted that a three-year implementation plan will be brought forward in spring 2012.
- b) The administration **BE APPROVED** to further explore the possibility of adopting the Business Number (BN), administered by the Canada Revenue Agency (CRA), as a unique nine-digit business identification number in dealing with businesses.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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Report to Finance and Administration Committee, May 18, 2011 – Service London

Report to Finance and Administration Committee, September 28, 2011 – Service London

BACKGROUND

In May 2011, Council established Service London, an initiative aimed to improve the delivery of customer service. Service London supports the corporate mission of “At Your Service: A respected and inspired public service partner.”

The purpose of Service London is to enhance and improve the delivery of customer service at the City of London by developing integrated service channels (online, phone and in person contact). The initiative seeks to work collaboratively with other organizations including ServiceOntario, the City’s agencies, boards and commissions, as well as local businesses, organizations and institutions. Service London is also focused on achieving efficiency, economy and effectiveness.

Service London is a multi-project initiative. It includes the establishment of corporate customer service standards, the set of commitments that employees promise to honour when delivering service. Successfully implementing standards will build a customer focused culture and positively influence every customer experience.

Service London involves a review of current service delivery, and creating strategies for online, phone and in person contact. This could include implementation of a “myLondon” e-services portal.

Service London also includes projects to improve service to business, including a potential Prosperity Centre and increased online business transactions.

The Service London project is lead by a Leadership Team and a cross-departmental corporate Steering Committee, resourced by six project teams (see Appendix A). Over the past eight months, this Committee has focused on identifying the vision and results to be achieved through Service London to ensure that all projects are working collectively toward this vision.

Vision:

- Delivering value through integrated customer centered service.

Results:

- Simple – services that are timely and easy to access
- Seamless – effective integration between divisions, departments and organizations
- Personalized – delivery is customized, engaging and proactive
- Accountable – results are efficient, consistent, reliable and accurate

Ultimately Service London is a culture change initiative which places the customer at the centre of customer service and service delivery. This begins with a deep understanding of the customer, the customer's needs, and aligning bundles of services in integrated channels to ensure they are simple, seamless, personalized and accountable. Initial customer segmentation (the practice of identifying groups of customers with common needs and interests) work is underway, and will be implemented across all projects. A comprehensive three-year implementation plan is in development and will be presented in the spring of 2012 to the Finance and Administration Committee.

ServiceOntario

As a part of this work, the Corporation has committed to exploring collaboration opportunities with ServiceOntario. A Memorandum of Understanding (MOU) was signed in May 2011. By working together both the City and ServiceOntario are able to protect core services, reduce costs and improve services to the people of London. Since signing the MOU, a Joint Steering Committee has met regularly to identify opportunities for service integration. KPMG, working for ServiceOntario, has facilitated a portion of this process.

The Joint Steering Committee identified two areas for exploration – online services to business, and contact centre integration – both areas align with the Service London implementation plan. The focus for this work is to improve service to customers through integration, and achieve efficiencies of scale through collaboration. The scope of this work to date is on leveraging technology only. Some initial online integration work is already complete. Deeper discussion related to potential contact centre integration will be initiated in the early part of 2012.

Opportunities going forward will be identified as a part of the broader Service London implementation plan. Any potential collaborative activities that involve significant cost will also go through the established business case process through the Services Review Committee. In addition, London's branding and direct relationship with residents and business in London will be respected and preserved.

Business Number (BN)

The Business Number (BN), administered by the Canada Revenue Agency (CRA), is a unique nine-digit business identification number used nationally to commonly identify a business across multiple government program areas. Several Provinces, including Ontario, have already adopted the BN across several ministry program areas. Expanding adoption of the BN to municipalities, agencies, boards and commissions is currently underway. Including municipalities in the BN provides a truly seamless service for businesses and enables them to use the same number regardless of which order of government they are interacting with, reducing red tape for the business community. Adopting the BN could also position the City of London as an attractive place for businesses to invest.

Currently there are numerous municipalities interested in adopting the BN; however, to date, no municipality in Canada has adopted the BN for use in identifying business clients. The City of London is exploring this opportunity and moving toward the submission of a letter of intent. This would position London as one of the first municipalities in Canada to adopt the BN, and as the first municipality in Ontario to formally commit its intent to adopt the BN.

Expansion of the single BN across all orders of government will have a significant benefit for businesses. The BN simplifies business interactions with government by having only one identifying number. This will streamline interaction and ensure that business clients only have to provide contact and other business information once. The BN will also allow for more 'personalized' services by tailoring and bundling services provided to business through service integration.

A letter of intent between the CRA, Ontario, and the City of London indicating the City's desire to adopt the BN has been drafted and will be presented to Council upon its finalization.

CONCLUSIONS

Service London encompasses both internal and external initiatives aimed to improve service to customers. The Service London concept is aligned with Council's Strategic Plan and furthers the corporate mission of "At Your Service: A respected and inspired public service partner." Service London is a continuous improvement concept that responds to Council's direction to achieve efficiency, economy and effectiveness through service delivery.

Service London's vision of "Delivering value through integrated customer centered service" will guide the transition to become a more customer centered organization, and align the numerous customer service improvement initiatives to take place over the next three years. The focus of this work remains on improving customer services, achieving integration in delivery, and realizing cost savings and efficiencies in the process.

Regular reports will be provided as this work progresses, including a forthcoming implementation plan in spring 2012.

Acknowledgement with gratitude is extended to the Service London Steering Committee, as well as Kate Graham and Jennifer Lajoie, for all of their work on the Service London project to date and for the preparation of this report.

RECOMMENDED BY:	RECOMMENDED BY:
JOSEPH EDWARD CHIEF TECHNOLOGY OFFICER	LYNNE LIVINGSTONE DIRECTOR, NEIGHBOURHOOD AND CHILDREN'S SERVICES

RECOMMENDED BY:	CONCURRED BY:
JAY STANFORD DIRECTOR, ENVIRONMENTAL PROGRAMS AND SOLID WASTE	JEFF FIELDING CITY MANAGER

Appendix A - Service London Team

C Members of the Steering Committee

Appendix A
Service London Team

EXECUTIVE SPONSOR
Jeff Fielding | Tim Dobbie

LEADERSHIP TEAM
Joseph Edward | Lynne Livingstone | Jay Stanford

PROJECT MANAGER
Kate Graham | Jen Lajoie

STEERING COMMITTEE

Bill Coxhead	Mark Henderson	Veronica McAlea Major
Annette Drost	Sharon Houde	Cathy Saunders
Ross Fair	Marian Hughes	Brian Whitelaw
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