

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON APRIL 13, 2015
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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- Reports to Finance and Administration Committee, May 18, 2014, September 28, 2014 and January 16, 2012
- Report to Strategic Priorities and Policy Committee, October 29, 2012, December 4, 2012, December 16, 2014 and April 14, 2014
- Report to Corporate Services Committee, August 26, 2014

BACKGROUND

Purpose

The purpose of this report is to provide an update on Service London, including the status of the 2014 deliverables noted in the Service London Implementation Plan.

Background

The City of London’s mission is to be “At Your Service: A respected and inspired public service partner, building a better city for all.” This mission statement reflects our commitment to improving the way we deliver customer services.

Council’s Strategic Plan for the City of London, 2015-2019 identifies ‘Leading in Public Service’ as a strategic area of focus. This strategic area of focus includes the strategy ‘excellent service delivery’ under which the Service London Implementation Plan is referenced.

Accessing services is one of the most important ways that citizens interact with government. Excellent customer service builds trust and demonstrates that the City is dedicated to serving residents, businesses and visitors.

In May 2011, Service London was established as one aspect of the City of London’s commitment to being “At Your Service.” Service London is focused on making the City of London a more citizen centred organization. **It is about changing the way we work to better serve our customers.**

We know that our customers’ expectations are increasing. Customers expect the same 24/7, personalized and convenient access to government services as they experience in the private sector.

Our Task

Service London is about “Delivering value through integrated customer centred service.” This means that we want to deliver services that are important to citizens in a way that is focused on their needs (“citizen centred”). Our customers want services to be delivered in a way that is easy for them. There should be “no wrong door” to access City of London services.

Service London Results

We are committed to providing customer service and experiences that are:

Simple – services that are timely and easy to access

Seamless – effective integration between service areas and organizations

Personalized – delivery is customized, engaging and proactive

Accountable – results are efficient, consistent, reliable and accurate

We will know we are successful when these words describe the experience of our customers.

The Service London Plan

To achieve our desired results, we need to transform the way we deliver customer services. This plan is a roadmap for the City of London to transform the way we deliver services by focusing on customers and modernizing our three main service channels: online, phone and in person.

We want our customers to have the ability to access as many of our services as possible through the channel that is most convenient to them. We need to integrate these service channels so that customers can expect the same great service regardless of the channel they choose to access.

The Service London Plan, enclosed separately in your packages, outlines specific deliverables for each year over the course of 2012-2016. While these deliverables are distinct, they are interconnected and, together will allow us to modernize our service channels and significantly improve the customer service experience.

The Online Experience

The City’s website is our fastest growing service channel, with increasing traffic each year. It is a desired channel because of convenience and 24/7 access. For these reasons, improving the online experience is a top priority. This includes: improving access to information, increasing the availability of e-services and enhancing mobile technology and social media.

The Telephone Experience

The City receives between 500,000 and 750,000 phone calls each year from customers seeking information or services. The focus of this channel is to streamline the phone system and move to single number access for all non-emergency municipal services. This will be done through a virtual/decentralized call centre which will be supported by Customer Relationship Management (CRM) software. This software will manage all interactions with customers by creating, assigning and tracking customer requests.

The In Person Experience

The majority of City services are accessed over the counter with in person visits, the most expensive customer service channel. Currently, each service location offers individuals a unique range of services, resulting in customers often needing to visit multiple locations. The focus of this channel is to provide access to a broader range of information and services at more locations, working toward one-stop access for as many services as possible.

UPDATE ON 2014 SERVICE LONDON DELIVERABLES

The 2014 deliverables noted in the Service London Implementation Plan were focused on building organizational capacity. An update on each is provided below.

Deliverable #1: Streamline phone system through CRM implementation, significantly reducing the number of City phone numbers.

In 2012 it was assessed that the City had over 200 phone numbers to access City services and that customers were expected to know the internal structure of the organization in order to make a request. Currently the City has approximately 160 published numbers, including 30 'queued' phone lines (multiple agents available to answer).

The move to single number access will be a phased approach. Work in 2014 was focused on building a foundation. Activities included: evaluating and monitoring call patterns and volumes; establishing standards for call routing and call scripting based on Interactive Voice Response (IVR) system best practices; and, determining immediate opportunities to consolidate and/or reduce phone numbers. As a result of this work, 2015 will continue to be focused on streamlining our phone system. The City's main phone number (661-4500) will be restructured and simplified, reducing the main menu to approximately five to ten choices based on call volume.

Deliverable #2: Increase information available across all City customer service counters to ensure consistent information is available in locations throughout the community.

The majority of City services are offered over the counter through in person visits. Increasing the information available at all City customer service counters not only ensures that consistent information is available at all locations, it also supports the drive toward one-stop access to services.

In support of this deliverable, the first 'Service London' counter was launched in the Lobby at City Hall. Following one month of renovations, the Lobby reopened on July 2, 2014. The Lobby is now a more welcoming, vibrant and customer-friendly space. Significant features of the space include:

- A design that is agile, sustainable and accessible through the use of modular system walls and furniture;
- Redesigned front counter that is located closer to the main doors and is equipped with ergonomic workstations and technology, including a Point of Sale system;
- Enhanced seating capacity and collaborative work and meeting spaces with access to power and data, including wifi;
- Upgraded energy efficient lighting and enhancements to the heating system;
- Visible and dedicated space for Service London and Service London Business;
- Hoteling space for staff and agency partners;
- Enhanced services for business customers, including: Planning application reviews, Noise Exemptions, 911 stickers for taxis, business-related materials (Starter Guides, agency information and checklists, etcetera), and access to Business Connector; and,
- Enhanced services for all customers, including: bus tickets, City of London gift cards, dog and cat licence renewals, City-related materials and information (Spectrum catalogues, waste reduction and conservation calendars, bike maps, etcetera), and access to Commissioner of Oaths.

Also in 2014, a survey of all City counters was completed. This survey documents the various assets and characteristics of each counter. The information gathered through this survey supports the creation of a Counter Strategy, which is currently under development. The Counter Strategy will standardize the customer experience at all City counters. It defines counter 'tiers' and what services customers can expect to access at each type of counter. For example, a Tier 1 counter such as the City Hall Lobby offers access to numerous services and the ability to complete several transactions at a single location. In the future, the City may establish neighbourhood hub locations. The Counter Strategy will be integrated into the next Service London Plan for 2016-2019.

Deliverable #3: Enhance use of social media and mobile technologies for service delivery and community engagement.

Online continues to be the City's fastest growing service channel. The City has seen steady growth in its digital channels, as depicted in the table below.

Measures for Digital Channels	2009	2010	2011	2012	2013	2014
Millions of visitors to City's London.ca website	1.1	1.25	1.3	1.4	2.5	2.2
Number of followers to City Twitter feed	n/a	n/a	n/a	5,079	9,975	15,381
Number of City Facebook 'Likes'	n/a	n/a	5,606	9,978	11,021	12,527
Number of views of City's YouTube channel	n/a	n/a	n/a	1,977	48,256	174,195

Numerous actions were taken in 2014 to support this deliverable:

- 'Report a Problem' ticker headline added to London.ca, giving Londoners an easy and effective way to alert City staff to local concerns;
- Steady improvements to new London.ca (staff training, governance roles, website adaption for revenue Service Areas, Accessibility for Ontarians with Disabilities Act compliance);
- E-newsletter launched (more than 1,500 subscribers), showcasing and explaining City services, initiatives, programs, and employees;
- Operational teams in Sewer, Water and Forestry can now securely access CityMap in the field as a result of the implementation of MobileIron; and,
- Phase One of Customer Relationship Management software rollout includes a mobility pilot which will allow Solid Waste and Roadside Operations to access and complete service requests in the field.

Deliverable #4: Celebrate examples of excellence in customer centred service.

There are numerous examples of excellence in customer centred service. Following is a sampling of these initiatives:

- **At Your Service Videos:** the City's YouTube channel now includes many videos which profile the City's services. These videos are a useful communications tool, and also showcase employees serving the community and providing exceptional customer experiences.
- **At Your Service Champions:** a cross-corporate team called the 'At Your Service Champions' is working within all Service Areas to improve the experiences of their specific customers. Each Service Area is asked to work as a team to identify a minimum of three specific things they will do each year, and report out on progress. This reporting process provides an opportunity to celebrate ongoing improvements and innovations.
- **Build a Budget:** for third year in a row, the City has used www.buildabudget.ca as a platform for budget engagement. This website provides Londoners with a unique opportunity to learn about the budget and the way monies are received and distributed by the municipality. Residents can provide input and use an interactive tool to see the impact of financial decisions on the overall property tax levy on a daily, monthly or yearly basis.
- **Canada's London Website:** in 2014 CanadasLondon.com was launched, a collaborative effort of community partners to promote the good news in the community. This site has 12 community partners and generates approximately 35,000 visitors per month.

- **City of London Newsletter:** the City has a regular newsletter to which residents can subscribe for updates on City activities. The newsletter often features stories about individual employees, and teams of employees, providing customer services.
- **Community Based Ontario Works Service Delivery Plan:** in September 2014, the Northland Social Services community location opened to serve residents of the north east area of London. This opening brought to fruition the first phase of the decentralization strategy which is based on a philosophy and model of providing service that is welcoming and accessible in an environment where clients feel respected, safe and comfortable. Services are closer to where people live and are in proximity to other related employment and support services. This model is also based on providing services in an integrated way so that clients' experiences in accessing different programs and services are more seamless and efficient.
- **Community Energy Action Plan:** the Community Energy Action Plan is a good example of the community and municipality working collaboratively to reduce energy use, cost and environmental impacts. Advanced and enhanced techniques for community engagement have been used to develop this plan, including: online tools such as qualitative feedback and interpretation formats and feedback forms; increased in person community engagement at existing events, meetings and workshops; increased use of plain language, infographics, video and social media; enhanced multi-service participation at major public events (London Home Builders Lifestyle Home Show, Home and Garden Show, local festivals, etcetera) through CityGreen, a mobile environmental and sustainability display.
- **'Fighting Fires with Marketing Analytics':** the London Fire Department, in partnership with Environics Analytics, used customer segmentation and data analytics to understand those most likely to cause fires, and determine their lifestyles and values. This information was used to develop a targeted marketing campaign in 2013 that featured differentiated messages designed to reduce risky behaviours. Since that time, residential fires in London have dropped by 22 percent and this methodology is now promoted by the Ontario Fire Marshal. In December 2014, the London Fire Department was honoured with a prestigious Canadian Marketing Association Award for this work.
- **ReThink London:** an inclusive, community-driven conversation with Londoners about city-building and the future of our community. Key elements of this project included a commitment to plain language (not the use of jargon) and looking at the Plan as a guide for the City of London and its residents on how we will live, grow, green, move, prosper and protect our environment in the future. Over 17,000 Londoners attended public meetings or engaged through non-traditional means (social media, online); 89 public meetings/events held; over 240,000 Londoners reached via mail outs or media.
- **YourLondonCalling.ca:** in 2014, the City of London launched a partnership with local students to build YourLondonCalling.ca, an online community built for students, by students, about the student experience in London. The website provides the City with an opportunity to better engage with the post-secondary students about services available, events, activities, and opportunities for participating in local decision making.

Deliverable #5: Publish second annual report on customer service to the community, including the results of the customer satisfaction survey in 2013 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 2013 survey 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.

The City of London did not participate in the Focus Ontario Fall 2014 survey due to the timing of the Municipal Election. Corporate-wide surveying will resume in 2015. Access to the Focus Ontario Fall surveys (2012, 2013) can be found at www.london.ca/ServiceLondon.

Deliverable #6: Report back to City Council on the status of Service London, including progress to date and budget going forward.

When the Service London Implementation Plan was approved in December 2012, \$2.3 million from the Efficiency, Effectiveness and Economy Reserve was committed as a source of financing. This funding has been sufficient to support the implementation of the Plan to date and is anticipated to sustain the project into 2016. Given the significance of Service London, a business case for permanent funding will be brought forward as part of the multi-year budget process.

UPDATE ON ONGOING DELIVERABLES

There are a number of deliverables in the Service London Implementation Plan that are ongoing. Following is an update on each:

Deliverable #7: 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.

The Service London Business initiative is focused on improving the customer experience and reducing ‘red tape’ for our start-up, small and medium-sized entrepreneurs. This work has been categorized into three areas of focus: 1) Building Content; 2) Establishing a Team; and, 3) Establishing a Physical Presence. Significant progress was made in each area in 2014.

1. Building Content

This area is focused on building and improving the content available to our business customers through our print, online and in person channels. The Service London Business team has been developing ‘Starter Guides’ for high volume customer segments. From ‘creating your business’ to ‘opening your doors’ and ‘staying open’, these guides are designed to provide entrepreneurs with clear service level expectations and critical success factors along any stage of the business continuum.

The Restaurant Starter Guide was released in December 2013, followed by Convenience Stores, and Bars and Nightclubs in July 2014. The most recent guides to be released are Auto Garages, Hair Salons, and ‘Building 101 for Small Businesses’ – a guide designed to help small businesses understand and navigate the building permit process.

2. Establishing a Physical Presence

The renovations to the City Hall Lobby in 2014 included the addition of workspace for the Service London Business Office and hoteling space for partner organizations. This included a dedicated customer service counter for business customers, meeting spaces and access to business-related informational materials and meeting space.

3. Establishing a Team

In order to improve the in person experience for business customers, a new Business Connector position was established in 2014. Located in the City Hall Lobby, the Business Connector acts as a first point of contact for business customers, providing navigational support and guidance. This includes developing a ‘roadmap’ that is tailored to the individual needs of each customer (required permits, sector-specific regulations, available programs and resources, etcetera). The Business Connector also connects customers to the right staff and agency resources in order to help businesses open their doors sooner, and more importantly, stay open.

Impact of Service London Business

The Service London Business initiative has been operational since July 2, 2014. Between July 2 and December 31, 2014 there have been over 500 customer interactions (54% new customers; 46% returning customers) with business customers. This equates to approximately four navigations per day.

The physical location of the office allows for business needs to be triaged on the main floor of City Hall, resulting in immediate resolution and/or personalized navigational support to another staff or agency resource.

The launch of Service London Business has generated more open communication between the City of London and agency partners*. This has resulted in increased collaboration, knowledge-sharing and referrals. Over 100 Starter Guides have been distributed by the Service London Business network. There has also been a shift in the service delivery model for business customers. Wherever possible, City and agency resources meet with business customers as a team and early in the process. This means that entrepreneurs often have an awareness of key success factors and expectations in the business planning stage.

Feedback on the Service London Business Initiative has been overwhelmingly positive. Testimonials from customers and agency partners are attached as Appendix A.

*Agency partners include: Alcohol and Gaming Commission of Ontario, London Economic Development Corporation, London Fire Department, London Police Services, Ministry of Finance, Ministry of Labour, Middlesex-London Health Unit, Ministry of Community Safety and Correctional Services (Private Security and Investigative Service Compliance Unit), Small Business Centre.

Deliverable #8: 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. In 2013 a cross-corporate team was established to engage employees in identifying ways to improve our customers' experiences. Through this team, the following activities have taken place:

- Employees from across all service areas have had conversations about how they can improve their own customers' experiences, and have made a shared Commitment to Our Customers;
- All management staff Performance and Development Plans must now include a customer service objective;
- Over 150 actions underway across the Corporation to improve customer experience. Examples include: customer service training, customer surveying, improvements to signage, wayfinding and customer service counters, process improvements; and,
- Customer service standards for voicemail, email, and signature blocks have been developed and are being rolled out across the Corporation.

Deliverable #9: Assess and acquire a Customer Relationship Management (CRM) system to manage interactions with customers.

Customer Relationship Management (CRM) software is a proven tool that is used widely throughout the public and private sectors. It is the backbone of our drive to modernize and integrate all customer service channels (online, telephone, in person). CRM software standardizes the customer experience through automated workflow (create, assign and track service requests) and houses a robust information database that provides call-takers with consistent and current information about our services.

In 2014, the following actions were taken in support of this deliverable:

- Microsoft Dynamics CRM (version 2013) selected as CRM software product (purchased through the City's Enterprise Agreement with Microsoft). Microsoft Dynamics CRM is an affordable and flexible software solution that provides a familiar user experience for staff, and leverages existing expertise and experience within Information and Technology Services;
- Following an extensive Request for Proposal (RFP) process, PricewaterhouseCoopers LLP was selected as the City's Implementation Partner for Phase One of the CRM project. This phase included developing and implementing core CRM functionality in four areas: Business Services Division (Public Service Call Centre – extension 4570), Dispatch, Solid Waste, and Roads and Transportation;
- Phase One officially kicked off on October 17, 2014 and since that time:
 - Workflow built for over 60 individual service requests in the Solid Waste and Roads and Transportation areas. Examples include: potholes, missed garbage and recycling collection, snow removal, street sweeping and sod damage;
 - Integration has been built between CRM and City Maps, as well as CRM and SharePoint; and,
 - Mobile technology (tablets) to access and complete service requests piloted by the Solid Waste and Roads and Transportation teams.

Phase One of CRM was launched internally on March 17. Expected outcomes include: 1) a better user experience for call centre agents and Operations; 2) more consistent and efficient management of common service requests for Solid Waste and Roads and Transportation; 3) enhanced customer experience for citizens calling the Public Service Call Centre; and, 4) data collection and measurement to support decision-making.

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, building a better city for all."

Looking ahead, we will build on the momentum established in 2014. 2015 and 2016 will be focused on realizing the benefits of the investments made to date. Some of the projects include:

- Continue annual surveys and reports on customer service to the community;
- Continue to extend the implementation of Microsoft Dynamics CRM software to other services;
- Develop a Counter Strategy for 2016-2019 period;
- Continue to support business customers through Service London Business Initiative;
- Work with local agencies, boards and commissions to integrate service and information access across all three service channels;
- Continue to streamline phone system and move toward single number access to non-emergency municipal services;
- Launch e-service portal, providing one-stop access to municipal services on the City's website;
- Convene a citizen panel comprised of a representative sample of Londoners to provide input and feedback on current and future Service London activities; and,
- Develop the next iteration of the Service London Plan for the coming years (2016-2019).

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

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cc. Art Zuidema, City Manager
Senior Leadership Team
Operations Management Team

Appendix A

Service London Business Feedback

1. '[The Business Connector] has been a valuable asset in researching and pursuing the necessary steps in starting a small business in London, Ontario. The process is overwhelming and the on-line resources are often unclear and lack a user-friendly appearance. Having a knowledgeable person to respond to questions immediately and directly regarding process, guidelines, permits, cost etc. is extremely helpful and appreciated. Honestly, without the help and support that I have found in this resource, I would have struggled greatly in navigating through the process. The red tape and vast quantity of required items and timelines in not why I chose to get into business. My interests, knowledge and skills lie in my own expertise, so receiving honest and accurate information from someone who knows the process, and how things work, has been valuable beyond words. Without the assistance of a business connector...I would have lacked the confidence to pursue such a large undertaking, robbing both the community of my business idea and myself of the experience.

I will continue to use this service and would use it again in the future. I have told many community members about the helpful and friendly service that I have received and the benefits of a position dedicated to aiding and supporting small businesses. This service benefits the community as it assists entrepreneurs in achieving their goals and business dreams.'

Laura Del Maestro
Entrepreneur

2. 'Whenever I asked a question I have got a prompt and informative reply. Moreover, I was encouraged in my business initiative and had a great personal support from the Business Connector. What I'd like to improve in this service is give the Connector the proxy to ask the other government departments directly about the issues an entrepreneur is interested. This service would be especially helpful for newcomers with lack of English fluency. On the whole, as a potential business owner I am very glad to have the Business Connector I can seek advice any time I need.'

Irina Chulkova
Entrepreneur

3. 'Opening up a brand new business can be overwhelming but [the Business Connector's] help throughout the process made our experience very positive. [She] gave us all of the information we needed for permits and licensing and directed us where we needed to go. She was supportive through every stage of the process and we are very grateful for her help. We did not know that the business connector service was available and probably would have struggled without it.

I would absolutely use this service again. In fact, I have recommended it to others I know going through the start up phase of their business.'

Jen Lanno
Entrepreneur

4. '...I wish to tell you how happy I am that you have provided me with your knowledgeable guidance and welcoming support. Thank you for giving me your vision on how to be a successful business in London by guiding me step by step. Thank you for your patience and effort while meeting with me. Your continued support and kindness to my restaurant and other new businesses is greatly appreciated.'

Meesai

Owner, Meesai Thai Kitchen

5. 'With the Service London Business initiative we have seen an increase in the number of referrals between the Small Business Centre and the City, and the Starter Guides have been well received.'

The bigger advantage is the relationship we have established. It is incredibly comforting to know that there is a resource dedicated to supporting small business and to know that our customers will get the navigational support they need when they arrive at the City of London.'

Steve Pellarin

Executive Director, Small Business Centre

6. 'I can say from my perspective that being involved in this has been a wonderful experience and a true example of forward-thinking, multiagency cooperation that will help to inform the compliance and enforcement strategies for my office going forward.'

We have already taken the lessons learned and outcomes from this initiative, including the set-up of the Service London Business service model and championed the approach elsewhere. We hope to build upon the lessons learned and replicate the processes with our AGCO colleagues in any and all communities across Ontario.'

Ian McKinley

Deputy Registrar

Compliance Unit

Ministry of Community Safety and Correctional Services

7. '[The Business Connector] helps people get connected to services and people within the City in a friendly, knowledgeable and helpful way. For new businesses, navigating through the City's requirements and different divisions can be intimidating, and [the Business Connector] helps to break it down for them into easy steps. The resources (guides, checklists) that are provided for restaurants and bars have been very popular and helpful.'

As a colleague in serving the business community, I consider [this] role to be vital to helping our members get off to a faster start with less confusion. While we haven't been working together a long time, I can already see how this role makes a difference for our businesses and to us at Downtown London. It's a very proactive, collaborative approach to supporting the business community, along with the planning and business liaison staff. We often are the first points of contact with the business owners, and working together helps to ensure continuous forward movement in the complex process of starting or growing a business.'

...I keep a supply of [the Business Connector's] cards at my desk and often refer people to her for assistance. They appreciate the warm referral/ introduction to a specific person.'

Kathy McLaughlin
Manager, Mainstreet Programs
Downtown London