

Service London

An Implementation Plan to Transform the Delivery of
Customer Services at the City of London

The Customer Experience

TODAY



Inconsistent service standards

Difficult to navigate city website

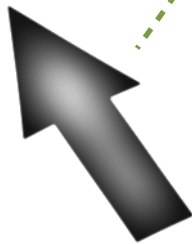
200+ phone numbers

Less than 5% of services available online

25+ counter locations, each only offering a few services

Difficult to find 'the right person' but good service once you find them

The Customer Experience of the
FUTURE



More City services
available online



One phone number
for most city services



Same great service
at every location



The way that citizens interact with government is changing.

Millions of visitors to the City's website each year:



Research shows that citizens are increasingly using multiple channels to access government services.

The City of London’s mission is to be “At Your Service.” This mission statement reflects our commitment to improving the way we deliver customer services.

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 citizens.

In May 2011, Council established Service London as one aspect of 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 centered organization.

It’s about changing the way we work to better serve our customers.

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

At the same time, governments are having to do more with less, so we need to find more efficient ways to deliver services.

This implementation plan is a roadmap for the City of London to transform the way we deliver services by focusing on customers and modernizing our service delivery channels (online, phone and in person).



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 the needs of those citizens (“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 that is:

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.

Changing The Way We Do Business

Being “At Your Service” is about a shift that places customer needs at the focus of everything we do. Everyone has a role to play in making this change.

Citizens say that timeliness for services
is their number one priority.

services that are important to citizens

Delivering value

through

no wrong door!

integrated

customer

residents

businesses

visitors

centred service.

customer is the focus of everything we do

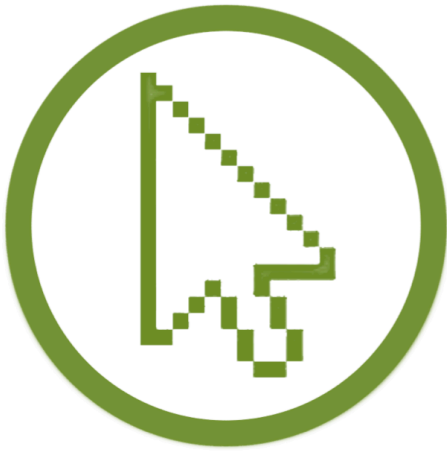
The Service London Plan

To achieve our desired results, we need to transform the way we deliver customer services. In the coming years, we will be making changes to each of 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 for 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.

Modernizing our service channels will significantly improve the customer service experience. Here is what we need to do to make it happen:

- **We need to get to know our customers better.** This means doing regular surveys to measure customer satisfaction, and gaining a better understanding of our customer segments. This will help us to cluster services together that are most likely to be accessed by the same customer segment.
- **We need to set clear expectations.** Corporate-wide service standards that are monitored on a regular basis will ensure that customers get the same great experience across the organization.
- **We need to report how we are doing.** Providing annual Service London reports to the community will help us to demonstrate our success and identify challenges to be addressed.
- **We need to modernize our infrastructure.** This includes investing in more efficient technology to support the integration of our service channels.



THE ONLINE EXPERIENCE

The City's website is our fastest growing service channel, with increasing traffic every year. It is a desired service channel because of convenience and 24/7 access. For these reasons, the online experience will be a top priority moving forward. We will be redesigning the City's website and developing a MyLondon online service portal that provides access to more services online. We will also be working to enhance the ways that citizens interact with us through mobile devices and via social media.



THE PHONE EXPERIENCE

We receive between 500,000-750,000 phone calls per year from customers seeking information or services. There are currently over 200 phone numbers to access City services. We know from surveys that finding 'the right person' is sometimes the most significant challenge faced by our customers. Our focus for this service channel will be to move towards a single number - 311 - for all non-emergency municipal services. We will also be implementing service standards to ensure consistency and reduce wait times.



THE IN PERSON EXPERIENCE

The majority of City services are accessed over the counter with in person visits. Customers will always be welcome at City Hall and our other locations. Our focus for this channel will be working to provide access to a broader range of information and services at more locations, and working towards one-stop access for as many services as possible. Consistent service standards will also set clear expectation for the customer service experience.

2012

Laying the Foundation

Complete a thorough understanding of our **customer segments** so we better understand the clusters of customers in our community that are accessing each group of services.

Conduct first annual survey to assess overall **customer satisfaction** with service delivery channels.

Partner with London Public Library, Western University and internal service areas in a **Council Service London Team** to assist Councillors in serving their constituents.

Prepare framework for **customer centred service culture** throughout all service areas of the organization.

Align Service London projects with related corporate **technology initiatives**.

Examine the role for **shared services**.

2013

Investing in People & Infrastructure

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

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

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

Establish **Service Business London** process to 'reduce red tape' for business customers at City Hall.

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

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.

2014

Building Capacity

Streamline phone system through CRM implementation, significantly **reducing the number of City phone numbers**.

Increase information available across all City **customer service counters** to ensure consistent information is available in locations throughout the community.

Enhance use of **social media** and mobile technologies for service delivery and community engagement.

Celebrate examples of excellence in **customer centred service**.

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.

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

2015-2016

Realizing the Benefits

Launch **311**, providing single number access to non-emergency municipal services. Migrate traffic away from existing phone numbers.

Launch **MyLondon** e-service portal, providing one-stop access to municipal services on the City website. Increase number of services available online over time.

Explore opportunities to work with local **agencies, boards and commissions** to integrate service and information access across all three service channels.

Continue annual surveys and reports on **customer service** to the community.

Report back to City Council on next steps for Service London.



London
CANADA

City of London
300 Dufferin Avenue
London Ontario
N6A 4L9
519-661-2500

london.ca

Contacts:

Joseph Edward

jedward@london.ca

Lynne Livingstone

llivings@london.ca

Jay Stanford

jstanfor@london.ca