



Service London

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



Strategic Plan for the City of London 2015 - 2019

Mission

At your service - A respected and inspired public service partner building a better city for all.

Strategies

Leading in Public Service

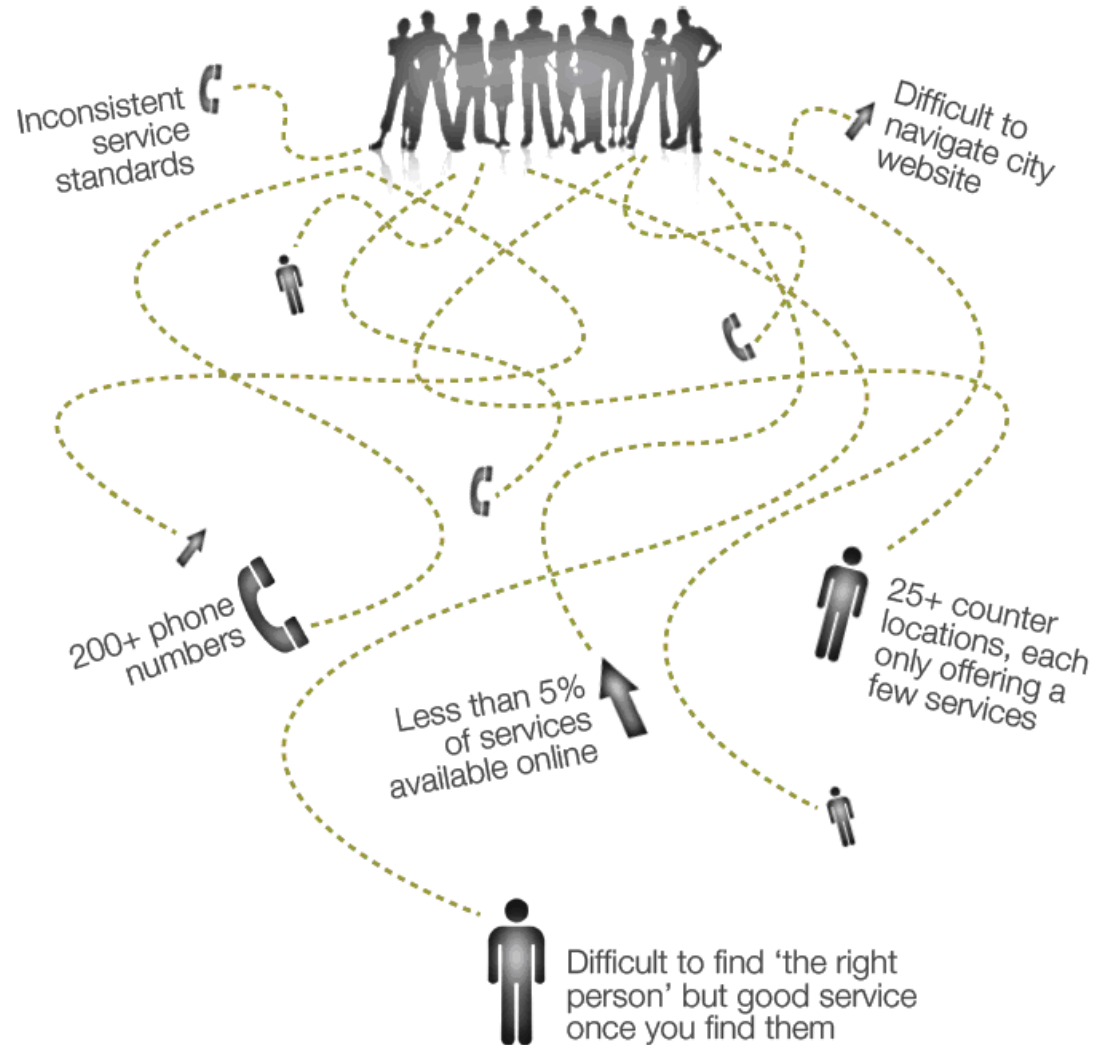
5. Excellent service delivery

What are we doing?	How are we doing it?
<p>Deliver great customer experiences to residents, businesses, and visitors:</p> <ul style="list-style-type: none"> • innovative service delivery models • improved access through web, phone, and in person • innovative technology 	<ul style="list-style-type: none"> • Service London Implementation Plan • At Your Service: A respected and inspired public service partner building a better city for all. • IT Strategic Plan • Business Plans • Smart Cities Strategy • Computerized Maintenance Management System



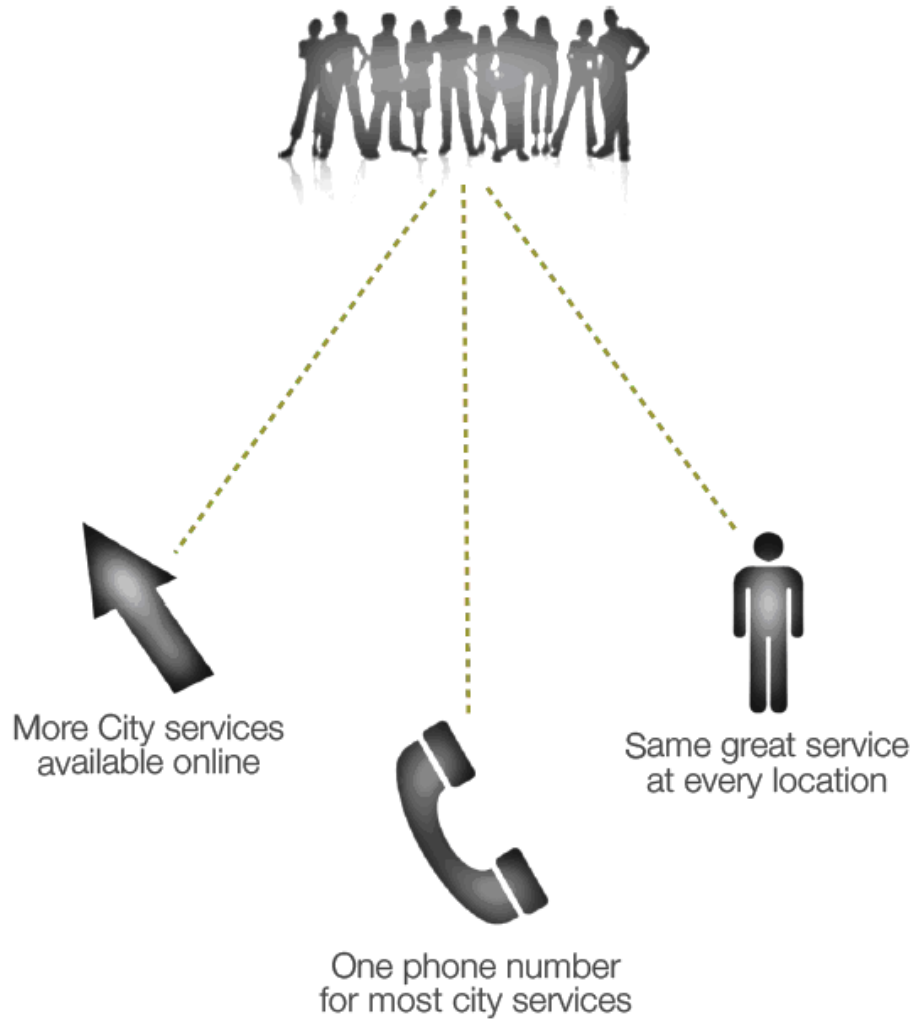
The Customer Experience

WHEN WE STARTED



The Customer Experience of the

FUTURE



services that are important to citizens

Delivering **value** through integrated customer centred service.

no wrong door!

residents

businesses

visitors

customer is the focus of everything we do

Why now?

Our customers expect better.

- Customer interactions are the face of the City of London to the community
- Each experience a customer has with us can build the trust and confidence that citizens have in local government

Service London is a transformative opportunity to change the way we work.

- Service delivery is the most expensive thing we do as an organization
- Channel migration and streamlining service delivery is a long-term solution to achieve efficiencies in the way we work



\$9 – cost when a customer walks in the door*

\$5 – cost when a customer phones us*

50¢ – cost to provide service online*

*Reflects 2011 estimates

The Online Experience

- City's website is our fastest growing service channel, with increasing traffic each year
- Desired service channel because of convenience and 24/7 access

Focus:

- Improving the online experience:
 - Redesigning City's website
 - MyLondon service portal that provides access to more services online
 - Enhance ways citizens interact with the City through mobile devices and social media

The Phone Experience

- 500,000-750,000 calls per year from customers seeking information and services
- Over 200 phone numbers
- Surveys showed that finding ‘the right person’ was sometimes the most significant challenge for customers

Focus:

- Implement single number access for all non-emergency services
- Implement service standards that help ensure consistency and reduce wait times

The In Person Experience

- 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

Focus:

- Working to provide access to a broader range of information and services at more locations
- Working towards one-stop access for as many services as possible
- Implement consistent service standards to set clear expectations for the customer service experience

2012

Laying the Foundation

Customer segmentation

First annual customer satisfaction survey

Establish Council Service London Team

Prepare framework for customer-centred service culture

Align Service London projects with corporate technology initiatives

Examine role of shared services

2013

Investing in People & Infrastructure

Establish mechanism to engage citizens

Launch redesigned City website

Assess and acquire Customer Relationship Management system

Establish Service London Business

Adopt and implement corporate customer service standards

Publish first annual report on customer service

2014

Building Capacity

Streamline phone system

Increase information at customer service counters

Enhance use of social media

Celebrate customer service excellence

Second annual customer service report

Report back to City Council

2015-2016

Realizing the Benefits

Launch 311

Launch MyLondon e-service portal

Explore work opportunities with local agencies, boards, and commissions

Continue annual customer service reports

Report back to City Council

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

2012 – 2014

- ✓ Reduced published phone numbers
- ✓ Building a foundation
 - ✓ Evaluating and monitoring call patterns and volumes
 - ✓ Establishing standards for call routing and scripting

2015-2016

- Continue to streamline published phone numbers
- Restructure and simplify City's main phone number (661-4500)
- Implement call routing and scripting standards throughout phone system

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

2012 – 2014

- ✓ First 'Service London' counter (Lobby) launched July 2, 2014
- ✓ Counter Survey completed

2015-2016

- Counter Strategy 2016-2019

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

2012 – 2014

- ✓ 'Report a Problem' ticker headline added to London.ca
- ✓ Steady improvements to new London.ca
- ✓ E-newsletter launched (1,500+ subscribers)
- ✓ Secure access to CityMap for operations teams in Sewer, Water, Forestry
- ✓ Phase One of Customer Relationship Management System includes mobility pilot

2015-2016

- Mobile optimization project
- Self-service citizen portal

Celebrate examples of excellence in customer centred service

2012 – 2014

- ✓ At Your Service videos
- ✓ At Your Service Champions
- ✓ Build-a-Budget
- ✓ Canada's London Website
- ✓ City of London Newsletter
- ✓ Community Based Ontario Works Service Delivery Plan
- ✓ Community Energy Action Plan
- ✓ 'Fighting Fires with Marketing Analytics'
- ✓ ReThink London
- ✓ YourLondonCalling.ca

2015-2016

- Continued focus on 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

2012 – 2014

- ✓ Service-specific customer surveys
- ✓ Focus Ontario Fall Survey (2012, 2013)

2015-2016

- Continuation of Corporate-wide surveying

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

2012 – 2014

- ✓ Annual updates to Strategic Priorities and Policy Committee

2015-2016

- Service London business case through multi-year budget process

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

2012 – 2014

- ✓ Starter Guides (Restaurants, Convenience Stores, Bars and Nightclubs)
 - ✓ 100+ guides distributed
- ✓ Business Connector position established, located in Lobby
- ✓ 500+ customer interactions (July 2-Dec 31)
 - Average 4 navigations per day
 - 54% new customers
 - 46% returning customers
- ✓ Increased triaging of business needs at first point of contact
- ✓ More open communication between City and agency partners
 - ✓ Increased collaboration, knowledge-sharing and referrals
- ✓ Wrap-around service
- ✓ Feedback has been overwhelmingly positive

‘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...

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

‘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

‘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

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

2015-2016

- ✓ Starter Guides (Auto Garages, Hair Salons)
- ✓ 'Building 101' guide for Small Business
- ✓ At Your Service video featuring Service London Business
- Additional Starter Guides
- Consolidated application packages
- Continue to build and maintain collaborative working relationships with partners
- Active promotion of Service London Business

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

2012 – 2014

- ✓ Cross-corporate 'At Your Service' team established
- ✓ Shared Commitment to Our Customers
- ✓ All management staff Performance and Development Plans include customer service objective
- ✓ Over 150 actions to improve customer experience
- ✓ Customer service standards (voicemail, email, signature blocks)

2015-2016

- Annual action plans to improve customer experience
- Service-specific customer service standards

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

2012 – 2014

- ✓ Microsoft Dynamics CRM selected
- ✓ PricewaterhouseCoopers chosen as Implementation Partner
- ✓ Phase One launched internally March 17, 2015
- ✓ CRM Roadmap 2015-2019

2015-2016

- Additional Service Requests
- Mobile access (internal and external)
- Citizen self-service portal

Looking Ahead Summary

2015-2016

Launch 311

Launch MyLondon e-service portal

Explore work opportunities with local agencies, boards, and commissions

Continue annual customer service reports

Report back to City Council