

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES & POLICY COMMITTEE MEETING ON APRIL 3, 2017
FROM:	LYNNE LIVINGSTONE MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES
SUBJECT:	SERVICE LONDON UPDATE: 661-CITY AND CRM PORTAL

RECOMMENDATION

That, on the recommendation of the Managing Director of Neighbourhood, Children and Fire Services, the Director, Information and Technology Services and the Director, Environment, Fleet and Solid Waste the following actions **BE TAKEN** with respect to the Service London 661-CITY (2489) and Customer Relationship Management Portal projects:

- a) the update on the Service London 661-CITY and the Customer Relationship Management (CRM) Portal projects **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Reports to Strategic Priorities and Policy Committee, October 29, 2012, December 4, 2012, December 16, 2013, April 14, 2014
- Report to Corporate Services Committee, August 26, 2014, November 3, 2015, January 10, 2017

BACKGROUND

Purpose

The purpose of this report is to provide an update on two key deliverables associated with the Service London Implementation Plan: 661-CITY and the Customer Relationship Management (CRM) Portal.

Council's 2015-2019 Strategic Plan for the City of London 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. Service London is a transformative initiative supported through the Multi-Year Budget that places the customer at the center 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, telephone, in-person) and working collaboratively to deliver services that are simple, seamless, personalized and accountable. 661-CITY and the CRM Portal are integral projects focused on improving the way that customers interact with the City through phone and online customer service channels.

519-661-CITY

The move to single number access has followed a phased approach. At the onset of the Service London initiative, 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 navigating the City's phone channel. With approximately 160 published numbers, including 30 'queued' phone lines (multiple agents available to answer), Civic Administration was directed to streamline the phone system by reducing the number of City phone numbers to single number access to non-emergency municipal services. These directives are part of the Service London Implementation Plan.

Additional work focused on evaluating and monitoring call patterns and volumes, establishing standards for call routing and call scripting, and determining immediate opportunities to consolidate and/or reduce phone numbers. As a result of this work, the City's main phone number (661-4500) menu was reconfigured based on call volume. The reconfigured menu allows callers to navigate a menu with our more frequently called services listed first. For example, Social Services, Recreation and Property Tax & Assessment account for over 40% of phone call volume, and are the first three options on the reconfigured menu.

In October, 2016 Civic Administration implemented a soft-launch of the new phone menu at 661-4500. The soft-launch was successful and the reconfigured menu has been effectively implemented. The project is now in a position to move to a public launch.

Service London Portal

Customer Relationship Management (CRM) is a critical component of the Service London Implementation Plan. CRM software is at the centre of our drive to modernize and integrate our customer service channels (online, in-person, and telephone) and is a key enabler in providing customer experiences that are simple, seamless, personalized and accountable. Specifically, CRM software allows for enhanced workflow management by creating, assigning and tracking all interactions with our customers and houses 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. It is currently used by seven Business Units to manage service requests from start to finish. The seven Business Units that implemented CRM in Phases 1 (2015) and 2 (2016) handle the highest volume of Service Requests. The City is moving ahead with Phases 3-5 of CRM, and is focused on Phase 3 implementation in 2017.

The City's website is our fastest growing service channel, with traffic increasing every year. It is a desired service channel because of convenience, cost-effectiveness and 24/7 access. A deliverable under the Service London Implementation Plan is the launch of a Service London e-service portal. The portal is the external facing website of CRM, and will allow citizens to submit service requests from contemporary devices with an internet connection and a modern browser. This portal will be integrated with and will leverage the existing functionality of CRM, will give citizens access to online services through a single access point, and will provide online customer experiences that are consistent and aligned with service experiences through other channels. A link to the Service London Portal will exist on the www.london.ca website under Online Services. This project is approaching its public launch.

Next Steps

Both 661-CITY and the Service London Portal projects will continue to improve how the City interacts with citizens and the service requests they generate. These projects will streamline each first point of contact with citizens into CRM. Outlined below are the next steps and projected timelines leading to a successful launch of both 661-CITY and the Service London Portal.

519-661-CITY

- Following the public launch of 661-CITY, 661-4500 will remain active and will have special messaging informing callers of the phone number change, retaining our ability to connect with citizens. 661-4500 will eventually be phased out.
- The current staff phone number, 661-2500, will remain active with special messaging informing callers that 661-CITY is the new phone number for all non-emergency municipal services. When re-ordered, business cards will be updated with the new 661-CITY phone number, and 661-2500 will eventually be phased out.

- Steps will be taken to ensure that staff are educated about this transition. The Senior Leadership Team, Operations Management Team and Customer Experience Team have all been engaged in this transition. The transition plan includes internal communication and support, as well as documentation to facilitate the change.

Service London Portal

- Public Service Representatives who take Service Request phone calls and emails and Business Units using CRM have been involved in the design and testing of the Service London Portal.
- With the launch of the Service London Portal, CRM users will be supported by documentation to ensure that service request workflows generated through the portal are handled accurately and in line with the current practices of Business Units.
- The implications of the Service London Portal will be incorporated in the business requirements gathering, testing and technology road maps of Phase 3 CRM.
- Steps will be taken to ensure that staff are educated about the launch of the Service London Portal. The Senior Leadership Team and Operations Management Team have been engaged in this project.

The teams working on these projects are committed to ensuring that both internal and external communications are effective and informative, that operational considerations are incorporated into project implementation plans, and that various internal and external stakeholders are engaged and informed. Project teams are led by employees from Neighbourhood, Children & Fire Services and Information Technology Services, and have leveraged involvement and feedback from numerous teams, divisions and business units.

Public Awareness

The City will conduct a public information campaign to raise awareness about the launch of 661-CITY and the Service London Portal. This will be conveyed through a range of options including:

- Media outreach and engagement.
- The City of London's social media channels.
- The City of London website.
- City of London publications including the Spectrum recreation activity guide and the Waste Reduction & Conservation (Garbage & Recycling) Calendar.
- Print communications at various City and community locations.

Launch

The schedule below reflects the targeted dates for the public launches of 661-CITY and the Service London Portal:

- The public launch of 661-CITY is targeted for mid-April.
- The public launch of the Service London Portal is targeted for the end of April.

Acknowledgements

This report was written with input from Information Technology Services and Communications.

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