

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE OCTOBER 11TH, 2017</b>
<b>FROM:</b>	<b>MARTIN HAYWARD CITY MANAGER</b>
<b>SUBJECT:</b>	<b>CITY OF LONDON – EXPERIENCE WITH NEW HOURS OF SERVICE</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the City Manager, the attached information report **BE RECEIVED** at the Municipal Council Meeting on October 17<sup>th</sup>, 2017.

<b>BACKGROUND</b>
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**Purpose**

The purpose of this information report is to provide Council with an update on the number of customer interactions from the beginning of new service hours (May 2016) until mid-August (2017), across the Corporation.

**New Service Hour Delivery Model**

The City of London’s mission statement, “At Your Service-a respected and inspired public service partner, building a better city for all”, highlights the importance of delivering a customer first focused approach to service delivery. Providing customers with information and/or services they need, when they need it, is a necessary part of delivering a quality customer service experience. Achieving this level of customer service requires a strategic approach to understanding the needs of our customers, adapting how services are best delivered to meet these needs and offering flexible service delivery options, all which support an optimal customer experience.

In addition to the City’s mission statement, the new service hour delivery model approach touches upon a number of Council’s Strategic Areas of focus. Most specifically, it addresses those areas related to creating “diverse, inclusive and welcoming community”; supporting a “healthy, safe and accessible city”; ensuring “innovative and supportive organizational practises”; modelling “collaborative, engaged leadership”; and practising “excellent service delivery”.

Improving the accessibility of services requires a consistent and responsive level of service delivery, which is supported through a multitude of communication channels including: phone, email, website, in person interactions and social media. The needs of our customers vary greatly in our community. No single approach to service delivery will meet these diverse needs. It will require an adaptable service delivery model with flexibility as the needs of customers change. Customer’s expectations will demand a variety of communication channels that are flexible and convenient. Providing new service hour opportunities in conjunction with other communication channels will improve the accessibility of services for our customers, foster better collaboration with our customers and support a proactive effort to improve the overall customer service experience.

Many for-profit and not-for-profit businesses along with a number of Municipal Governments are implementing accessible service hours to meet the diverse needs of their customer base. Evening and weekend hours are common practice across these organizations and service hours reflect the needs of the customer. The City of London’s approach to providing accessible customer service hours will ensure we are approaching customer service through the lens of a customer first approach.

The alignment of the new service hour delivery model with the City's mission statement and Strategic Areas of focus provides Administration the flexibility to deliver a seamless customer service experience that is accessible, timely, convenient and adaptable, not only to the needs of today's customer, but into the future.

### **Who Are We Trying to Serve**

As described below, two unique groups of customers have been identified as being served through the new service hour delivery model.

#### **Residents/Visitors Services**

Customers who are seeking appointment and non-appointment based transactions and are accessing services on the weekday, weekday evening and/or weekend hours. Services could include, but are not limited to purchasing marriage licenses, registering for a recreation program, and booking a social service or childcare appointment.

#### **Business Services**

Customers who are seeking to complete business transactions and are accessing services on weekdays and weekday evening hours. Services could include but not limited to applying for a building permit, renewing a license, and dropping by or scheduling an appointment with the Business Connector. The needs of this group are predominately served during weekday and weekday evening service hours.

### **New Service Delivery Hours**

The City of London hours of service prior to implementation of the new service hours were:

- Monday to Friday 8:30-4:30 pm
- Exception to these hours included: essential emergency service areas, scheduled after hour meetings, an occasional appointment, and unplanned hours of work due to emergency.

On May 30, 2016, new service hours came into effect. Described below are the new service hours that were implemented by each service area in addition to Monday to Friday 8:30-4:30 pm:

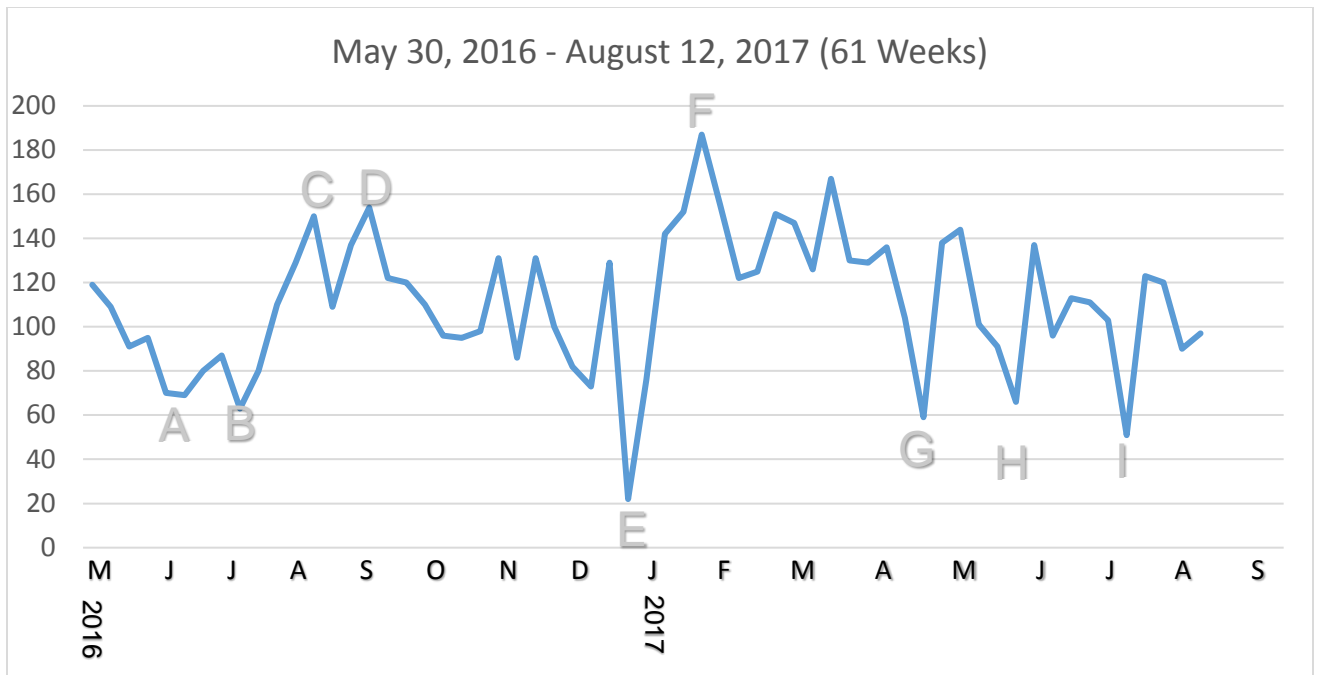
<b>Service Area</b>	<b>Hours as of May 30<sup>th</sup>, 2016</b>
• Business Connector	Tuesday until 6 pm
• Children Services	Tuesday until 6 pm–3 <sup>rd</sup> & 4 <sup>th</sup> Tuesday of month
• Clerks	Tuesday until 6 pm & Saturday 8:30-4:30 pm
• Development & Compliance	Tuesday until 6 pm & Saturday 8:30-4:30 pm*
• Planning Services (Forestry)	Monday-Friday 7:30 am-5:30 pm & Saturday 8:30- 4:30pm
• Parks and Recreation	Tuesday until 7pm & Saturday 8:30-4:30 pm
• Social Services & Housing	Tuesday until 6pm

\* Denotes some changes to service hour delivery during the first year of new service delivery, discussed below

### **Data Collection**

Customer data was collected on all new service hours and included the following groupings: walk-in inquires, emails, phone calls, and scheduled appointments. Data was collected by front line staff, and managers and submitted to a central data base for tracking purposes.

Between May 30, 2016 and Aug 12, 2017, the number of customers who accessed service during the new hours was 6736. Total service area data collection for that period is shown in the following chart.



Total = 6736 interactions

The above chart outlines the weekly running totals of customer interactions of all service areas including: phone calls, walk-ins, and in person appointments occurring during the new service hours.

The following are some explanations for the notable peaks and declines in service hours.

- Point A & B are reflective of service hours on Saturday of a long weekend.
- Point C, D and F, show an increase in customer interactions which coincides with the start of the Fall/Winter 2016 & Spring/Summer 2017 registration period for Spectrum programs.
- Point E, shows a drop in customer interaction and is reflective of the December holiday break, where many of the service areas were closed for the corporate holiday closure. It should be noted Parks and Recreation was open for business during a two day period after Christmas and between New Years. This generated 437 additional customer interactions not reflected in the above chart. The addition of the Parks and Recreation customers served during the holiday closure would bring the new service hour total to over 7000 interactions.
- Point G, H, and I reflects the time period when service on Saturdays of a long weekend were discontinued, effective April 2017. This decision was based on a pattern established on previous long weekends and the decrease in demand compared to other weekend service.

### Grouping of Service Areas

The charts below captures the number of customer interactions in the two distinct groupings of Resident and Visitor services and Business customer services.

The interactions articulate phone calls, drop-ins and appointments of varying length. Work conducted during these hours also includes other meaningful responsibilities outside of customer facing interactions.

### **Resident and Visitor Driven Services**

The service areas included in Resident and Visitor Driven Services recorded during new service hours are:

Service Area	Type of Service Interaction	Total Hours Worked (61 weeks)*	Total Customer Interactions (61 Weeks)
Children's Service (2x a month)	Appointment Driven	46.5	72
Clerk's Office	Phone/Drop In	547.5	1815
Parks and Recreation	Phone/Drop In	608.5	3654
Social Services & Housing	Appointment Driven	91.5	722
<b>TOTAL</b>		<b>1294</b>	<b>6263</b>

\*Hours worked outside of 8:30-4:30pm

The Resident and Visitor driven services contributed to the majority of customer interactions over the May 30, 2016 – August 12, 2017 time period, totalling 6263 customer interactions compared to the overall corporate total of 6736 customer interactions.

### **Business Driven Services**

The service areas included in Business Driven Services recorded during new service hours are:

<b>Service Area</b>	<b>Type of Service Interaction</b>	<b>Total Hours Worked (61 weeks)*</b>	<b>Total Customer Interactions (61 Weeks)</b>
Business Connector**	Drop In	91.5	10
Development & Compliance Services (Building Division, Development Services, Licensing Division, Public Service Call Centre)	Phone/Drop In	243.5	400
Planning Services (Forestry)	Appointment Driven/Phone	1046	63
<b>Totals</b>		<b>1381</b>	<b>473</b>

\*Hours worked outside of 8:30-4:30pm

\*\*Service is evolving

The Building Division, Development Services, Licensing Division and Public Service Call Centre all fall under the service area Development and Compliance. These services were all conducted at the same customer service desk.

Development and Compliance service area discontinued offering Saturday hour service Fall 2016 based on operational needs and the seasonal demand.

### **Next Steps**

Going forward, it will be important to ensure that future decisions concerning accessible customer service delivery continue to reflect the diverse and unique needs of our customers in each service area. A recent Citizen Satisfaction Survey – IPSOS, suggests that Londoners continue to seek enhanced accessibility options to meet their needs related to public services. To achieve this goal, and building on our strengths and learnings from new service hours over the last 17 months, each service area will undertake the following next steps:

#### **Market Research Specific to Service Areas**

Each service area is unique and equally diverse in how they can best provide accessible services to their customer base. Understanding the needs of customers in each service area and identifying ways to best serve customers will assist administration in enhancing customer service strategies into the future.

#### **Continued Monitoring & Flexibility**

Customer interactions varied across all service areas with high demand in some areas while other areas saw less demand. Many variables contributed to these interactions including seasonality, service hours offered, and customer knowledge of services.

Accessible service hours is an adaptable tool to assist administration in delivering an accessible customer service experience based on the needs of operations in each service area. It will be critical to remain vigilant and flexible to best serve the needs of Londoners across all service areas. Should customer needs and our interactions with customers change over time, so too will our approach to service delivery.

#### **Data Collection**

Data collection methods are continually being streamlined to ensure accuracy and efficiency. Data is meant to be collected in a consistent way across all service areas, allowing Civic Administration to monitor fluctuations and trends. This information will allow each service area the flexibility to adapt to changes such as seasonality and changing customer needs.

### Targeted Communication Plans

Each service area will work directly with Corporate Communications to design appropriate marketing and communications plans that best suit the needs of their businesses and target audiences.

### Resources for Future Growth

Accessible service delivery may require additional resources and supports as accessible service hours continue across the organization in different service areas. Any growth would be influenced by market research and evaluated through the annual budget process.

<b>FINANCIAL IMPACT</b>
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To date, the provision of enhanced service hours have been implemented within existing budgets, including an expenditure of \$90 000 to support a marketing campaign.

<b>CONCLUSION</b>
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New service hours provide opportunities to meet not only the needs of current customers but also customers' needs in the future. Upon review of new service hour data, it can be concluded that customers are seeking flexible service delivery options from the City of London. Improving the accessibility of services requires a consistent and responsive level of service delivery, through a multitude of communication channels including: phone, email, website, in person interactions and social media.

The data of our experience represents over 6700 customers choosing to access their services outside of traditional hours of operation. Demand will determine the best use of new service hours to meet the individual needs of each service area and provide the flexibility in operations to meet these needs. Providing new service hour opportunities in conjunction with other communication channels will improve the accessibility of services for our customers, foster better collaboration with our customers and support a proactive effort to improve the overall customer service experience.

<b>SUBMITTED BY:</b>	<b>RECOMMENDED BY:</b>
<b>Lynne Livingstone Managing Director, Neighbourhood, Children and Fire Services</b>	<b>Martin Hayward City Manager</b>