



Service London

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

Purpose and Mandate

Purpose:

1. Give an update on the status of the Service London initiative
2. Confirm and approve budget allocation
3. Seek endorsement to proceed with the Implementation Plan

Mandate:

Council adopted a mission of “At Your Service” in the 2011-2014 Strategic Plan.

In May 2011, Council established Service London to improve the delivery of customer services across the Corporation.

Our Objectives

Objectives:

1. Enhance and improve the delivery of customer services at the City of London, including developing integrated service channels (online, phone and in person contact)
2. Work with other organizations including ServiceOntario, the City's agencies, boards and commissions, as well as local businesses, organizations and institutions
3. Achieve efficiency and economy in service delivery without increasing permanent staff numbers

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.

This is a transformative opportunity to change the way we work. Service delivery is the most expensive thing we do as an organization – hundreds of employees providing hundreds of transactions every week to thousands of customers. Streamlining service delivery is a long-term solution to achieve cost savings and 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

Our Progress

Over the past year, a cross-corporate Steering Committee, supported by interdivisional teams, has worked together on Service London:

1. Identifying goals and desired results
2. Segmenting our customers to better understand their needs
3. Learning from the experiences of other jurisdictions
4. Developing a channel strategy
5. Creating customer service standards
6. Engaging union executives
7. Cataloguing all City services
8. Identifying resources to implement the first three years of our deliverables
9. Drafting an Implementation Plan to be presented to Council in October 2012

Service London Overview

Our Focus:

Delivering value through integrated customer centered service.

Our Results:

Simple – services that are timely and easy to access

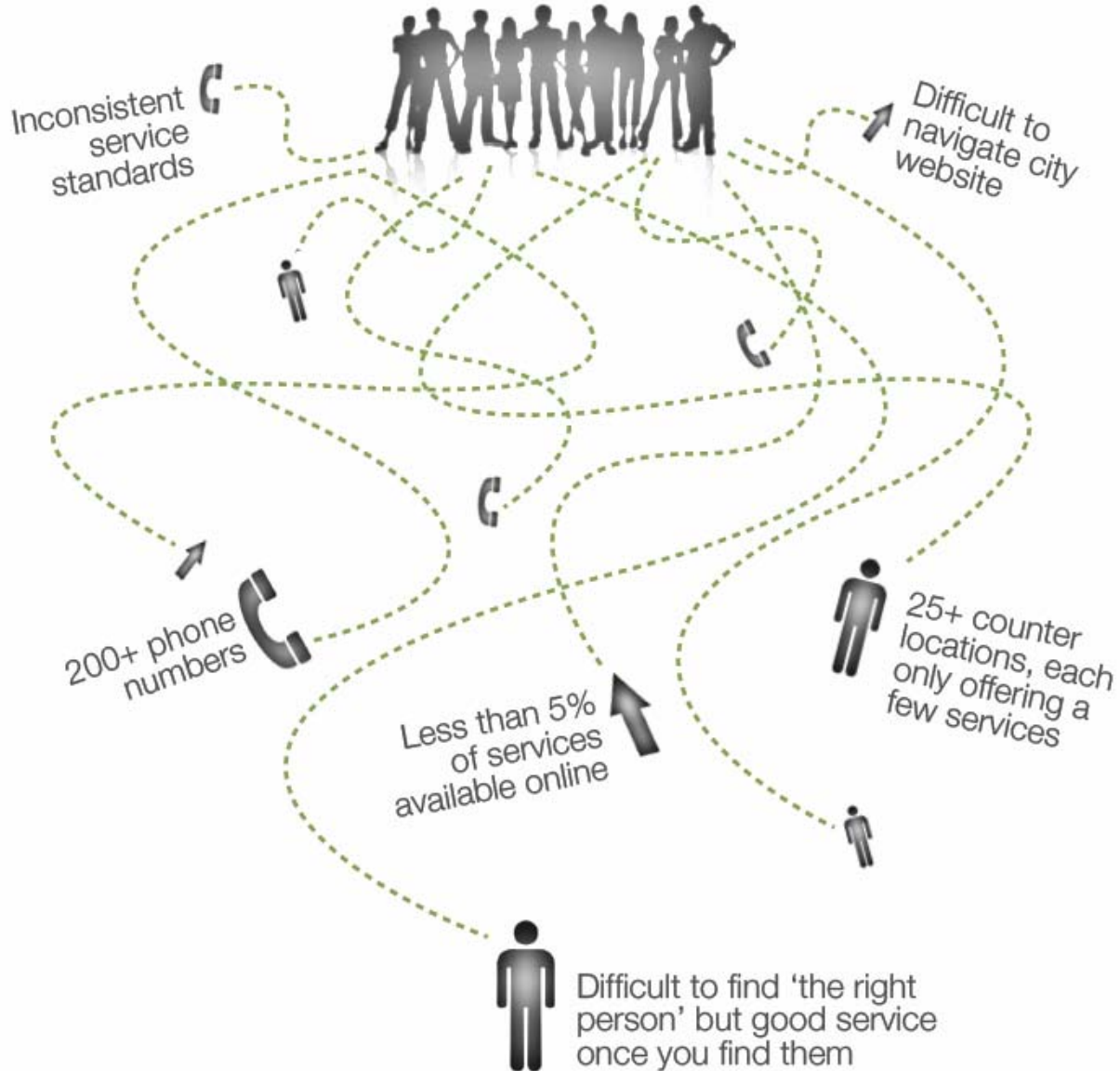
Seamless – effective integration between divisions and organizations

Personalized – delivery is customized, engaging and proactive

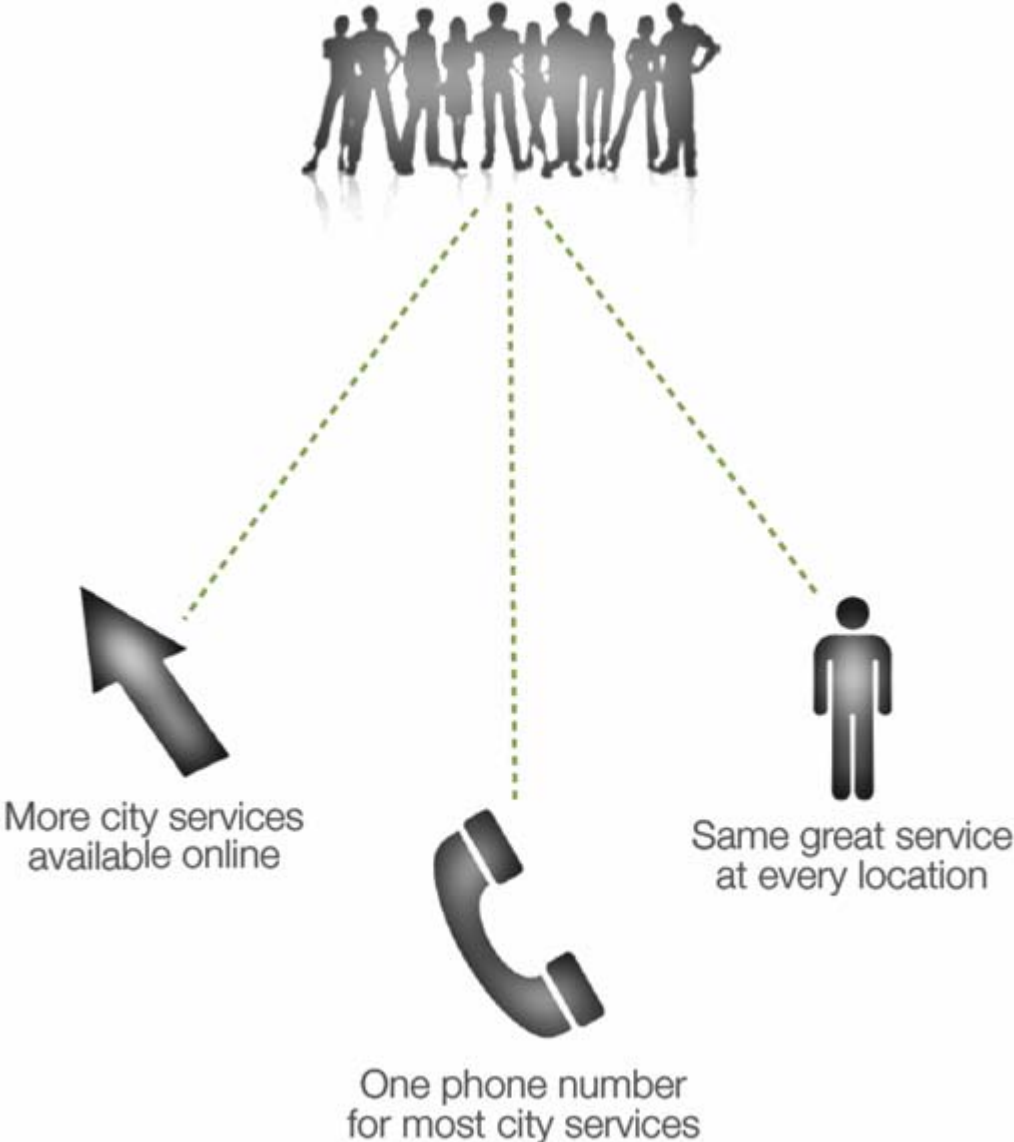
Accountable – results are efficient, consistent, reliable and accurate

The Customer Experience

TODAY



LONG TERM VISION





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 our 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 access to services. There are currently over 200 phone numbers to access the City, and 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 implement a single number – 311 – for access to all non-emergency municipal services using a virtual Call Centre environment (e.g. customer service representatives linked through technology). We will also be implementing service standards that help 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 from customers. Customers will always be welcome at City Hall and all of 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 moving toward one-stop access for as many services as possible. Consistent service standards will also set clear expectations for the customer service experience.

2012

Customer segmentation

Customer satisfaction
survey

Council Service London
Team

Customer centred service
culture framework

Alignment with technology
initiatives

Examine role for shared
services

2013

Citizen engagement

New City website

Customer Relationship
Management system

Service Business London

Customer service
standards

First annual report on
customer service

2014

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

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

Community Engagement

Service London values community engagement and aims to establish ongoing, meaningful relationships with citizens in order to inform customer service improvements.

The **Customer Satisfaction Survey** will give citizens the opportunity to comment directly on their customer service experiences, giving us input on how and where we should improve.

A **Service London Advisory Group** will be created in order to gain feedback from community members. This will engage citizens directly in the design and monitoring of service initiatives.

Proposed Budget

	2012	2013	2014	Total
Service London Program Office	\$52,000	\$204,000	\$204,000	\$460,000
Total				\$460,000
Program Expenses				
Customer Survey and Reporting	\$30,000	\$45,000	\$45,000	\$120,000
Service Standards and Training	\$0	\$50,000	\$0	\$50,000
Consulting and Corporate Roll Out	\$35,000	\$35,000	\$0	\$70,000
Process Mapping	\$0	\$50,000	\$0	\$50,000
Total				\$290,000
Technology Implementation				
CRM Software, Hardware, Implementation	\$0	\$1,150,000	\$0	\$1,150,000
Phone System Upgrades	\$200,000	\$0	\$0	\$200,000
Total				\$1,350,000
Total Service London Budget				\$2,100,000
Council Service London Team				\$200,000
Total Service London Allocation				\$2,300,000



Thank You