

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON OCTOBER 29, 2012
FROM:	LYNNE LIVINGSTONE MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN'S AND FIRE SERVICES
SUBJECT:	SERVICE LONDON IMPLEMENTATION PLAN

RECOMMENDATION

That, on the recommendation of the Managing Director of Neighbourhood, Children's and Fire Services, Civic Administration **BE DIRECTED** to proceed with the first three years of the attached Service London Implementation Plan (Appendix A), including the creation of a temporary Service London Office to implement the Plan, it being noted that this can be accommodated through the already committed one-time funding of \$2.3 million and no new funding is being requested at this time.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Report to Finance and Administration Committee, May 18, 2011
- Report to Finance and Administration Committee, September 28, 2011
- Report to Finance and Administration Committee, January 16, 2012

BACKGROUND

The Corporation of the City of London's mission is to be "At Your Service" as identified in the 2011-2014 Strategic Plan. This mission reflects Council and Administration's shared commitment to providing exceptional public services through customer centered service delivery. Accessing services is one of the most important ways that citizens interact with government. Excellent customer service builds trust and demonstrates a commitment to serving citizens.

In May 2011, Council established Service London as one aspect of the City's commitment to being "At Your Service":

That, on the recommendation of the Chief Administrative Officer, the following actions be taken with respect to the implementation of a multi-phased "Service London" initiative:

- (a) the "Service London" concept **BE ENDORSED**;*
- (b) the "Service London – Corporate Customer Service Strategy" **BE ADOPTED**.*

Council further supported this initiative by conditionally committing \$2.3 million to support Service London in October 2011:

*That, on the recommendation of the Chief Administrative Officer, further to the discussion of the Services Review Committee at its meeting on August 31, 2011, the Service London initiative to accommodate both corporate and community initiatives as may be identified in the Consultant's report **BE IDENTIFIED** as a Council priority and that \$2.3 million from the Efficiency, Effectiveness and Economy Reserve **BE COMMITTED** as a source of financing subject to the submission and approval of a*

three-year implementation plan.

Over the past year, the cross-divisional Service London Steering Committee developed “Service London: An Implementation Plan to Transform the Delivery of Customer Services at the City of London” (see [Appendix A](#)).

Service London is a transformative initiative aimed to enhance and improve the delivery of customer service at the City of London by developing integrated service channels (e.g. online, in person, and telephone) and working collaboratively with other organizations. It will place customers at the centre of service planning and delivery. This begins with understanding customers and their needs, then modernizing service delivery to reduce costs, leverage technology, and create a culture of service excellence. Being customer focused means finding out what is important to customers and offering choice in the type of services being provided and the way in which they are provided. Service London will involve a continuous dialogue that motivates and supports Administration in becoming more customer centred.

Service London is about “Delivering value through integrated customer centered service.” The initiative aims to ensure that all customer service interactions achieve the following 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

Service London will be successful when these words describe the experience of our customers with City services and across all service channels.

The Customer Experience Today

Over the past year, Administration completed a review of all customer service delivery practices to create an understanding of the current state of our service delivery channels. This comprehensive review builds on the Business Plans, documenting each customer interaction point that occurs within each service area. The review identified the point of interaction with customers; the location, delivery channel, and volume of the transaction; and steps involved to complete the transaction.

For 2012, this review identified over 400 individual customer services located within 54 customer facing service areas. This review found that the majority of services are offered via more than one channel, with 65% of services offered in person, and 61% offered via the telephone. Mail is the next most used channel, with 26% of all services using this channel. Currently, only 12% of services have information available online, and 4% of service transactions can be completed over the web.

Past customer experience surveys have indicated that customers often find it difficult to “find the right person” at the City but receive good to very good service once they are found. Numerous counter locations, over 200 phone numbers, and a difficult to navigate City website are key challenges in the customer experience today. For this reason, the Service London Steering Committee focused on developing a strategy that improves the City’s customer service channels, and allows for integration between and consistency across all channels.

SERVICE LONDON PLAN

Implementation Plan

The attached Implementation Plan ([Appendix A](#)) outlines the activities necessary to deliver on the following channel strategy.

Channel Strategy

Technology has increased the number of government contact points, resulting in more choice for citizens on how they interact with government, naturally creating a better experience. The objective is to allow customers to have the ability to access as many City services as possible via the channel that is most convenient for them, and have a positive, consistent experience across all channels.

To achieve the Service London results, the Implementation Plan identifies improvements that can be made to each of the City's main service channels: online, phone, and in person.

- **Online Experience:** the City's website is the fastest growing service channel, with increasing traffic each 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. The City's website is being redesigned to improve access to information and services, including further development and availability of e-services. Currently, only 4% of all transactional City services are available online. The focus going forward will be to increase this, first incrementally and then ultimately, by creating a MyLondon Service Portal to allow for more self-serve options. Also, the ways citizens interact with the City through mobile devices and via social media will be enhanced.
- **Phone Experience:** the City receives between 500,000-750,000 phone calls per year from customers seeking information or services through the traditional telephone lines. There are currently over 200 phone numbers to access City services. Today, customers are expected to know the internal structure of the organization in order to contact the right division to make a request. Recent analysis has found that current call handling practices, which have met the needs of the organization in the past, are now becoming inefficient for an organization of this size and complexity. Current practices are not sustainable, as there is limited call monitoring and reporting, and no standardized call handling procedures, resulting in inconsistent service and duplication of work. The focus for this channel is to begin implementing a single number – 311 – for all non-emergency municipal services. A Customer Relationship Management (CRM) software will be implemented to manage all interactions with customers. This software will manage workflow by creating, assigning, and tracking customer requests. It will include a knowledge database that allows call-takers to retrieve information as quickly as possible and keep it updated. Additionally, this will be useful in providing corporate performance metrics as it will track service requests and call management statistics. It is worth noting that telephone technology has improved significantly and that modern systems allow many customer service representatives to be connected from multiple locations (e.g. a virtual Call Centre). This introduces increased system efficiencies and flexibility.
- **In Person Experience:** the majority (65%) of City services are accessed over the counter with in person visits. Currently, each service location offers individuals a unique range of services, resulting in customers often needing to visit multiple locations. Administration will work to provide access to a broader range of information and services at more locations, working toward one-stop access for as many services as possible.

These improvements to and investments in the City's service channels should improve the customer experience significantly over time. The result of this work should be that the customer experience is defined as being simple, seamless, personalized and accountable – the results identified in the Service London Plan.

Work Completed to Date

Throughout this year, Administration has worked to lay the foundation for Service London and prepare for future service improvement initiatives.

- **E-Services Web Strategy:** The City of London website development project is well underway with an expected completion date of February 2013. The work is on time and on budget. Currently, City of London IT staff are being trained and mentored by a consultant, Infusion, as they build the technical infrastructure to support the site. Training for staff who create and publish content will happen in December and January. At the same time, website content is being reviewed and updated so that the new site can be built and ready to launch in the new year. The new City website will deliver information and services that are easy to find and navigate, and accessible to people of all abilities and on a variety of electronic devices.
- **Constituent Services:** a co-op arrangement has been established with Western University and the London Public Library. Co-op students will be part of a Council Service London Team and will provide information as well as policy and research support to Council members. This will increase Councillor support to a level that is more consistent with that provided in peer municipalities, allowing them to better serve constituents.
- **Services Catalogue:** further, a Services Catalogue has been completed. This is a comprehensive list that documents the customer interaction points that occur within each City service. The document builds upon the Business Plans, and will be updated annually alongside them. The catalogue will be a valuable tool for the implementation of all Service London projects, particularly for the phone and web channels.
- **Customer Service Standards:** currently, no corporate-wide customer service standards exist at the City of London. To create standards that set clear service delivery targets and performance measures, a Customer Service Standards Team was created involving sixteen service area leads. To date, eight meetings have been held to collaboratively establish appropriate standards, using those of local municipalities as a guide. These standards will be service level commitments to both internal and external customers across all channels.

RESOURCING THE PLAN

In September 2011, Council earmarked \$2.3 million to support Service London, subject to the approval of a three year implementation plan. Of this \$2.3 million, \$200,000 of funding was provided specifically to support the Council Service London Team. Administration has reported separately on this work through the Governance Working Group.

The remaining \$2.1 million is anticipated to be sufficient to cover the costs of implementing the Service London Plan to the end of 2014 (see [Appendix B](#)). The most significant portion of this cost (\$1.35 million) will be used for the necessary technology components including the CRM software and phone system upgrades. The remaining funds will be used to cover the operating costs over the three year period. If additional budget to support Service London activities after 2014 is required, a business case will be submitted in 2014.

Service London Office

Service London is currently being staffed utilizing existing positions: one full-time contract position combined with allocating a small percentage of duties to several other positions. While this was sufficient in the planning stage, it has become evident that dedicated positions are needed to carry out the implementation work. The recommended model going forward is to create a Service London Office utilizing two full-time contract positions, the particulars of which Civic Administration is currently reviewing. Dedicated positions are necessary for success for an initiative of this magnitude. The Service London Office will continue to be supported by a Service London Leadership Team of senior level administrators from across the organization.

CONCLUSIONS

Implementing Service London will be a key component to delivering on Council’s Strategic Plan which identifies a mission to be “At Your Service”. Service London also responds to Council’s direction to achieve efficiency, economy and effectiveness through service delivery.

Most importantly, Service London is a transformative initiative that will change the orientation of the organization to place the customer at the center of service planning and delivery. The City of London provides valued services to thousands of Londoners every day. These interactions are opportunities to improve the quality of life of citizens and build trust and confidence of the community.

Regular updates will continue to be provided to Council as this work proceeds.

Recognition with appreciation is extended to the members of the Service London Steering Committee who have provided leadership in the development of this Implementation Plan, including Bill Coxhead, Annette Drost, Elaine Gamble, Martin Hayward, Mark Henderson, Marian Hughes, George Kotsifas, Lynn Marshall, Veronica McAlea Major, Cathy Saunders, Brian Whitelaw and Rosanna Wilcox. Special recognition is also given to Jen Lajoie and Kate Graham for their role in managing this project.

RECOMMENDED BY:	RECOMMENDED BY:
LYNNE LIVINGSTONE MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN’S AND FIRE SERVICES	JAY STANFORD DIRECTOR, ENVIRONMENTAL PROGRAMS AND SOLID WASTE

RECOMMENDED BY:
JOSEPH EDWARD CHIEF TECHNOLOGY OFFICER

cc. Service London Steering Committee

APPENDIX A

Service London Implementation Plan

This proposed Implementation Plan outlines the activities necessary to deliver Service London's stated results. There is significant and successive work to be completed each year of the Plan, beginning with the remainder of 2012 to the end of 2016.

2012 – Laying the Foundation

The first year of the plan will continue to lay the foundation for Service London by focusing on customers.

- Established the Service London Office
- Complete work to better understand the customer segments accessing each City service
- Conduct a first annual customer satisfaction survey with a focus on service delivery channels. Administration has an opportunity to work with the Institute for Customer Centred Service (ICCS) to develop survey questions that measure customer satisfaction with City of London service and delivery channels. This survey is intended to provide insights on customer service expectations to better inform the channel strategy. ICCS has worked with numerous communities and other levels of government. Accessing ICCS' common question bank will allow for benchmarking with other municipalities.
- Implement partnerships with the London Public Library, Western University, and internal divisions to form a Council Service London Team to assist Councillors in serving their constituents. This will enhance administration of constituency work and allow for more timely response to citizen inquiries.
- Prepare a framework to begin to engage the organization in dialogue on how to build a stronger customer centred service culture. This will reinforce the meaning of *At Your Service* and communicate the importance of the Service London initiative.
- Ensure alignment between Service London projects and corporate technology initiatives
- Explore other opportunities for collaboration, including shared services, with service groups and other levels of government.

2013 – Investing in People and Infrastructure

The second year focuses largely on investing in people and infrastructure.

- Establish a Service London Advisory Group to engage citizens directly in the design and monitoring of service improvement initiatives.
- Leverage the work already ongoing by Corporate Communications and the Information Technology Division to redevelop the City's website and implement the needed technology infrastructure.
- Acquire Customer Relationship Management (CRM) software in order to manage interaction with customers and integrate the three main service channels.
- Establish Service Business London to 'reduce red tape' for business customers at City

Hall.

- Improve the ability for the organization to monitor and improve its customer service provision by putting customer service standards in place to set a common expectation for service delivery.
- Conduct a second customer satisfaction survey in order to track progress and compare against the baseline data collected from the survey in 2012. Publish the first annual report on customer service, ensuring that the City is accountable to citizens for providing excellent customer service.

2014 – Building Capacity

The third year of the plan will focus on building the capacity of the organization.

- Streamline the City's phone lines through the use of CRM, reducing the number of City phone numbers.
- Increase access to information at all customer service counters to ensure consistent information is available in locations throughout the community.
- Continue to use social media and to develop mobile applications.
- Identify and celebrate examples of customer centred service to recognize achievements in embracing a customer centred service culture, and to showcase best practices.
- Conduct a third customer satisfaction survey, and publish the second annual report on customer service. This will track changes over time and identify areas for improvement as well as achievements.
- Report back to Council at the end of 2014 with an update on the success of Service London, status of implementation on all initiatives, and recommendations for next steps and budget moving forward.

2015-16 – Realizing the Benefits

It is during these two years that citizens and employees alike begin to realize the full benefits of the investments made in the previous years.

- Proposed launch of 311 and a virtual call centre environment (e.g. customer service representatives linked through technology). Building on the CRM software execution, 311 will provide single number access to non-emergency municipal services.
- Proposed launch of MyLondon Service Portal, allowing citizens to log on and access City services at any time day or night.
- Explore opportunities to work with local agencies, boards, and commissions in order to integrate services and access to information.
- Continue annual customer service surveys and reports throughout the duration of the plan in order to remain accountable and to track improvements.
- Report back to Council at the end of 2016 on the progress of Service London and next steps going forward.

APPENDIX B
Proposed Service London Budget - DRAFT

	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, and 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

*Amounts are allocations