



CASE STUDY

Singapore | OneService@SG

Joining Forces for Better Municipal Services

Every day, Singapore government agencies and Town Councils receive some 3,000 cases of public feedback on municipal issues. By leveraging technology to integrate feedback from various sources, the Municipal Services Office has transformed how agencies coordinate efforts to improve services for citizens.

The Challenge

The delivery of municipal services, which involves the upkeep and improvement of the living environment, has been undertaken by different authorities since the 1970s. Non-government Town Councils (TCs) manage public housing estates, while government agencies each handle specific areas ranging from cleanliness and greenery maintenance to road infrastructure maintenance.

While the agencies have built up expertise for specific municipal issues over the years, such an arrangement divided responsibilities among the agencies based on land boundaries or statutory functions. As issues became more intertwined, it has become increasingly difficult for citizens to

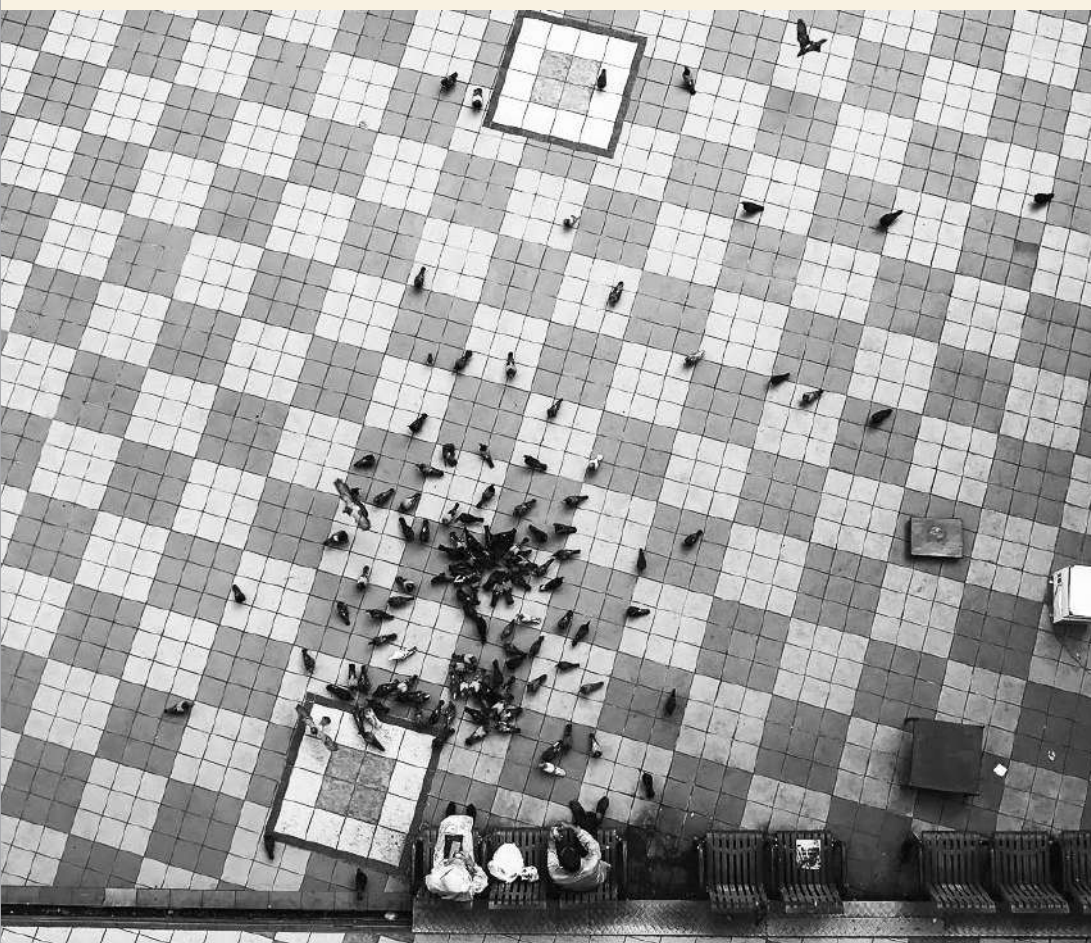
pinpoint the relevant agency to seek assistance from—dealing with pigeon nuisance, for instance, involved two agencies and the TCs as it pertains to cleanliness, public health and management of birds.

Measures were introduced to improve service delivery, such as the No Wrong Door policy that channels public feedback or requests to relevant agencies, as well as the First Responder Protocol, which requires a first responder agency to address multi-agency requests quickly first, even while ironing out the back-end kinks between agencies. However, some cases still took a long time to resolve, with those involving multiple agencies often being lost in transit due to human errors as there was no central tracking system for accountability.



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Before the implementation of OneService@SG, it was challenging to identify the relevant agency for multi-agency cases like pigeon-related issues, as different agencies oversaw different functions.



The Solution

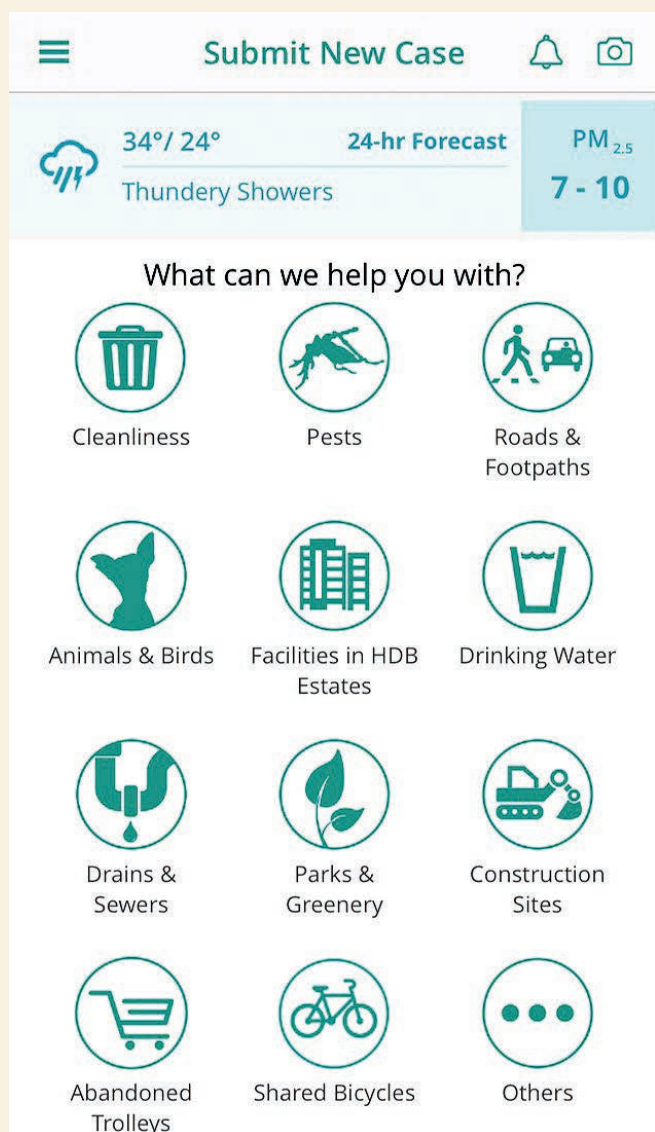
To improve how agencies coordinate and deliver municipal services, the government set up the Municipal Services Office (MSO) in 2014.

The MSO simplified the feedback reporting process for the public by developing a OneService mobile application. Launched in January 2015, the app allows users to report municipal issues without having to identify which agency to direct the feedback to. They can also tag the location of the feedback and receive case updates. An accompanying OneService web portal was pushed out in September 2016. Both the app and portal offer a map for users to track the location of feedback, amenities and infrastructure works.

On the back end, the MSO built an integrated case management system to link the feedback management systems of 11 agencies and 16 TCs. This OneService@SG system consolidates all feedback from letters and emails to transcriptions of hotline calls. It tracks cases closely to ensure that they are being looked into and resolved promptly—agencies will receive an alert if they have not accepted a case after five working days.

MSO Senior Director of Policy and Planning Yip Hon Weng told *Urban Solutions* that the TCs' involvement is fundamental as they handle a significant proportion of municipal feedback. Having access to their data gives the MSO better situational awareness of municipal issues across Singapore, beyond the government's purview.

The data gathered from the TCs and agencies for OneService@SG is visualised via the Municipal Services Dashboard, an internal planning tool that highlights and analyses key issues within each estate. The dashboard helps the MSO's partner agencies and TCs gain insights on potential partners to collaborate with for better service delivery in the long run.



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be a source of food for the dogs. Based on these findings, the Agri-Food & Veterinary Authority (AVA) established an arrangement with the Housing & Development Board to trap stray dogs before and after infrastructure works, and ensure proper food waste disposal at the canteen areas in construction sites. The AVA also partnered with animal welfare groups to rehome these dogs.

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Beyond data and systems, the MSO recognises that the most important factor for service delivery is still how well the frontline officers work together. Thus, the MSO brought operations officers from various government agencies together to discuss multi-agency cases and understand other agencies' roles through the Regional Operations Network sessions. These ongoing sessions help officers develop closer partnerships to improve municipal services delivery.

The Outcome

Over the past four years, the MSO's efforts have helped agencies improve collaboration and feedback management, to provide more citizen-centric services. With an integrated feedback system and greater clarity of roles and responsibilities, more cases are now being referred to the correct agency at the first instance. The

average time to close 90% of complex cross-agency cases reduced from 16 working days in end 2015 to 11 by end 2017.

The OneService app and portal have also proven to be useful for citizens. In 2017, the number of registered users grew by 43% to 114,000, while the number of cases submitted doubled to 153,000.

But the MSO's work does not end here. It aims to improve upstream planning and operational processes in agencies through the formulation of Standard Operating Procedures and workflows, and will also work towards using more data insights for anticipatory service delivery. Recognising that residents also play a key role in municipal service delivery, the MSO will continue to work hand-in-hand with residents to build a better living environment for everyone. 

01 Officers from various agencies work together to deliver better municipal services for citizens.

02 OneService@SG provides unprecedented data access, enabling not just reactive but proactive management of municipal issues such as the management of stray dogs near construction sites.