

2018 Annual Customer Satisfaction Measurement Survey



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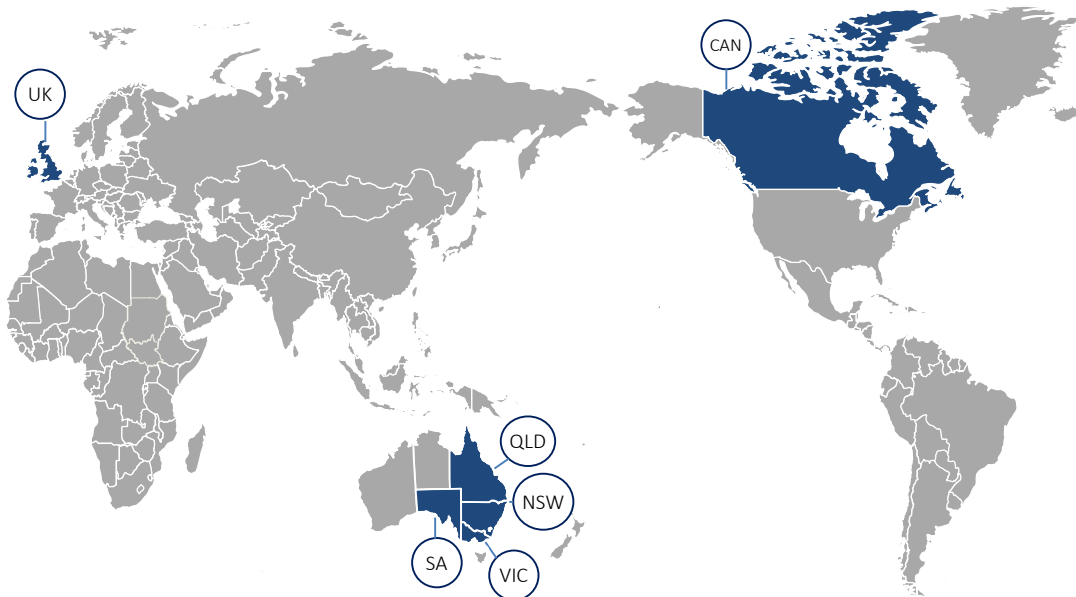
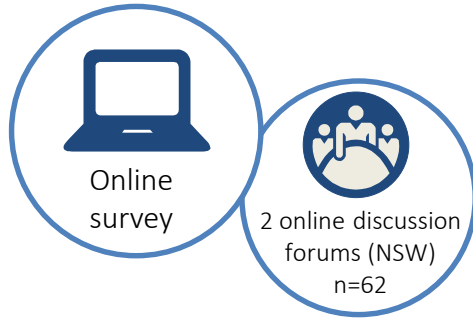
Executive Summary



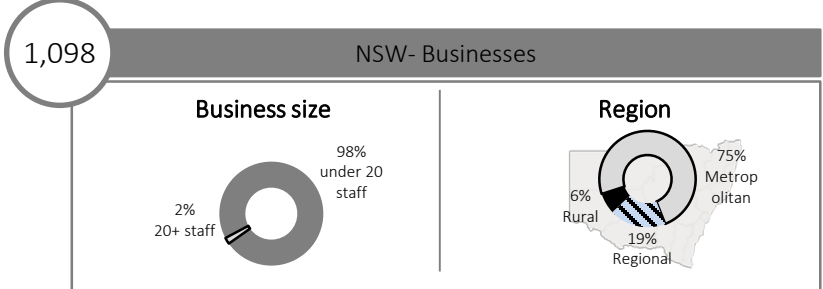
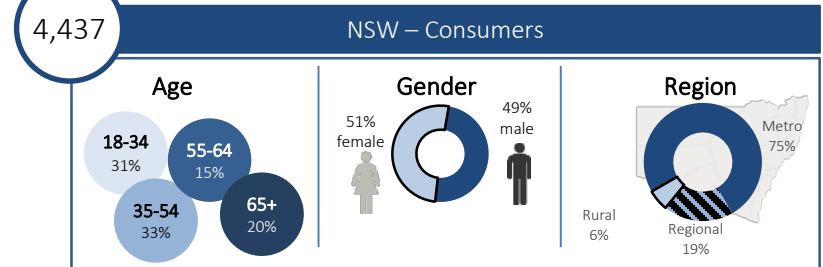
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We surveyed over 15,000 consumers and 3,500 businesses across 6 jurisdictions via the Annual Customer Satisfaction Measurement Survey in 2018



Respondent Demographics



Other jurisdictions - Consumers

Queensland	Victoria	South Australia	United Kingdom	Canada
2,230	2,206	1,999	2,246	2,190

Other jurisdictions - Businesses

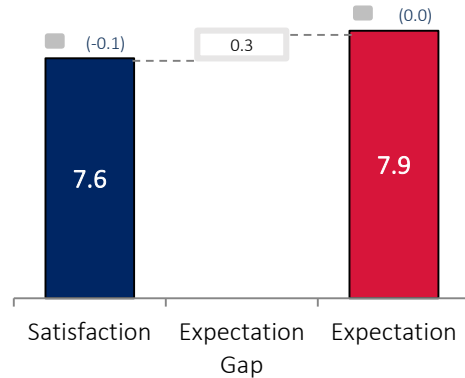
Queensland	Victoria	South Australia	United Kingdom	Canada
555	560	551	556	581

Note: Results are subject to rounding and may not sum to 100%
Source: NSW Office of the Customer Service Commissioner, Customer Satisfaction Measurement Survey 2018

Executive summary: Consumer satisfaction and expectations have been maintained in 2018

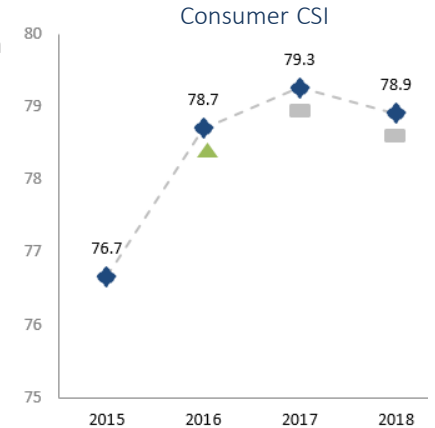
Performance of NSW Government services against baseline measures

Consumer satisfaction and expectations have been maintained after a positive uplift in 2016 and 2017.



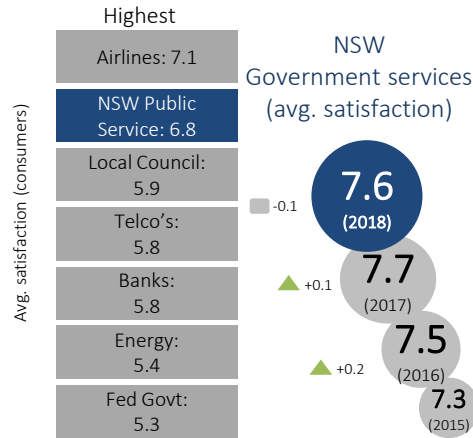
Customer Satisfaction Index (CSI) results

The NSW consumer CSI has stabilised in 2018 at 78.9, after the significant increase experienced in 2016.



Perceptions of the NSW Public Sector 'brand'

Consumers' perceptions of the NSW 'brand' have remained stable in 2018, ranking between Airlines and Local Councils. However, satisfaction with the NSW Public Service 'brand' still remains lower than customers' satisfaction with NSW Government services overall.



Drivers of satisfaction

Nine drivers of consumer satisfaction are identified in 2018 with slight changes compared to 2017 including the addition of a fourth employee driver 'accountability of employees'. All four employee related drivers have been identified as having the highest impact on consumer satisfaction.

Drivers and relative importance

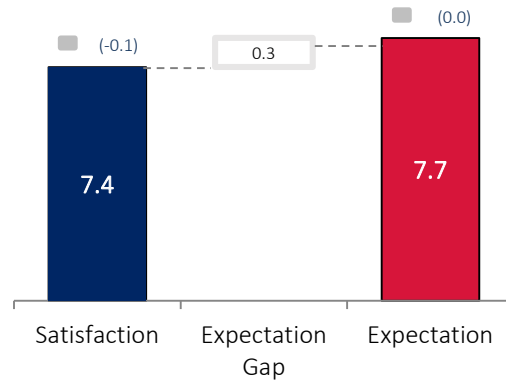
Different for 2018	Empathy and communication of employees	High
	Efficiency and effectiveness of employees	High
	Honesty and integrity of employees	High
	Accountability of employees	High
Consistent to 2017	Access to information	Moderate
	Privacy	Moderate
	Transparency	Moderate
	Simplicity and efficiency of processes	Moderate
	Employee autonomy	Low

Legend: ▲ Statistically significant increase in avg. from 2017 (at 99% level of Confidence)
 ■ No significant change in avg. from 2017 (at 99% level of Confidence)
 ▼ Statistically significant decrease in avg. from 2017 (at 99% level of Confidence)

Executive summary: Business performance has been maintained in 2018

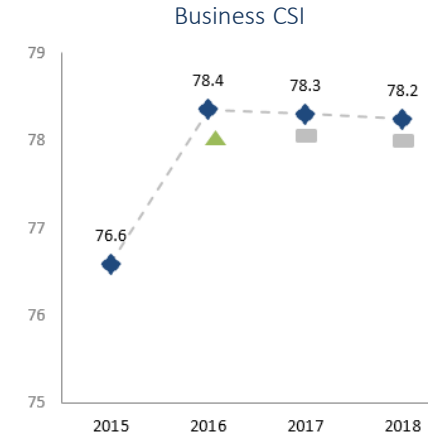
Performance of NSW Government services against baseline measures

Business satisfaction has remained stable after a statistically significant increase in 2016. Business expectation has stabilised after a significant decline in 2017.



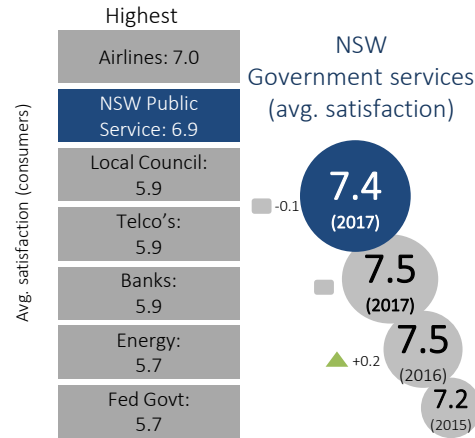
Customer Satisfaction Index (CSI) results

The NSW business CSI has stabilised at 78.2 in 2018 after the significant increase experienced in 2016.



Perceptions of the NSW Public Sector 'brand'

Businesses perceptions of the NSW 'brand' have remained stable in 2018, ranking between Airlines and Local Councils. However, satisfaction with the NSW Public Service 'brand' still remains lower than customers' satisfaction with NSW Government services overall.



Drivers of satisfaction

'Access to information' and 'simplicity and efficiency of processes' have been identified as having the highest impact on business satisfaction.

Drivers and relative importance

Access to information	High
Simplicity and efficiency of processes	High
Integrity and high standards	Moderate
Clear communication	Moderate
Privacy	Moderate
Employee autonomy	Moderate
Transparency	Moderate
Customer focus and action orientated	Moderate
Are consistent	Low

Legend:
▲ Statistically significant increase in avg. from 2017 (at 99% level of Confidence)
■ No significant change in avg. from 2017 (at 99% level of Confidence)
▼ Statistically significant decrease in avg. from 2017 (at 99% level of Confidence)

Whole of Government Recommendations



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Summary of Whole of Government Recommendations

The following recommendations are based on results of the 2018 Annual CSMS and are indications of direction and outcomes required to drive improvements in the Customer Satisfaction Index.

Theme	Recommendations
Reduce effort and wait times	<ol style="list-style-type: none"> 1. Identify and streamline processes involving highest effort and longest wait times, including through cross-service coordination 2. Continue to provide advice on what customers can expect and how long it will take at appropriate moments in the customer journey 3. Consider coordinating information and services across Government to make it simpler for businesses to access and consume information and services from across multiple agencies
Continue to focus on the digitisation of services	<ol style="list-style-type: none"> 1. Identify the most significant gaps in online service delivery and customer-centred presentation of information, and act on opportunities to broaden and accelerate digital transformation 2. Continue to make customers aware of online services available to them
Improve complaint handling capability	<ol style="list-style-type: none"> 1. Showcase a model of 'good' complaints handling which includes closing the feedback loop with customers 2. Further investigate the apparent lower satisfaction in regional areas and consider whether appropriate training is reaching regional staff 3. Increase awareness of available channels for citizens and businesses to provide feedback
Improve customer engagement	<ol style="list-style-type: none"> 1. Promote engagement channels to ensure citizens know they have the opportunity to engage with government 2. Improve citizen engagement in policy and service design, and implement closed loop feedback mechanisms 3. Build engagement capability across government
Communicate customer benefit of NSW Government initiatives	<ol style="list-style-type: none"> 1. Continue to focus on communicating customer benefit of NSW Government initiatives

1. Reduce effort and wait times

Recommendations

1. Identify and streamline processes involving highest effort and longest wait times, including through cross-service coordination
2. Continue to provide advice on what customers can expect and how long it will take at appropriate moments in the customer journey
3. Consider coordinating information and services across Government to make it simpler for businesses to access and consume information and services from across multiple agencies

Expected Outcomes

Increased satisfaction and expectations of NSW Government services through:

- Reduced effort for consumer and business interactions
- Reduced wait times for consumer and business interactions
- Increased visibility for consumers and businesses on expected timelines

Evidence

- The average scores for all four attribute areas (processes, employees, values, goals) has increased over time, however processes still remains the lowest scoring of all four attribute areas
 - Simplicity and efficiency of processes and access to information are identified as opportunity areas for businesses
- (1) Effort
- Overall, consumer effort has remained stable while business effort has increased statistically significantly in 2018
 - 49% of consumers and 58% of businesses identified that they put forth a high amount of effort when interacting with NSW Government services
 - Businesses put forth higher amounts of effort than consumers across all contact methods
 - For those who put forth a high amount of effort, satisfaction is at least 1 point (out of 10) less than those who put forth a low amount of effort
 - Both consumers and businesses who put forth a low amount of effort do not have a gap between their levels of satisfaction and expectation
 - Many of the interactions with the highest effort were transactional in nature e.g. providing feedback and seeking information
- (2) Wait times
- 'Processes are designed to reduce wait times' is the lowest scoring attribute across 8/23 services
 - Verbatims indicate that wait times is the top theme in 2018. 'Waiting', 'wait times', 'response time', 'speed' and related terms were mentioned spontaneously 468 times in verbatim comments.

2. Continue to focus on digitisation of services

Recommendations

1. Identify the most significant gaps in online service delivery and customer-centred presentation of information, and act on opportunities to broaden and accelerate digital transformation
 2. Continue to make customers aware of online services available to them
-

Expected Outcomes

Increased satisfaction and expectations of NSW Government services through:

- Improved access to information for consumers and businesses
- Reduced effort for consumers and businesses
- Increased simplicity and efficiency of processes for consumers and businesses

Evidence

- Both consumers and businesses have to put forth the least amount of effort when using 'online' as an interaction method
- 41% of business interactions and 23% of consumer interactions were via email or mail/post – these channels had the highest reported effort scores
- Satisfaction with NSW Government services for both consumers and businesses is highest amongst those who interact online
- Qualitative research confirms that the typical interactions that consumers and businesses complete with NSW Government online are mainly administrative and routine. Effort tends to be higher when customers have to search complex websites, or use multiple contact methods to find what they need
- Qualitatively, consumers are becoming more comfortable with online, and appreciate when they are proactively told by staff where they can do things online instead of face to face. However, businesses worry about the level of accountability for online services when dealing with their issues as some departments are now 'faceless' and can't be contacted again for further information

3. Improve complaint handling capability

Recommendations

1. Showcase a model of 'good' complaints handling which includes closing the feedback loop with customers
 2. Further investigate the apparent lower satisfaction in regional areas and consider whether appropriate training is reaching regional staff
 3. Increase awareness of available channels for citizens and businesses to provide feedback
-

Expected Outcomes

Increased satisfaction and expectations of NSW Government services through:

Improved complaints handling processes for consumers and businesses.
Improved awareness of available feedback channels.

Evidence

- A quarter of consumers and businesses gave feedback in the last 12 months
- A third of feedback is complaints related however half of complaints made are handled poorly
- Complaints made by consumers and businesses in regional areas are twice as likely to be poorly handed than in metropolitan areas
- The majority of 'suggestions for change' and 'complaints' made by consumers and businesses are about the processes
- Qualitatively, consumers want to deal with someone who takes responsibility and is willing to listen. The impact when a problem is not fixed properly the first time means that consumers have to have multiple interactions. When no action is taken after a complaint is raised, consumers can associate the lack of follow through with a "typical" government experience

4. Improve customer engagement

Recommendations

1. Promote engagement channels to ensure citizens know they have the opportunity to engage with government
2. Improve citizen engagement in policy and service design, and implement closed loop feedback mechanisms
3. Build engagement capability across government

Expected Outcomes

Increased satisfaction and expectations of NSW Government services through:

Increased public participation and engagement in NSW Government
Improved perceptions of empathy and communication, honesty and integrity and accountability

Evidence

- 'Public participation in decision making' is the lowest scoring attribute for 9/23 services (consumer)
- It has increased statistically significantly for businesses in 2018 but remains the lowest scoring attribute
- Qualitative research shows that customers generally have a low awareness of NSW Government initiatives but high interest in proactively receiving information from the NSW Government on key services and initiatives.
- Qualitative research also indicates that there is a perception from consumers that the government doesn't listen to the voice of 'ordinary people' and it can therefore feel like Government may not be acting in their best interests
- Further, consumers and businesses qualitatively reported that they don't have the confidence that government is going to take action on their opinions, and therefore participating in discussions with government would not be worth their time

5. Communicate customer benefit of NSW Government initiatives

Recommendations

1. Continue to focus on communicating customer benefit of NSW Government initiatives
-

Expected Outcomes

Increased satisfaction and expectations of NSW Government services through:

Increased awareness of NSW Government initiatives
Improved brand perceptions of NSW Government
Increased trust in NSW Government

Evidence

- NSW Public Service overall has maintained its positive brand perception slightly behind airlines
- There is a positive correlation between perceptions of the NSW Public Service and overall satisfaction with services
- There is however a mismatch between positive shifts in individual service attributes and overall outcome measures that have only maintained in performance
- There have been year on year declines in negative descriptors used to describe the NSW Public Service (although no corresponding increase in positive descriptors)
- Consumers who have seen advertising for NSW Government initiatives have higher satisfaction and expectations of the Public Service than those who have not
- The attributes 'Is a body I can trust' and 'operates with integrity' perform better when consumers have seen or heard advertisements related to NSW Government initiatives




Key Findings



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Summary of Key Findings

Theme	Key finding	Evidence
<p>CSI & outcome measures</p>  <p>Consumer Business</p>	<p>1. CSI has maintained performance since the significant uplift of 2015-2016</p>	<ul style="list-style-type: none"> The 'step change' in CSI seen in 2016 has been maintained over the last 3 years (business & consumer) Satisfaction and expectation have remained stable, with a consistent gap to expectation (business & consumer) Business expectations in 2017 declined statistically significantly. This shift has been maintained in 2018 with expectations remaining at 7.7 out of 10
<p>Attributes</p>  <p>Consumer</p>	<p>2a. The average scores for all four attribute areas (processes, employees, values, goals) has increased over time, however processes still remains the lowest scoring of all four attribute areas</p>	<ul style="list-style-type: none"> Employees and values attributes continue to be the highest scoring attributes year-on-year Process attributes remain the lowest scoring service area The process attribute 'employees are empowered to make decisions' improved statistically significantly in 2018, with all other process attributes remaining stable The primary topic of complaints relates to processes encountered during interactions Qualitative research indicates that the primary source of frustration is the lack of transparency into the process whilst waiting for an application or query to be solved
 <p>Consumer Business</p>	<p>2b. Wait times remains one of the lowest scoring within process attributes</p>	<ul style="list-style-type: none"> 'Processes are designed to reduce wait times' is the lowest scoring attribute across 8/23 services (consumer) Verbatims from CSMS indicate that wait times is the top theme in 2018. 'Waiting', 'wait times', 'response time', 'speed' and related terms were mentioned spontaneously 468 times in verbatim comments Qualitative research indicates that when businesses experience long wait times it can have a detrimental impact. Typically this can mean that the business needs to engage multiple channels and people to help process enquiries, or they may simply give up as it is not 'worth their time' Qualitative research indicates consumers complain about how long the waiting lists are to access some services, and the time to resolve their issues. They can be disheartened when they don't get an update on how long it will be



Summary of Key Findings

Theme	Key finding	Evidence
<p>Attributes (cont.)</p>  <p>Consumer Business</p>	<p>2c. Public participation in decision making is the lowest scoring attribute at a Whole of Government level</p>	<ul style="list-style-type: none"> • ‘Public participation in decision making’ is the lowest scoring attribute for 9/23 services (consumer) • It has increased statistically significantly for businesses in 2018 but remains the lowest scoring attribute • Qualitative research shows that there is a perception from consumers that the government doesn’t listen to the voice of ‘ordinary people’ and can therefore feel like they may not be acting in their best interests • Qualitative research also shows that consumers and businesses reported that they don’t have the confidence that government is going to take action on their opinions, and therefore participating in discussions with government would not be ‘worth their time’
 <p>Business</p>	<p>3. Multiple business attributes experienced a statistically significant increase this year, however the momentum was not reflected with increases in overall outcome measures</p>	<ul style="list-style-type: none"> • In the driver ‘empathy and communication of employees’ all attributes except ‘clear explanations’ experienced a statistically significant increase in 2018 indicating that there is positive overall performance in this driver • Process attributes have also experienced a statistically significant increase in all except ‘easy to understand’ bringing its overall performance ahead of values attributes after being the lowest performing for the last three years • Value attributes (honesty, integrity, good service and accountability) were the only group that did not experience a statistically significant increase or decrease • Qualitative research shows that whilst businesses have recognised overall improvements in customer service and timeliness when dealing with NSW Government services, this experience can be inconsistent


Summary of Key Findings

Theme	Key finding	Evidence
<p>Effort</p>  <p>Consumer Business</p>	<p>5a. Half of all interactions are high effort and result in lower satisfaction</p>	<ul style="list-style-type: none"> • Overall, consumer effort has remained stable while business effort has increased statistically significantly in 2018 • 49% of consumers and 58% of businesses identified that they put forth a high amount of effort when interacting with NSW Government services • For those who put forth a high amount of effort, satisfaction is at least 1 point (out of 10) less than those who put forth a low amount of effort • Both consumers and businesses who put forth a low amount of effort do not have a gap between their levels of satisfaction and expectation • Many of the interactions with the highest effort are transactional in nature e.g. providing feedback or seeking information
 <p>Consumer Business</p>	<p>5b. Online interactions have a significantly lower amount of effort put forth than other contact methods</p>	<ul style="list-style-type: none"> • For both consumers and businesses the effort required to use online channels is less than for other contact methods. • 41% of business interactions and 23% of consumer interactions were via email or mail/post – these channels had the highest reported effort scores • Satisfaction with NSW Government services for both consumers and businesses is highest amongst those who interact online • Qualitative research confirms that the typical interactions that consumers and businesses complete with NSW Government online are administrative and routine and therefore low effort. Effort tends to be higher when customers state they have to navigate through complex websites, or use multiple contact methods to find what they need • Qualitatively, consumers are becoming more comfortable with online, and appreciate when they are proactively told by staff when they can do things online instead of face to face. However, businesses worry about the level of accountability for online services with some departments becoming ‘faceless’ with no follow up points of contact for further information

Summary of Key Findings

Theme	Key finding	Evidence
<p>Feedback</p>  <p>Consumer Business</p>	<p>6a. Consumers and businesses are more likely to provide suggestions for change or compliments than make a complaint to a NSW Government agency, and those that do have higher satisfaction</p>	<ul style="list-style-type: none"> Satisfaction and expectation are higher (consumers +0.8/10 and businesses +0.9/10) when consumers and businesses take the opportunity to provide positive feedback or suggestions for change, than when they make a complaint Qualitatively, participants shared their reluctance to provide feedback to NSW Government services, as there is rarely follow up and therefore little confidence that their complaint or feedback has been heard and taken seriously, and more importantly, that appropriate action has been taken <p>Businesses</p> <ul style="list-style-type: none"> Satisfaction for businesses is highest for those who provide feedback as suggestions for change The majority of 'compliments' made by businesses are about the information available to them The main channel for providing all types of feedback is email <p>Consumers</p> <ul style="list-style-type: none"> Satisfaction for consumers is highest for those who give compliments on the service The majority of 'compliments' made by consumers are about employees The main channel for giving a compliment and making complaints is in person (F2F or phone)
 <p>Consumer Business</p>	<p>6b. Half of all complaints made to a NSW Government agency or department about their services, process or employees are handled poorly</p>	<ul style="list-style-type: none"> A third of feedback provided to a NSW Government agency or department are complaints In 2018, around half of complaints made are handled poorly (52% for consumers and 43% for businesses). In 2018, the rate of complaints being handled poorly has increased from 37% for consumers and 34% for businesses in 2017. Complaints made by consumers and businesses in regional areas were more likely to be handled poorly than in metropolitan areas The majority of 'suggestions for change' and 'complaints' made by consumers and businesses are about processes Qualitatively, consumers want to deal with someone who takes responsibility and is willing to listen. The impact when a problem is not fixed properly the first time means that consumers have to have multiple interactions. When no action is taken after a complaint is raised, consumers can associate the lack of follow through with a 'typical' government experience

Summary of Key Findings

Theme	Key finding	Evidence
<p>Brand</p>  <p>Consumer Business</p>	<p>7. NSW Public Service overall has maintained its positive brand perception and associations with negative descriptors of the NSW Public Service have reduced year on year</p>	<ul style="list-style-type: none"> • NSW Public Service overall has maintained its positive brand perception slightly behind airlines • There is a sizeable gap between the scores for the top two industries (airlines and the NSW Public Service) and all other industries, which score considerably lower • State Public Services in other jurisdictions are perceived at a similar level, and just behind airlines • There have been year on year declines in the selection of negative descriptors to describe the NSW Public Service (although no corresponding increase in positive descriptors) • There is a positive correlation between perceptions of the NSW Public Service and overall satisfaction with services • Consumers who have seen advertising for NSW Government initiatives have higher satisfaction and expectations (+0.3/10) of the Public Service than those who have not

Detailed Findings



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1. Customer Satisfaction Index (CSI) and Outcome Measures

The CSI and outcome measures explained

The NSW Government Customer Satisfaction Index (CSI)

The NSW Customer Satisfaction Index provides an index of NSW Government performance in service delivery taking into account (1) how satisfied customers are, (2) how close their experience is to the expectations of that service and (3) how close their experience is to an ideal service.

An individual score across these three components is calculated for each respondent and is rebalanced to be on a scale of 0 to 10. Each individual score is then averaged across the total population to provide a Whole of Government measure.

Outcome Measures

Expectation: consumers and businesses were asked “Thinking about each of the following services in [State], how would you rate your expectation of overall quality of service?”

Satisfaction: consumers and businesses were asked “Thinking about your experiences in the last 12 months, how satisfied would you say you are with each of the following services in [State]?”

Comparison to Ideal: consumers and businesses were asked “Now forgetting for a moment these specific services, please imagine an ideal service. How well do you think each service in [State] compares with that ideal service?”

Satisfaction gap to expectation: the gap between consumers and businesses satisfaction and expectation.

The gap to expectations is an indicator of the difference between the expected service level and that actually experienced and provides a calibrated measure of service satisfaction which is comparable cross services and jurisdictions.

Figure 1.1: Satisfaction, Expectation and Expectation gap

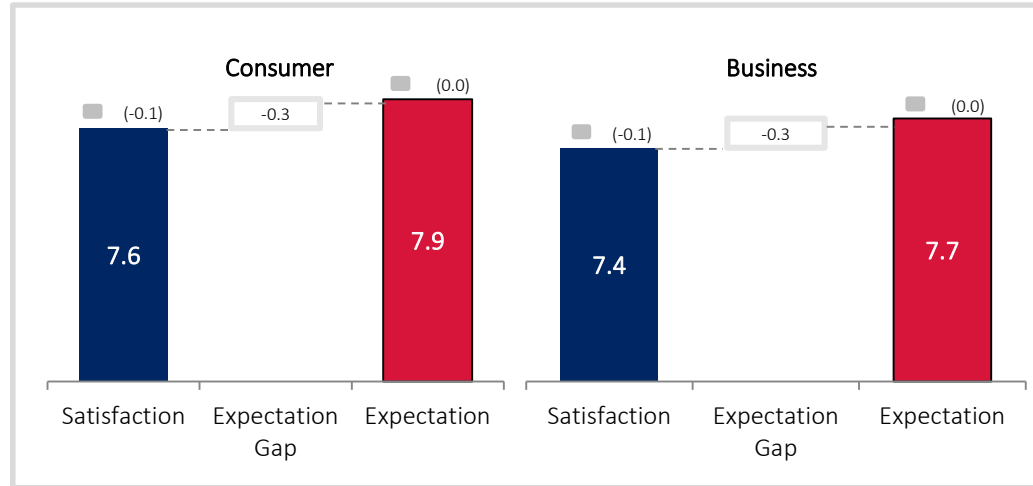
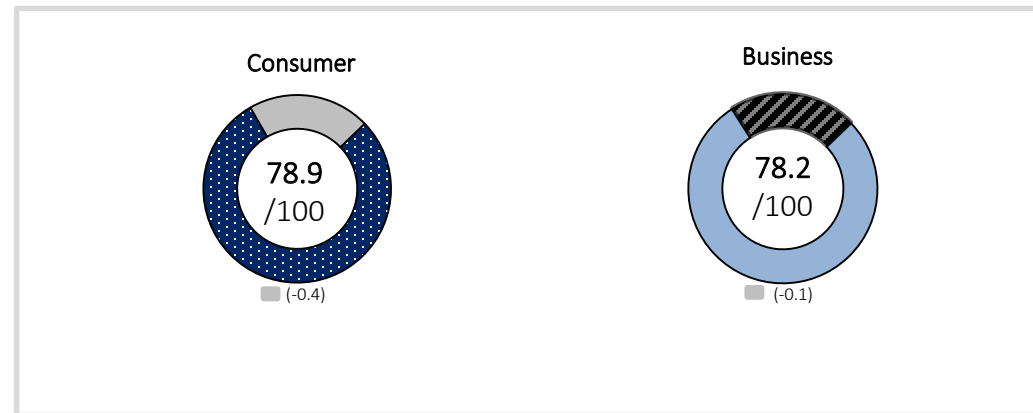


Figure 1.2: NSW Government Customer Satisfaction Index (CSI)

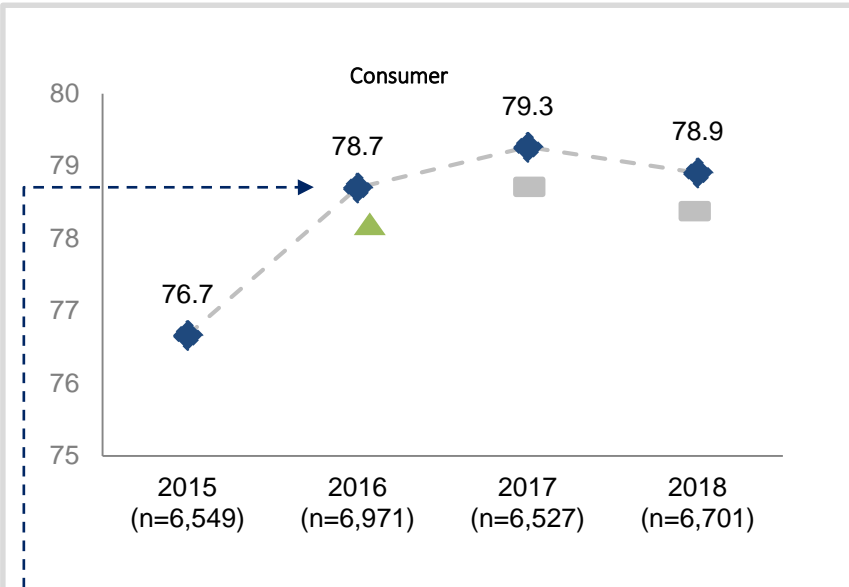


Legend:
▲ Statistically significant increase in avg. from 2017 (at 99% level of Confidence)
■ No significant change in avg. from 2017 (at 99% level of Confidence)
▼ Statistically significant decrease in avg. from 2017 (at 99% level of Confidence)

CSI has maintained performance following a significant uplift from 2015-2016

The 'step change' in CSI seen in 2016 has been maintained over the last 3 years

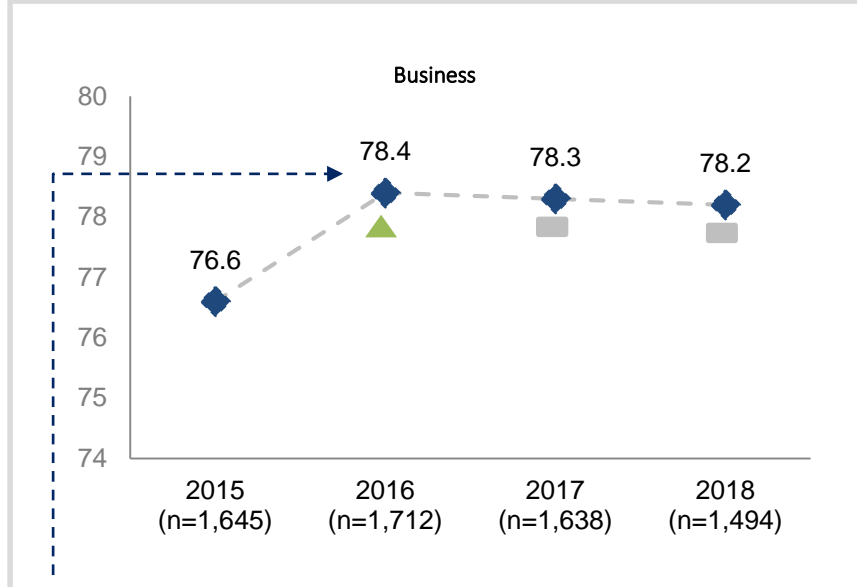
Figure 1.3: Consumer Customer Satisfaction Index over time



Understanding the 'step change' in 2016




- Customer satisfaction and expectation both increased statistically significantly by 0.2 and 0.1 points respectively in 2016.
- Brand perceptions of NSW Public Service increased statistically significantly by 0.2 points in 2016.
- 25/29 attributes increased statistically significantly indicating strong improvements in interactions with NSW Government services.
- A 'step change' (i.e. statistically significant improvement) was also seen in Queensland and Victoria in 2016 indicating a broader shift in public attitudes and perceptions across Australian jurisdictions.

Figure 1.4: Business Customer Satisfaction Index over time



Understanding the 'step change' in 2016

- Business satisfaction and expectation both increased statistically significantly by 0.3.
- Brand perceptions of NSW Public Service increased statistically significantly by 0.2 points.
- 4 of the 5 process attributes increased statistically significantly indicating strong improvements in the processes of NSW Government services.

Legend:  Statistically significant increase in avg. from 2017 (at 99% level of Confidence)
 No significant change in avg. from 2017 (at 99% level of Confidence)
 Statistically significant decrease in avg. from 2017 (at 99% level of Confidence)

Satisfaction and expectation have remained stable in 2018, with a consistent gap to expectation

The gap to expectation provides a calibrated measure of service satisfaction and expectation which is comparable across services and jurisdictions. Business expectations fluctuated in 2016 and 2017, with the statistically significant decline in 2017 being maintained in 2018 at 7.7 out of 10. The gap to expectation has remained relatively stable for businesses over the four year period. The expectation gap for consumers is also stable.

Figure 1.5: Satisfaction and expectation over time

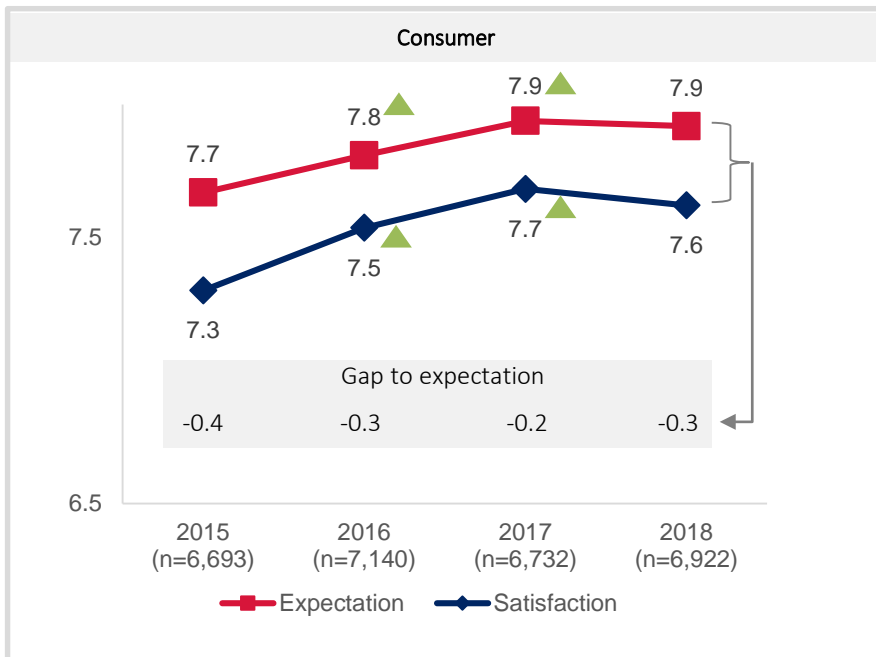
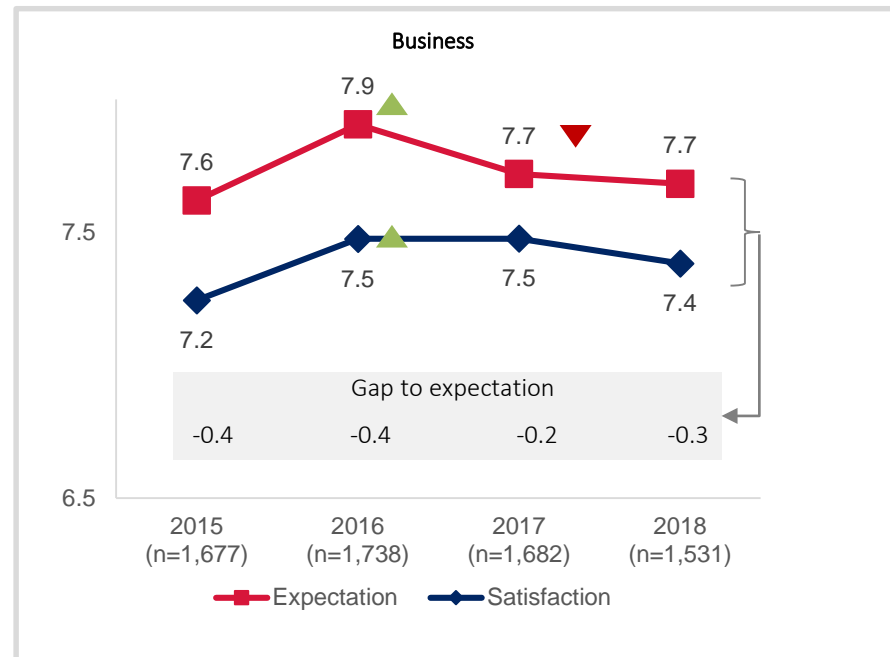


Figure 1.6: Satisfaction and expectation over time



Legend:
▲ Statistically significant increase in avg. from 2017 (at 99% level of Confidence)
 No significant change in avg. from 2017 (at 99% level of Confidence)
▼ Statistically significant decrease in avg. from 2017 (at 99% level of Confidence)

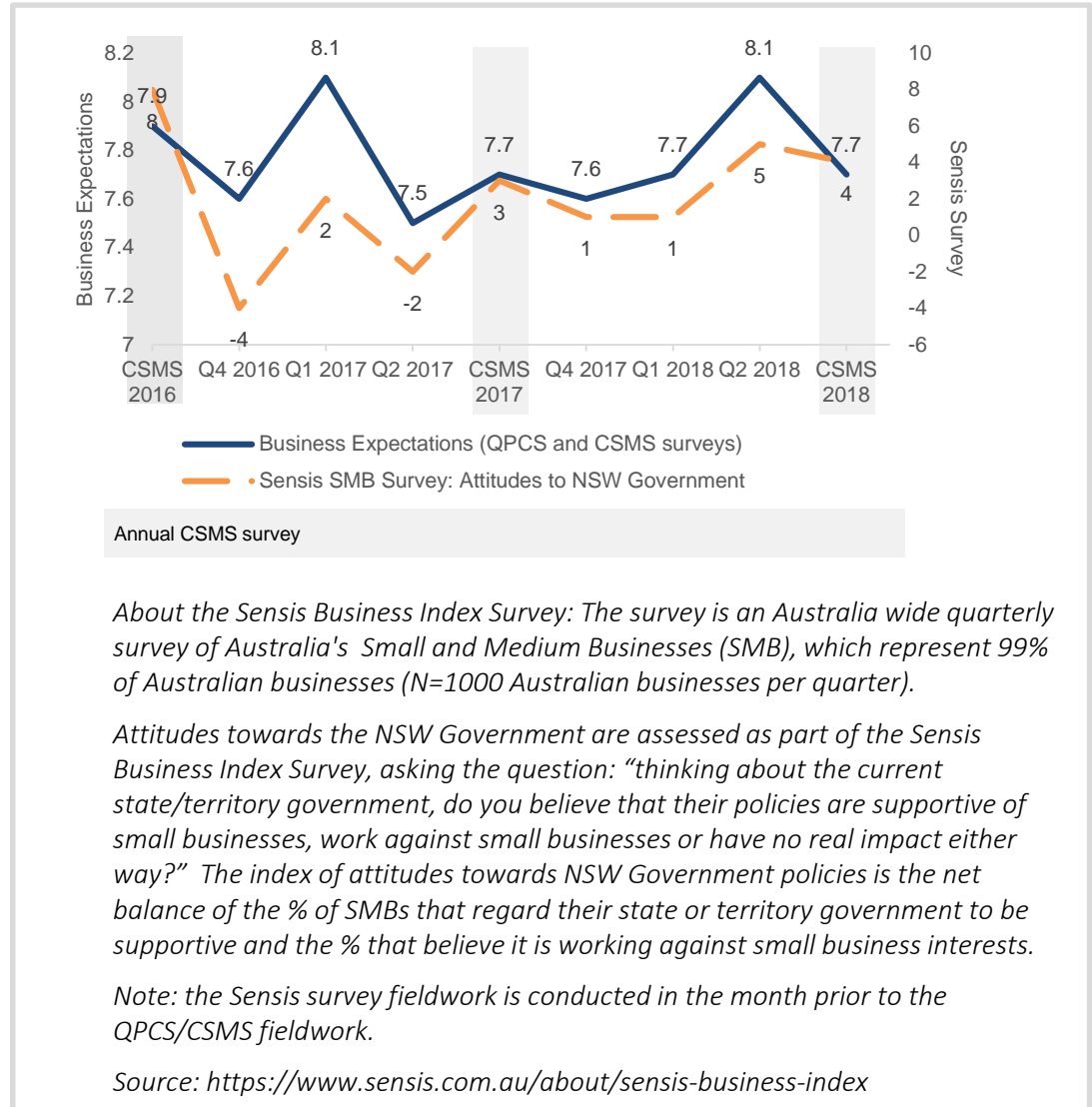
Expectations continue to mirror businesses' support for NSW Government policies

Business expectations have a strong link to attitudes towards the NSW Government policies, as confirmed by the results of the Sensis Business Index survey of Small and Medium Businesses (SMB) in Australia.

The June 2018 Sensis report states that "SMB support for the policies of the NSW Government fell by one point to record a net balance of +4. It again ranks third as one of only three [NSW, SA and TAS] with a positive rating. The key factor behind a positive view of the Government remains infrastructure development. Excessive bureaucracy was the most common criticism."

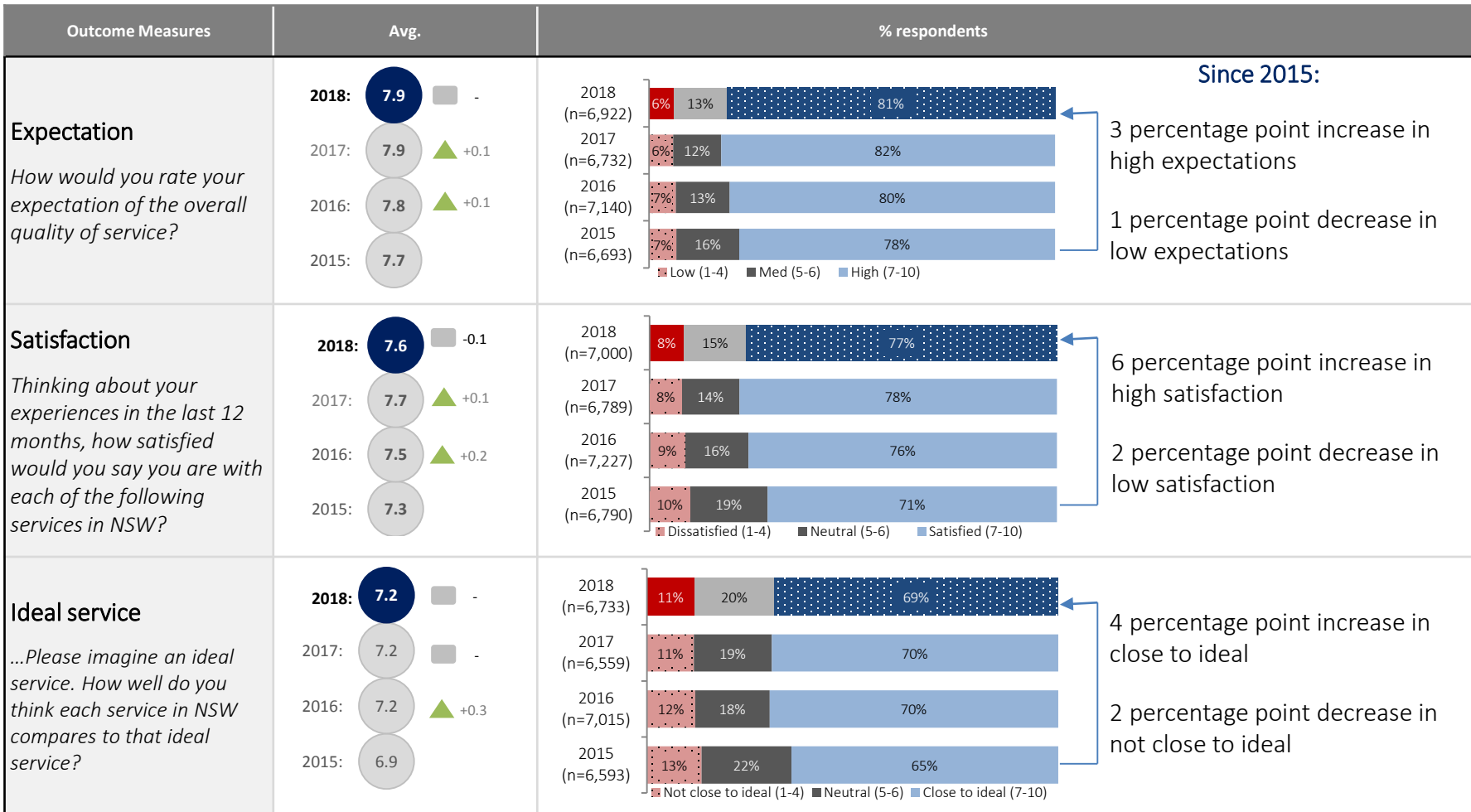
Results mirror business expectations of NSW Government services. This supports the idea that 'expectations' as measured in the QPCS and CSMS are driven by broader perceptions of the NSW Government and its policies rather than service interactions alone.

Figure 1.7: Business Expectations and attitudes toward the NSW Government's policies



The proportion of positive ratings of outcome measures for consumers have increased since 2015

Figure 1.8: Consumer outcome measures

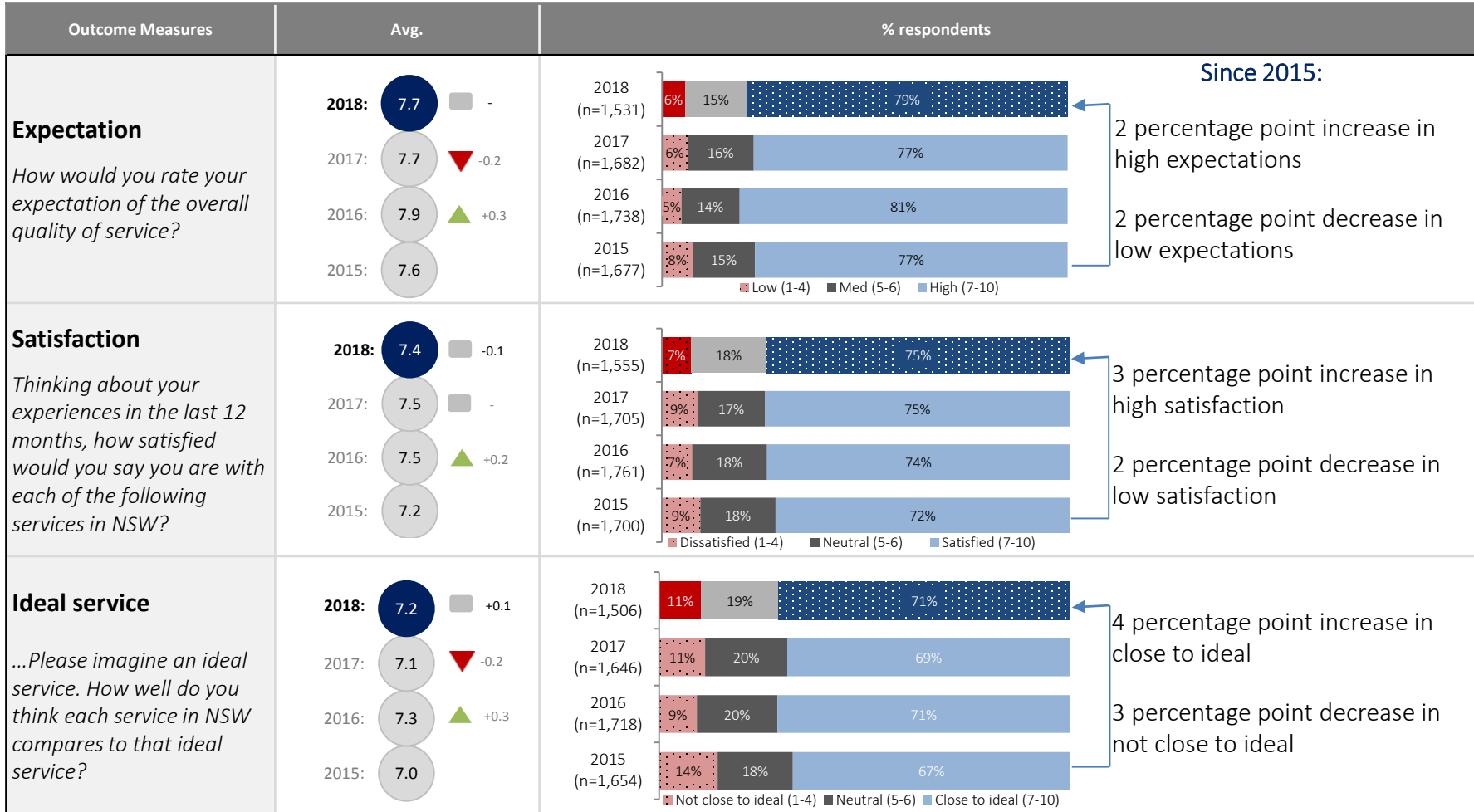


Note: 2017, 2016 and 2015 results have been taken as given from previous year's research
 Note: Results are subject to rounding and may not sum to 100

Legend: ▲ Statistically significant increase in avg. from 2017 (at 99% level of Confidence)
■ No significant change in avg. from 2017 (at 99% level of Confidence)
▼ Statistically significant decrease in avg. from 2017 (at 99% level of Confidence)

The proportion of negative ratings for businesses have decreased overtime

Figure 1.9: Business outcome measures



Note: 2017, 2016 and 2015 results have been taken as given from previous years research
 Note: Results are subject to rounding and may not sum to 100

Legend: ▲ Statistically significant increase in avg. from 2017 (at 99% level of Confidence)
■ No significant change in avg. from 2017 (at 99% level of Confidence)
▼ Statistically significant decrease in avg. from 2017 (at 99% level of Confidence)

Satisfaction amongst consumer demographic cohorts and regions has remained stable in 2018

Consistent with previous years, consumers aged 65+ and retired citizens are the most satisfied with NSW Government services, whilst consumers aged 18-24 and students are the least satisfied with NSW Government services.

Consumers in regional NSW are the most satisfied with NSW Government services but also have the largest gap to expectation indicating that their service expectations are not being met. Also consistent with previous years, consumers in metropolitan areas are the least satisfied with NSW Government services.

Figure 1.10: Consumer satisfaction by demographic cohorts

	Highest satisfaction (within demographic category)	Lowest satisfaction (within demographic category)	Biggest gap to expectation (within demographic category)
Age	65 years +	18-24 years	18-24 years
Region	Regional	Metropolitan	Regional
Employment status	Retired	Student	Employed on a casual basis
Gender	Females	Males	Males
Income	Over \$180,000	\$150,001 - \$180,000	Up to \$30,000

Base sizes vary for each demographic group

Figure 1.11 Satisfaction and expectation by region



Legend:
▲ Statistically significant increase in avg. from 2017 (at 99% level of Confidence)
■ No significant change in avg. from 2017 (at 99% level of Confidence)
▼ Statistically significant decrease in avg. from 2017 (at 99% level of Confidence)

NSW businesses experienced fluctuations in satisfaction across industries and across revenue groups

Businesses in regional NSW are the most satisfied with NSW Government services. However, consistent with the results for consumers, businesses located in regional areas have the highest gap to expectation which indicates that their service expectations are not being met.

Businesses with an annual revenue of over \$2 million and those operating within the financial services industry experienced statistically significant declines in satisfaction in 2018, whilst the satisfaction of businesses in the energy, water and waste services industries increased.

Figure 1.12: Business satisfaction by demographic cohorts

	Highest satisfaction (within demographic category)	Lowest satisfaction (within demographic category)	Biggest gap to expectation (within demographic category)
Business Size	2-5, 20-199 employees	Sole Proprietor – 19 employees	Sole Proprietor
Region	Regional	Metropolitan	Regional
Industry	Mining	Financial and insurance services	Information media and telecomms
Revenue	\$50,001 - \$200,000	\$200,001 to \$500,000	\$50,001 to \$200,000
Significant change in satisfaction since 2017			
▲ Electricity, gas, water and waste services*			
▼ Financial and insurance services			
▼ Turnover \$2,000,000 +			

Base sizes vary for each demographic group

*Note: n<30: interpret with caution

Figure 1.13 2018 Satisfaction and expectation by region



Legend: ▲ Statistically significant increase in avg. from 2017 (at 99% level of Confidence)
 □ No significant change in avg. from 2017 (at 99% level of Confidence)
 ▼ Statistically significant decrease in avg. from 2017 (at 99% level of Confidence)



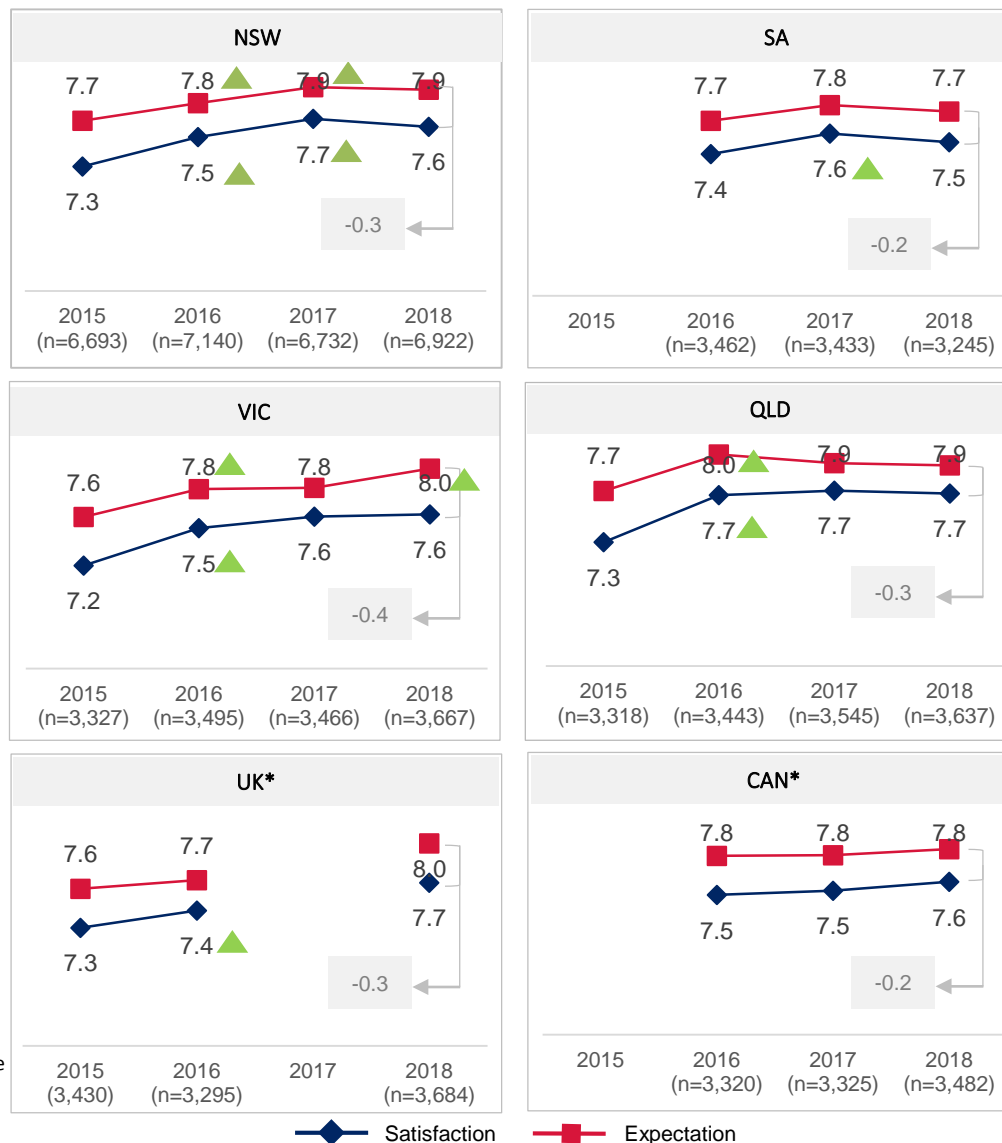
Consumer satisfaction and expectation have remained stable across all jurisdictions, with the exception of Victoria

For consumers, the gap to expectation is consistent across all jurisdictions, at around -0.3.

Understanding what's driving the increase in expectation in Victoria

- Consumers in metropolitan areas experienced a statistically significant increase in their expectations
- 18-24 year old consumers also experienced a statistically significant increase in their expectations
- Water Supply's expectations saw a statistically significant increase
- The statistically significant increase in expectations in 2018 in Victoria aligns with the launch of Service Victoria, which became an administrative office on 1 July 2018.

Figure 1.14: Consumer satisfaction and expectation over time by jurisdiction



Legend:
 ▲ Statistically significant increase in avg. from 2017 (at 99% level of Confidence)
 □ No significant change in avg. from 2017 (at 99% level of Confidence)
 ▼ Statistically significant decrease in avg. from 2017 (at 99% level of Confidence)

*Note: International jurisdictions included in CSMS are rotated yearly and therefore there are some gaps in the year on year data available

Queensland experienced a statistically significant decrease in business satisfaction and expectation in 2018 and a reduction of the gap to expectation

Queensland experienced a statistically significant decrease in satisfaction and expectation in 2018 to bring it down below all other jurisdictions.

Understanding what's driving the declines in Queensland

- There were also statistically significant declines in employee and value attributes
 - 10/15 employee attributes and 2/4 value attributes experienced statistically significant declines.
- Police and Ambulance services saw statistically significant declines in both satisfaction and expectations
 - Major Roads saw a statistically significant decline in satisfaction,
 - Business Advisory Services saw a statistically significant decline in expectations.

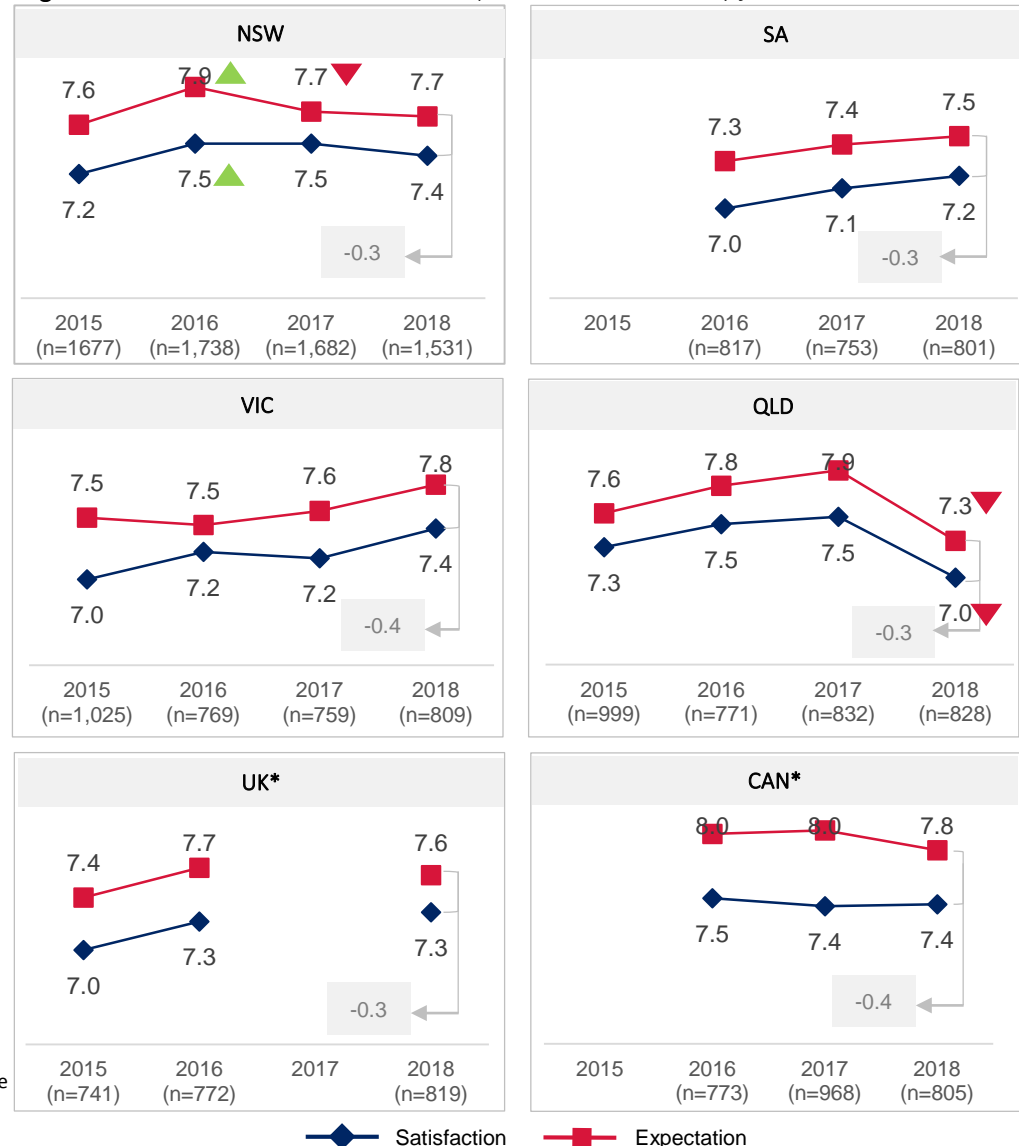
According to the Sensis Business Index Survey, *“The [Queensland] State Government’s rating ... is the lowest of all State or Territory Governments at -16. Excessive bureaucracy followed by too much notice taken of unions were the leading criticisms.”*¹

¹Source: <https://www.sensis.com.au/about/sensis-business-index>

Legend:
▲ Statistically significant increase in avg. from 2017 (at 99% level of Confidence)
 No significant change in avg. from 2017 (at 99% level of Confidence)
▼ Statistically significant decrease in avg. from 2017 (at 99% level of Confidence)

*Note: International jurisdictions included in CSMS are rotated yearly and therefore there are some gaps in the year on year data available

Figure 1.15 : Business satisfaction and expectation over time by jurisdiction





◆ Satisfaction ■ Expectation

2. Drivers of Satisfaction



Summary: Drivers of satisfaction

Area	Findings
<p data-bbox="140 329 547 354">Consumer Drivers of Satisfaction</p>  <p data-bbox="285 486 356 501">Consumer</p>	<ul data-bbox="596 329 1935 668" style="list-style-type: none"> • Patterns of response for employee attributes changed in 2018 and accountability of employees emerged as a new driver of satisfaction for consumers • Process, Goals and Value drivers are all consistent to 2017 • Employee drivers; empathy, communication, efficiency and effectiveness, honesty and integrity and accountability, have highest relative importance and greatest impact on overall customer satisfaction • Four primary opportunity areas have been identified for improving overall customer satisfaction in 2018 with two consistent to 2017; Efficiency and effectiveness of employees (1) and access to information (2). Empathy and communication (3) has shifted from being a strength to build on to becoming a primary opportunity area, and the new driver category of employee accountability (4) is also identified as a primary opportunity area of high relative importance and low relative performance.
<p data-bbox="140 715 526 739">Business Drivers of Satisfaction</p>  <p data-bbox="285 909 348 923">Business</p>	<p data-bbox="596 715 1587 739">Satisfaction driver analysis was completed for businesses for the first time this year</p> <p data-bbox="596 765 1887 826">All Goals, Processes and Value drivers are consistent to the results for consumers, indicating that businesses' interactions with employees is a key point of difference.</p> <ul data-bbox="596 852 1955 1158" style="list-style-type: none"> • The Employee related drivers of satisfaction are grouped differently to consumers to form 4 distinct drivers; (1) customer focus and action orientated, (2) integrity and high standards, (3) clear communication, and (4) are consistent. This indicates that the demands of businesses are different to those of consumers. • Access to information and simplicity and efficiency of processes have highest relative importance and the greatest impact on overall satisfaction for businesses. The perception of employees is less important for businesses than consumers • Opportunity areas for businesses differ from consumers. The two primary opportunity areas for businesses are simplicity and efficiency of process (1) and access to information (2). These two drivers have high relative importance and low relative performance.

For consumers patterns of response for employee attributes changed in 2018 and accountability of employees emerged as a new driver of satisfaction

Figure 2.2: Drivers of customer satisfaction - 2017

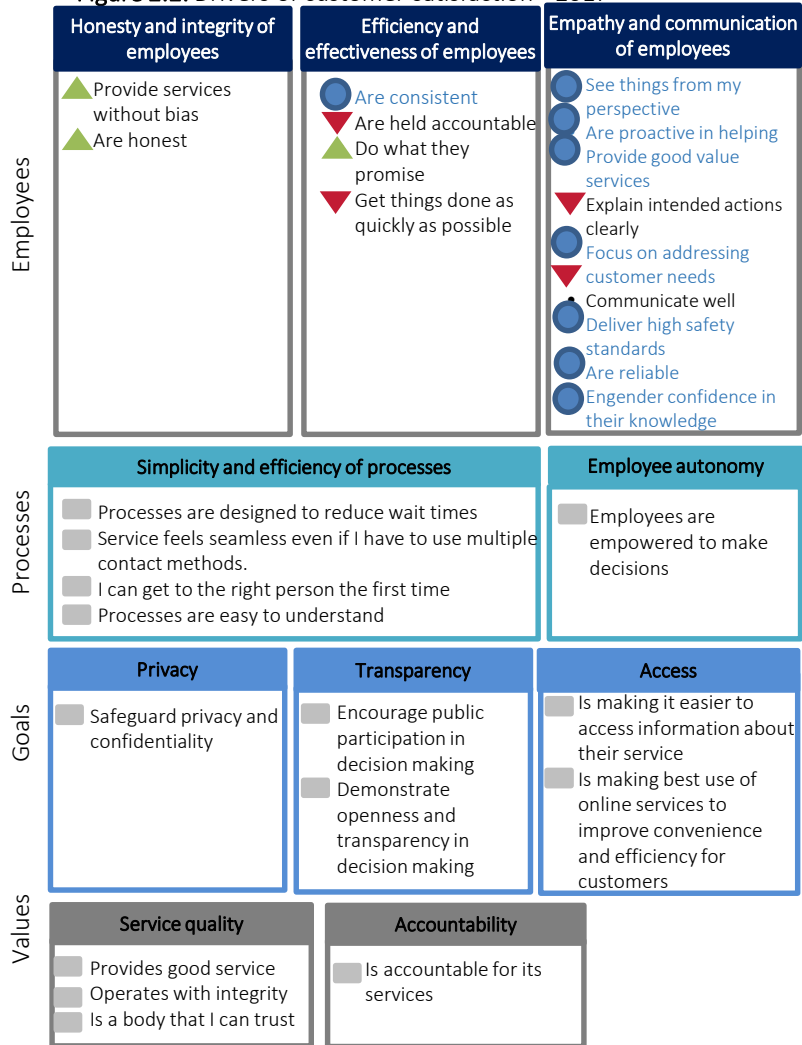
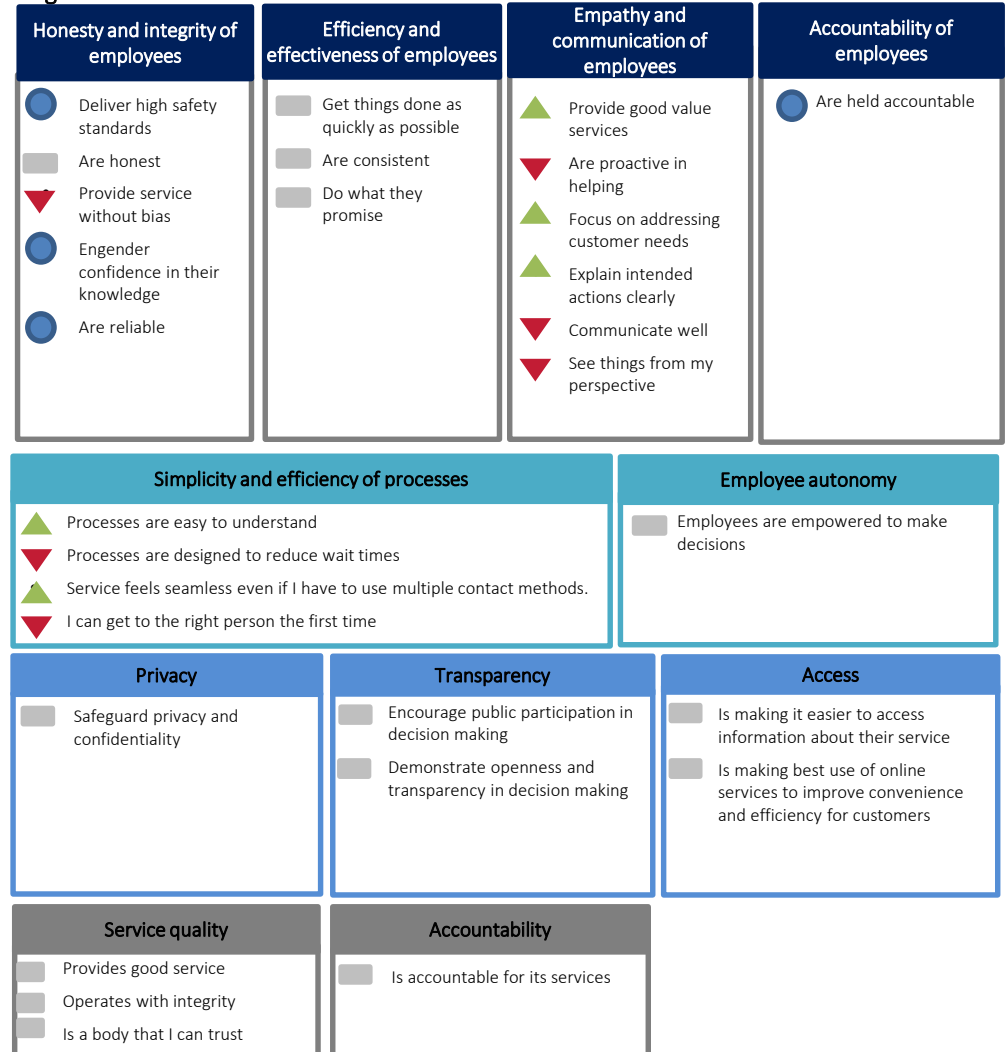


Figure 2.3: Drivers of customer satisfaction - 2018



Legend: ▲ Increase in ranking within the same group since 2017 (based on factor loading)
 ■ No change in ranking
 ▼ Decrease in ranking within the same group since 2017 (based on factor loading)
 ● Aligned to a new group in 2018

For consumers the four employee related drivers are of highest relative importance, followed by goals

Statistical analysis of the drivers of overall satisfaction¹ with NSW Government services reveals that perceptions of employees, followed by access to information, have the greatest impact on overall customer satisfaction.

Employee attributes relating to empathy, communication, efficiency, effectiveness, honesty and integrity and accountability of employees are the most important drivers of satisfaction with NSW Government services. These employee attributes are followed by goals relating to access to information, privacy and transparency, and processes relating to customer service (simplicity and efficiency of processes and employee autonomy in serving customers).

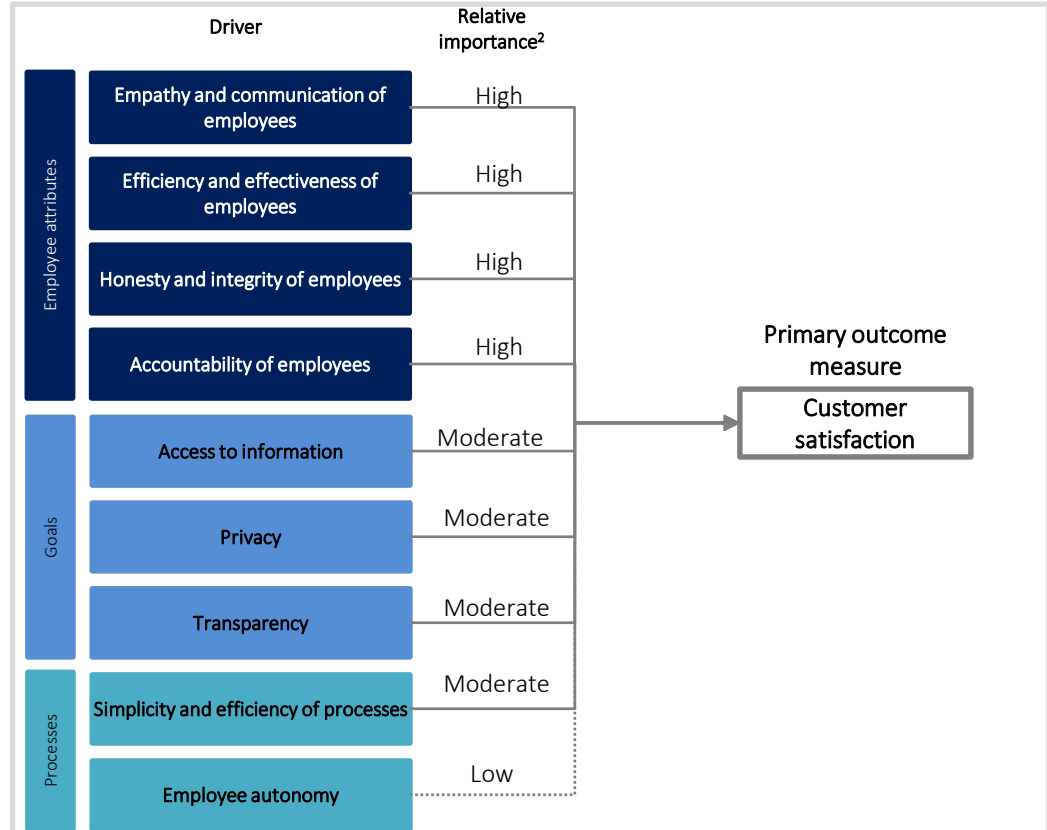
Verbatim comments within the CSMS survey in 2018 focused on process and efficiency related improvements. The phrase ‘wait times’ was mentioned spontaneously over 400 times and qualitatively consumers feel the NSW Government is so big that communication can be a problem, resulting in a lack of follow through where there is a problem and a lot of repetition. This complexity is thought to create inefficient systems to effectively support staff.

This dichotomy is not unusual and represents the contrast between stated importance (what customers ‘say’ is important to them), and latent or subconscious drivers of satisfaction (what will actually make a baseline difference to satisfaction).

Stated drivers are important aspects of service delivery as they are the ‘basic’ elements of customer expectations without which customer satisfaction targets cannot be met.

Latent drivers, however, are those elements of service delivery which, when offered to customers, will deliver to higher customer expectations, or provide service over and above expectation and may ‘delight’ customers.

Figure 2.4: Relative importance of drivers of satisfaction with NSW Government services



¹Note that analysis to identify drivers has been performed against the overall satisfaction measure. As overall satisfaction is highly correlated with the Customer Satisfaction Index (correlation of 0.94) these results can be taken to be indicative of the importance of drivers for the Customer Satisfaction Index. To ensure consistency and comparability, the data collection and analyses have been performed using the same approach as 2016 and 2017.

²Note: Calculation of drivers is based on the statistical analysis of drivers against satisfaction. Hierarchy represents the relative ‘importance’ of factors on overall satisfaction.

For consumers four primary opportunity areas have been identified for improving overall customer

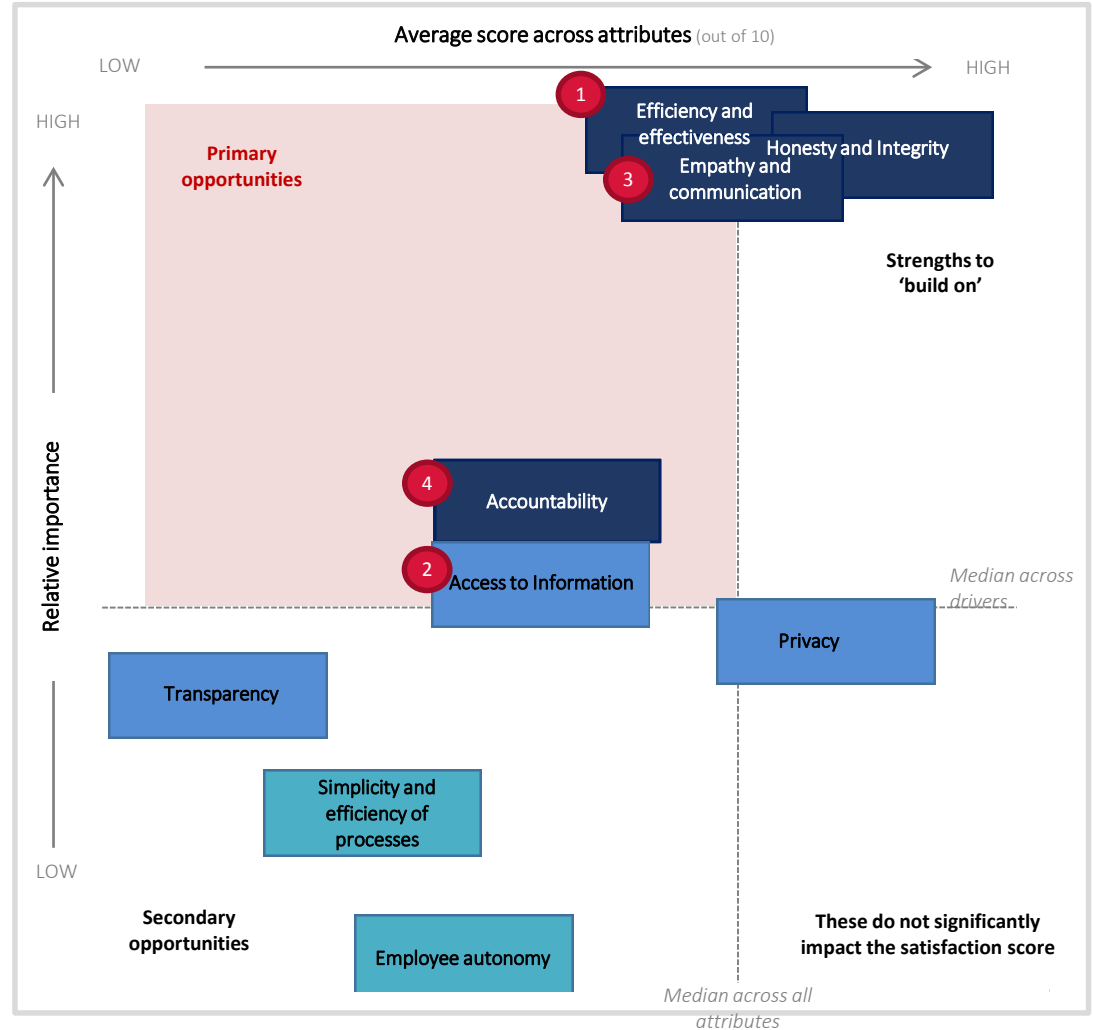
Efficiency and effectiveness of employees (1) and access to information (2) continue to be identified as priority areas to drive the biggest increase in satisfaction with NSW Government services overall. This view is consistent with the findings from 2015, 2016 and 2017.

Empathy and communication (3) has shifted from being a strength to build on to becoming a primary opportunity area

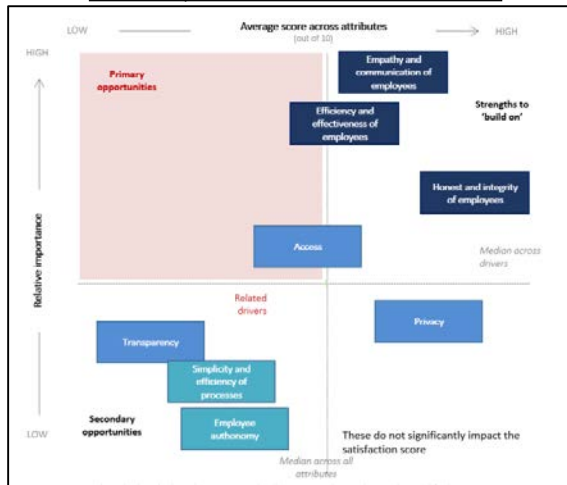
A new driver category of employee accountability (4) has been identified as a primary opportunity area in 2018. From qualitative analysis where customers only have to deal with one person to handle an issue and receive the right answer, customers are delighted, and appreciate the efficiency and follow through from NSW Government employees.

Employee and process attributes are positively correlated (+0.85) indicating that these attributes are strongly related and thus both are important to the overall experience of the customer.

Figure 2.5: Importance versus performance against each of the drivers of satisfaction 2018 for consumers



2017 Importance Performance Matrix



Note given the composition of the employee drivers has changed since 2017, no direct comparison can be made to the relative change in performance for the drivers year-on-year.



Employee drivers for businesses differ to the employee drivers for consumers, with more emphasis placed on customer focus and actionability

Drivers of customer satisfaction analysis was completed for businesses for the first time in 2018.

For businesses, the employee related drivers of satisfaction are grouped differently to consumers to form 4 distinct groups; 'customer focus and action orientated' (1), 'integrity and high standards' (2), 'clear communication' (3) and 'are consistent' (4). This indicates that the demands of businesses are different to those of consumers.

All goals, processes and value drivers are the same as consumers, indicating that businesses' interactions with employees is a key point of difference for this customer base.

Figure 2.6: Drivers of customer satisfaction - Business 2018

Employees	Customer focus and action orientated	Integrity and high standards	Clear communication	Are consistent
	<ul style="list-style-type: none"> See things from my perspective Are proactive in helping Are held accountable Get things done as quickly as possible Engender confidence in their knowledge Focus on addressing customer needs Do what they promise Are reliable 	<ul style="list-style-type: none"> Are honest Deliver high safety standards Provide good value services 	<ul style="list-style-type: none"> Provide services without bias Explain intended actions clearly Communicate well 	<ul style="list-style-type: none"> Are consistent
	Simplicity and efficiency of processes			Employee autonomy
	<ul style="list-style-type: none"> Are designed to reduce wait times Service feels seamless even if I have to use multiple contact methods Processes are easy to understand I can get to the right person the first time 			<ul style="list-style-type: none"> Employees are empowered to make decisions
Goals	Privacy	Transparency	Access	
	<ul style="list-style-type: none"> Safeguard privacy and confidentiality 	<ul style="list-style-type: none"> Encourage public participation in decision making Demonstrate openness and transparency in decision making 	<ul style="list-style-type: none"> Is making best use of online services to improve convenience and efficiency for customers Is making it easier to access information about their services 	
Values	Service quality		Accountability	
	<ul style="list-style-type: none"> Provides good service Operates with integrity Is a body that I can trust 		<ul style="list-style-type: none"> Is accountable for its services 	

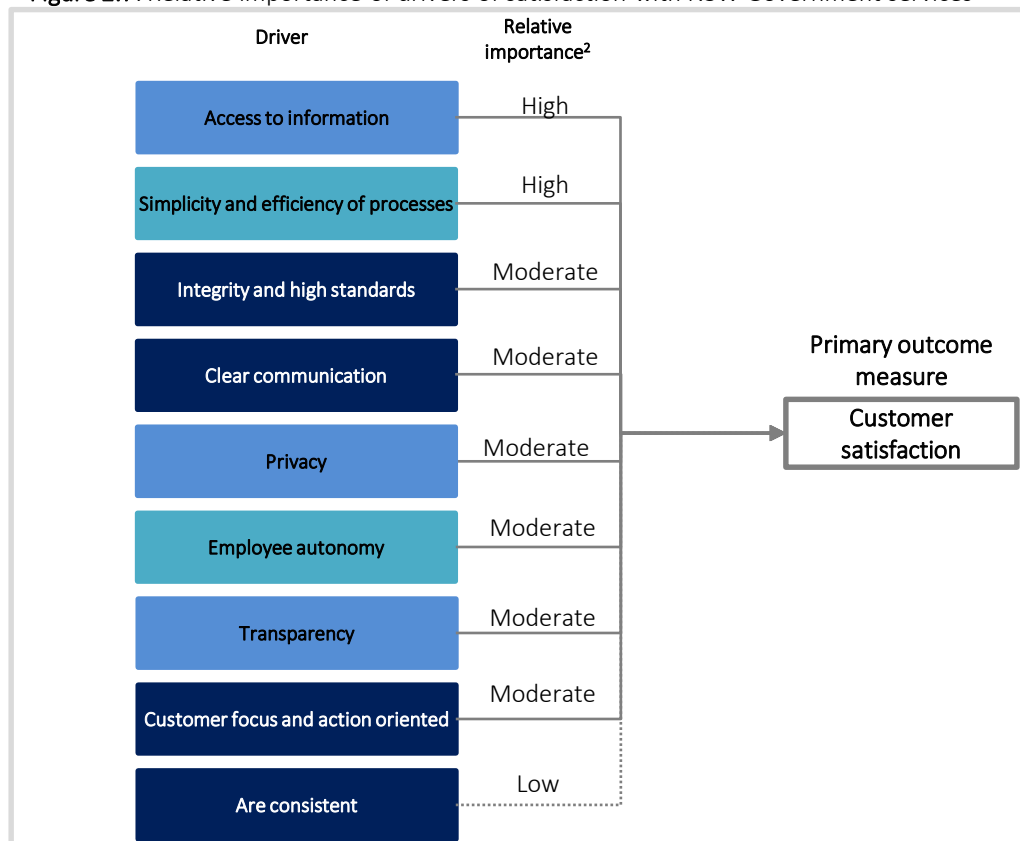


Businesses satisfaction is driven by processes and goals drivers which have the highest relative importance

Through statistical analysis of overall satisfaction with NSW Government services it has been identified that the strongest drivers for business satisfaction are ‘access to information’ and ‘simplicity and efficiency of processes’. The perception of employees is less important for businesses than consumers indicating that both groups value different things when interacting with NSW Government services.

Qualitative research indicates that processes and the quality of their interactions is highly important to businesses. It is essential that NSW Government staff provide the correct information to businesses that is relevant to each situation so that businesses can make critical decisions. The impact when incorrect information is provided can be extremely high, and can dissuade businesses from using the service in the future.

Figure 2.7: Relative importance of drivers of satisfaction with NSW Government services



¹Note that analysis to identify drivers has been performed against the overall satisfaction measure. As overall satisfaction is highly correlated with the Customer Satisfaction Index (correlation of 0.94) these results can be taken to be indicative of the importance of drivers for the Customer Satisfaction Index. To ensure consistency and comparability, the data collection and analyses have been performed using the same approach as 2016 and 2017.

²Note: Calculation of drivers is based on the statistical analysis of drivers against satisfaction. Hierarchy represents the relative ‘importance’ of factors on overall satisfaction.



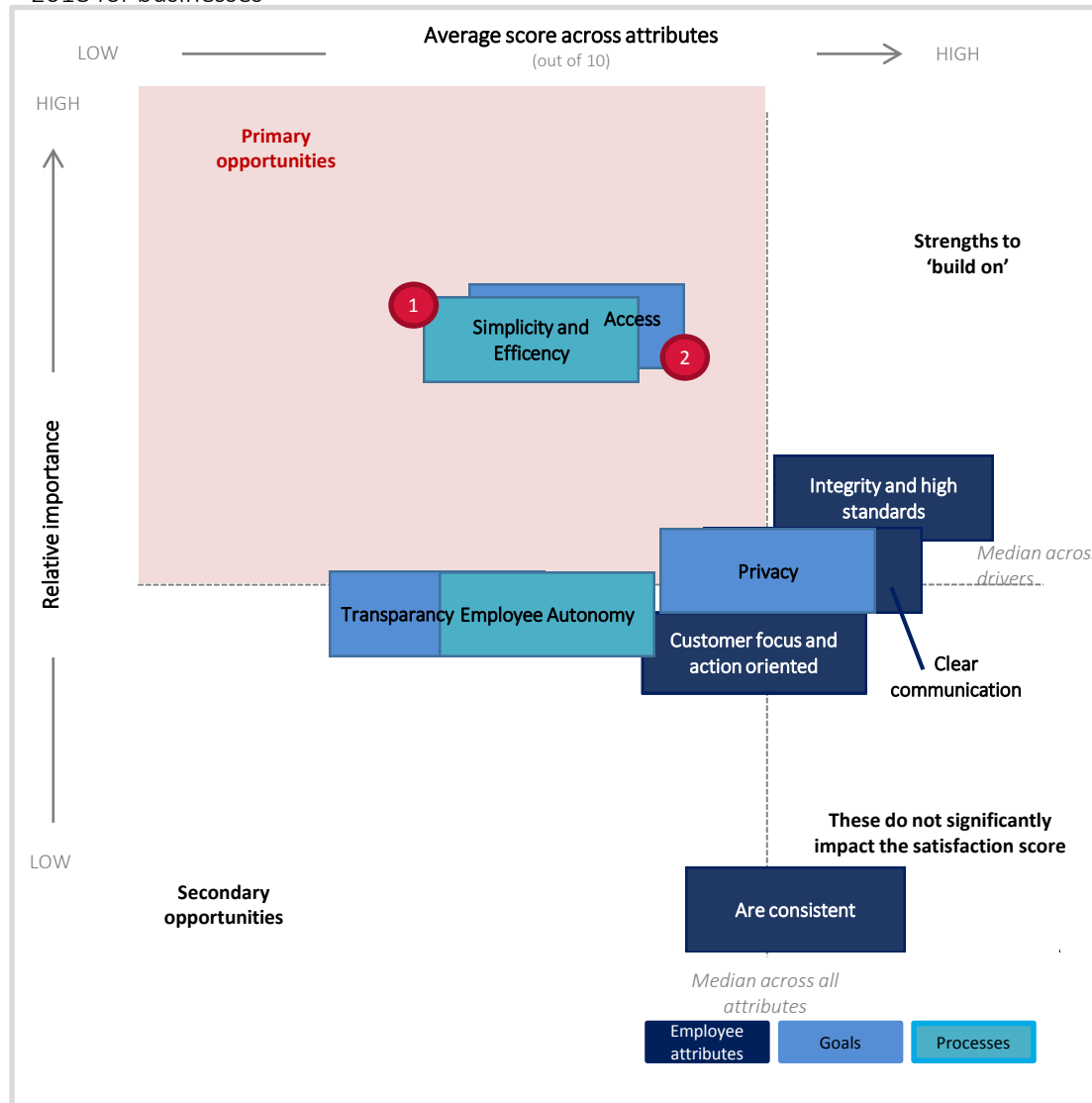
Simplicity and efficiency of processes and access to information are identified as primary opportunity areas for businesses

The two primary opportunity areas for businesses are 'simplicity and efficiency of process' (1) and 'access to information' (2). These two drivers have high relative importance and low relative performance.

Opportunity areas for businesses differ from consumers, with process attributes more important to businesses than employee attributes

Overall, employee attributes are relatively high scoring and it is the process and goals attributes that are not performing as strongly.

Figure 2.8: Importance versus performance against each of the drivers of satisfaction 2018 for businesses



3. Service Attributes



For consumers the attributes 'employees are empowered to make decisions' and 'provides good service' experienced a statistically significant increase this year

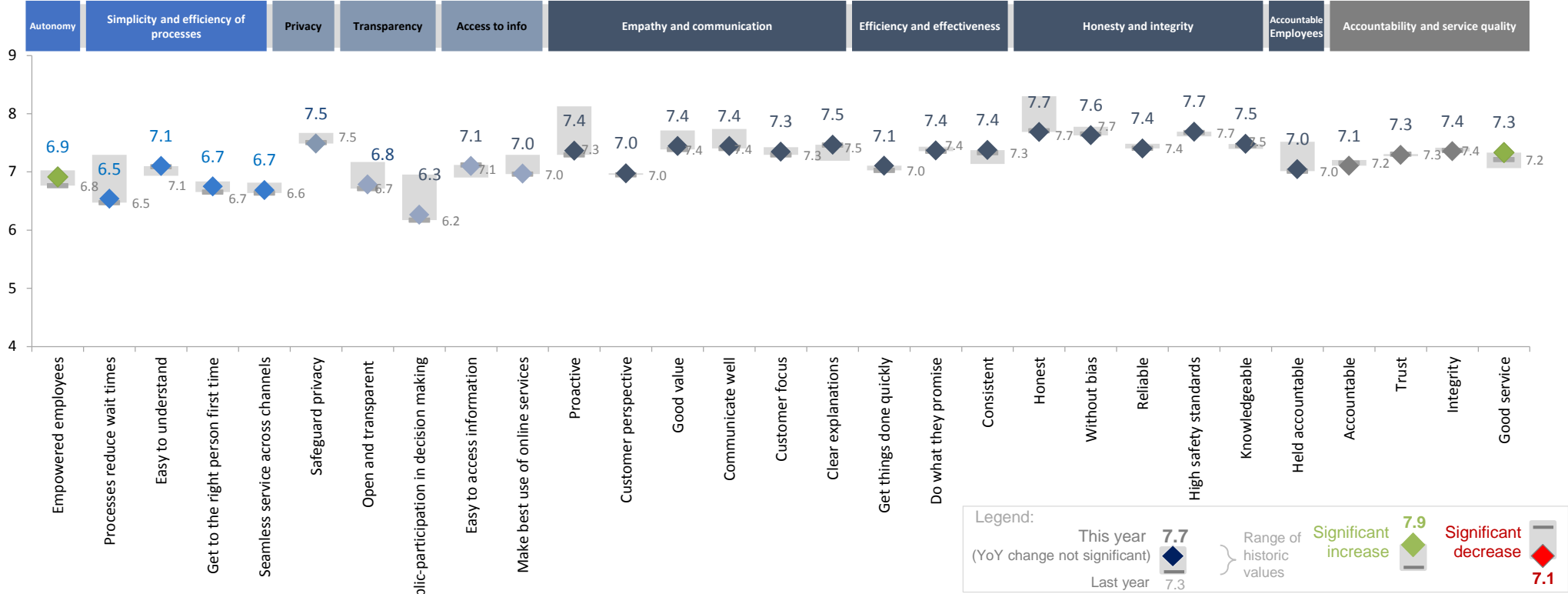
Performance across attributes remained stable except for 'employees are empowered to make decisions' and 'provides good service' which experienced a statistically significant increase. There were no statistically significant movements among employee and goals attributes this year.

'Public participation in decision making' is also an ongoing challenge for NSW Government services, as the lowest performing individual attribute overall for the last two years at a whole of government level and across 9 services, followed by 'wait times' as second lowest at a whole of government level and across 8 services.

2018 outcome measures:

- Expectation** (n=6,922) **7.9 /10**
- Satisfaction** (n=7,000) **7.6 /10** -0.1
- Ideal Service** (n=6,733) **7.2 /10**

Figure 3.1: Average score of consumer attributes



Legend:

- This year (YoY change not significant): **7.7**
- Last year: **7.3**
- Range of historic values: **7.9**
- Significant increase: **7.9**
- Significant decrease: **7.1**

Legend: Processes | Goals | Employee | Values

For consumers the average score of each attribute within Processes has increased over time, however Processes still remains the lowest scoring out of the four attribute areas

For consumers, employee and values attributes continue to be the highest scoring attribute areas year on year, while processes perform the lowest. This is consistent with consumer performance over the last three years.

‘Employees are empowered to make decisions’ improved statistically significantly amongst consumers in 2018, with all other process attributes remaining stable.

‘Processes are designed to reduce wait times’ is the lowest scoring attribute for consumers.

Furthermore, processes are the most common reason of complaint, indicating that processes are a strong pain point for consumers when interacting with NSW Government services.

Qualitative research indicates that the primary source of frustration is the lack of transparency into the process whilst waiting for an application or query to be solved.

Note: Results are subject to rounding and may not sum to 100%

Figure 3.2: average 2018 score

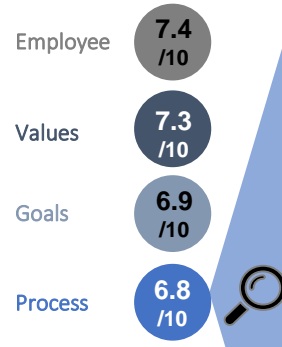


Figure 3.3: Process attributes average scores

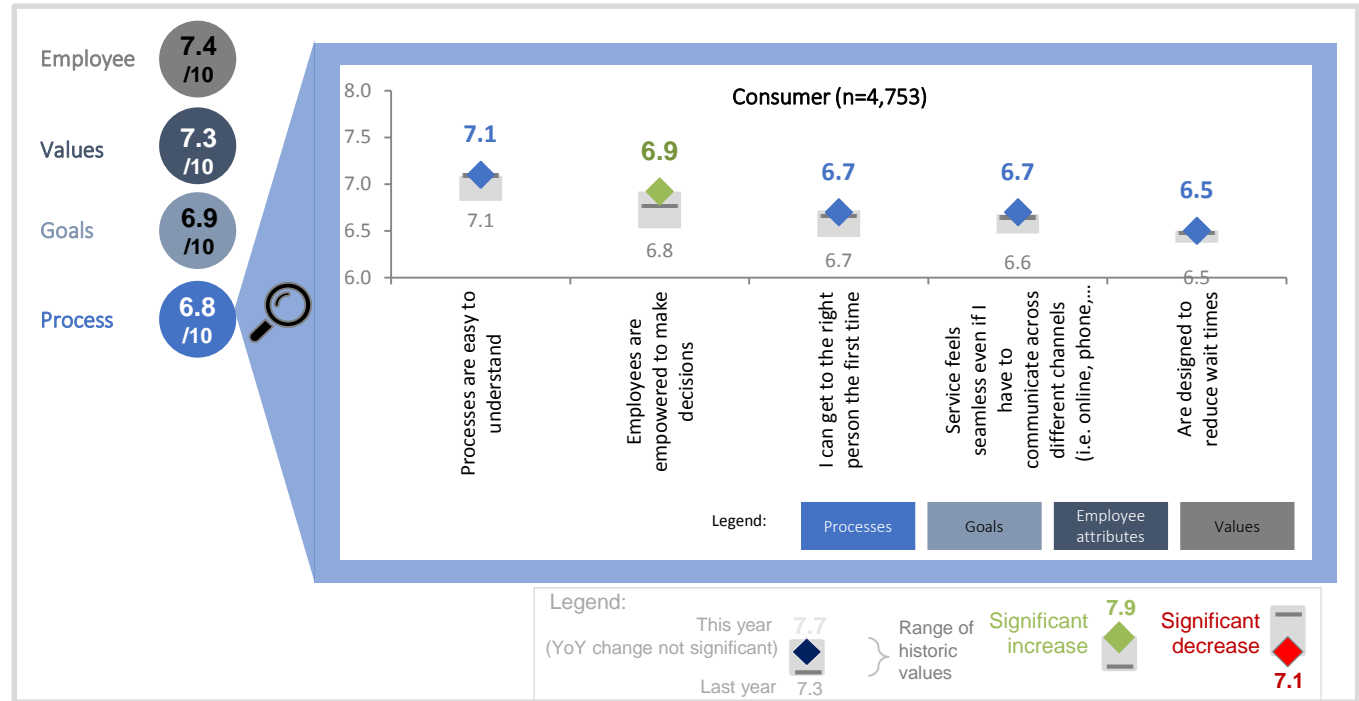
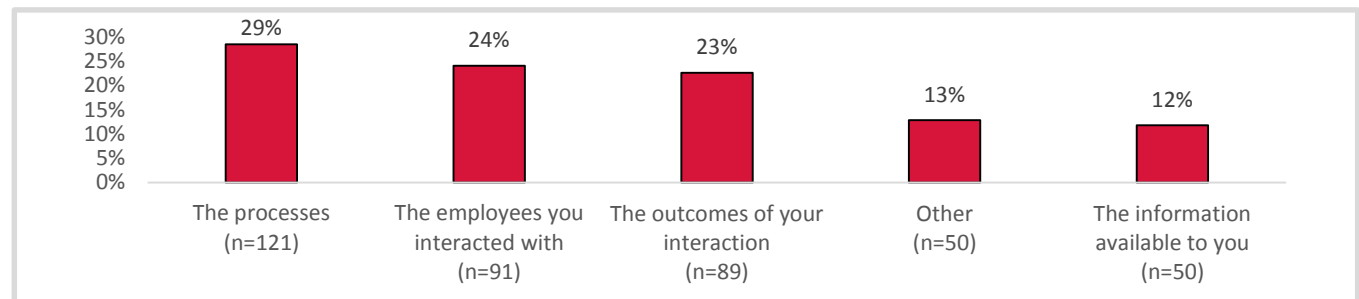


Figure 3.4: Primary topic of complaint



Multiple business attributes experienced a statistically significant increase this year. This positive momentum was not however reflected in corresponding shifts in the overall outcome measures

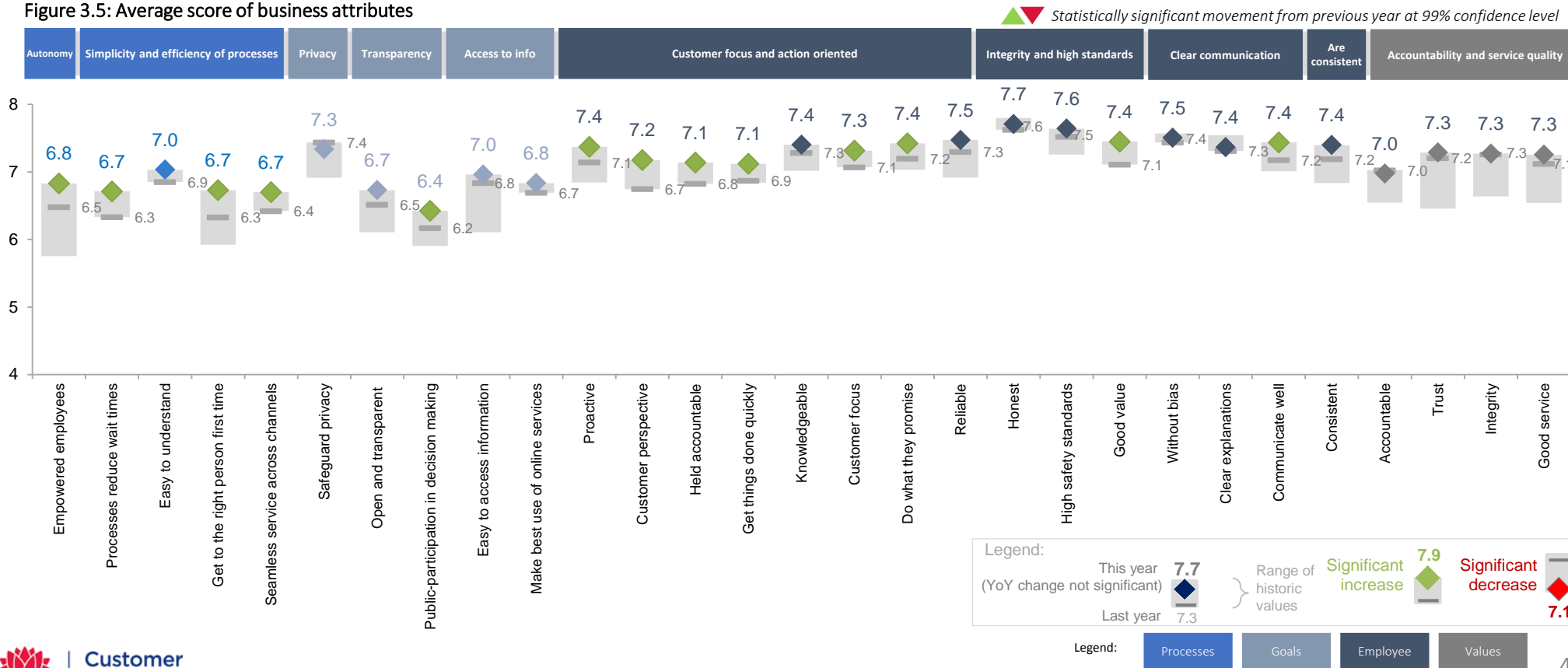
The overall performance for business attributes has been strong this year with multiple statistically significant shifts across process, goals and employee attribute areas. Despite this positive momentum, overall outcome measures of expectation, satisfaction and ideal service remained stable. This suggests a potential disconnect between overall perceptions of service compared to individual service interactions which have shown to be increasingly positive.

As per the results for consumers, 'public participation in decision making' is the lowest performing individual attribute overall for 2017 and 2018.

2018 Outcome measures:

- Expectation** (n=1,531) **7.7 /10** -
- Satisfaction** (n=1,555) **7.4 /10** -0.1
- Ideal Service** (n=1,506) **7.2 /10** +0.1

Figure 3.5: Average score of business attributes



NSW leads South Australia and Queensland in customer perceptions of processes

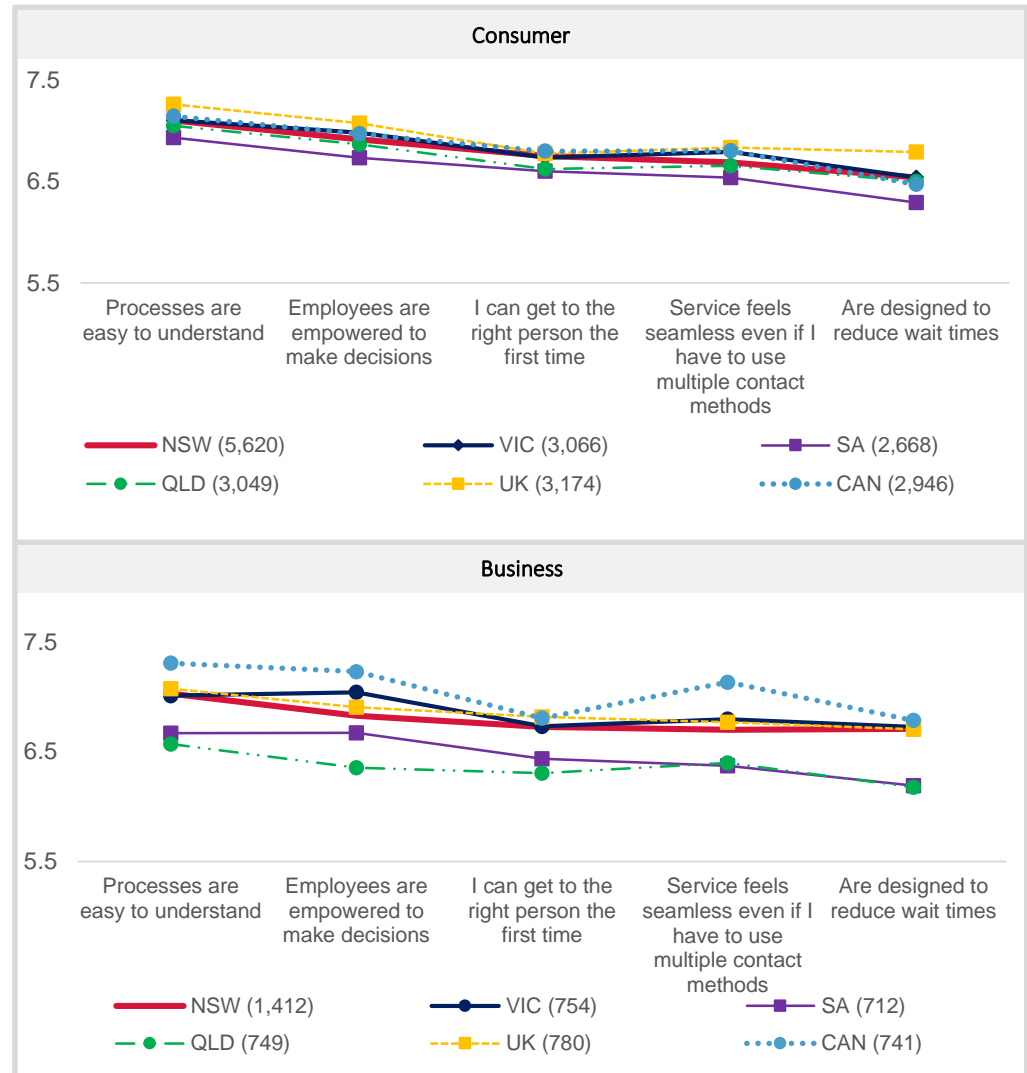
Consumers' perceptions of processes are similar across jurisdictions with Queensland and South Australia slightly lagging behind and UK slightly outperforming the other jurisdictions.

Business' perceptions of processes vary by jurisdiction with Queensland and South Australia performing distinctly behind the rest of the jurisdictions. As the drivers analysis indicated, processes are of high importance to businesses. Therefore the weaker performance of Queensland in this attribute area provides an indication for why Queensland has declined in business outcome measures overall.

The attribute 'are designed to reduce wait times' is the lowest performing attribute for consumers and businesses across all jurisdictions indicating that this isn't just a pain point for NSW services, it is a challenge for all jurisdictions.

All jurisdictions also perform poorly in 'I can get to the right person the first time' indicating that there is multi-handling of enquiries across jurisdictions and a common challenge to overcome.

Figure 3.6: Processes across jurisdictions for consumers and businesses



‘Safeguard privacy and confidentiality’ is a strength across all jurisdictions for both consumers and businesses while ‘public participation in decision making’ is a weakness

Figure 3.7: Goals attributes across jurisdictions for consumers

For consumers, the performance across jurisdictions in goals does not vary greatly meaning that overall performance is very similar.

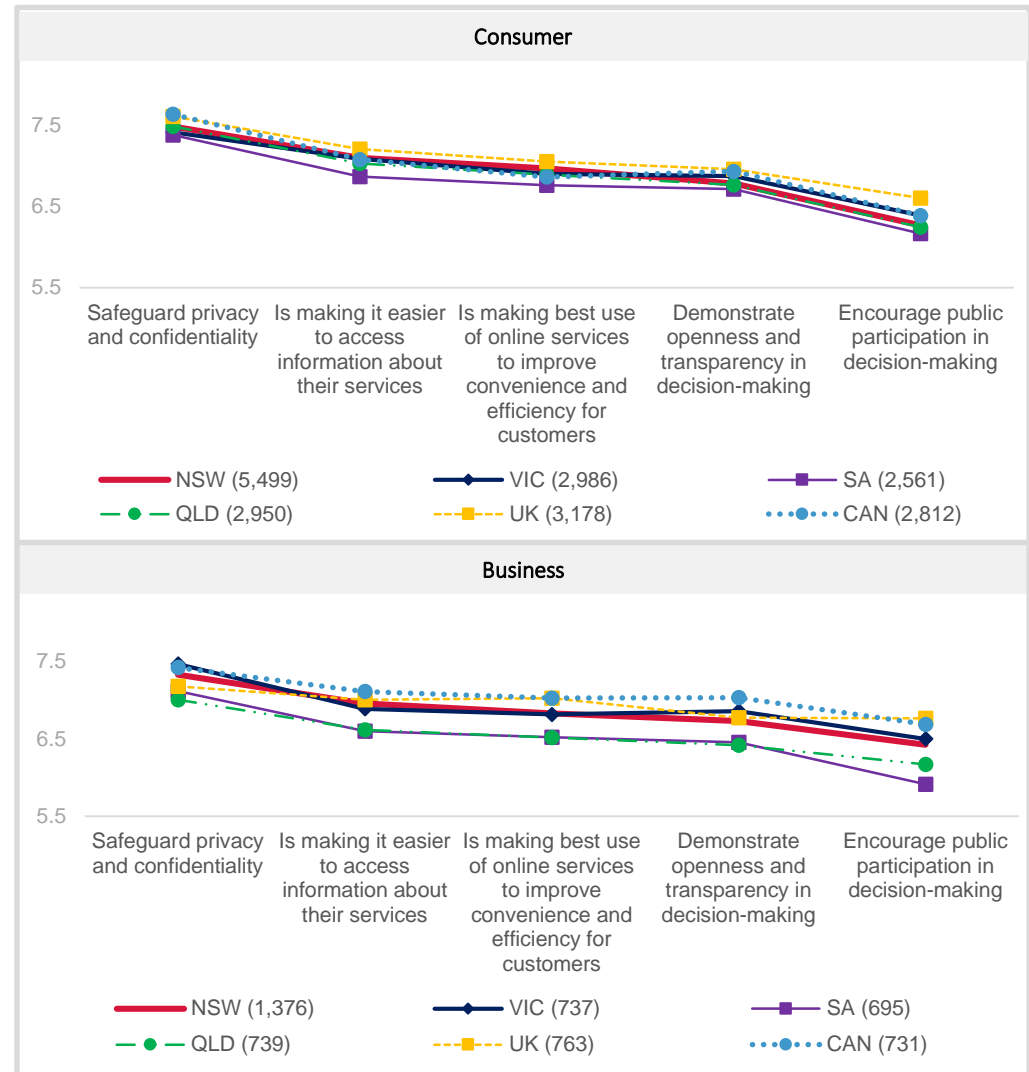
All jurisdictions perform well on the attribute ‘safeguard privacy and confidentiality’, which is a strength and an expectation across government services.

‘Encourage public participation in decision making’ is the worst performing attribute across all jurisdictions with a 1.2/10 score difference between the top attribute and this attribute for NSW.

Businesses in Canada have the highest scores across the goals attribute area while Queensland and South Australia’s overall performance is below all other jurisdictions.

NSW performs close to the top when compared to other jurisdictions. Consistent with the results for consumers the best performing attribute for businesses is ‘safeguard privacy and confidentiality’ and the worst performing attribute is ‘encourage public participation and decision making’.

Overall, the international jurisdictions outperform the Australian states in this attribute area and may offer case study improvement opportunities.



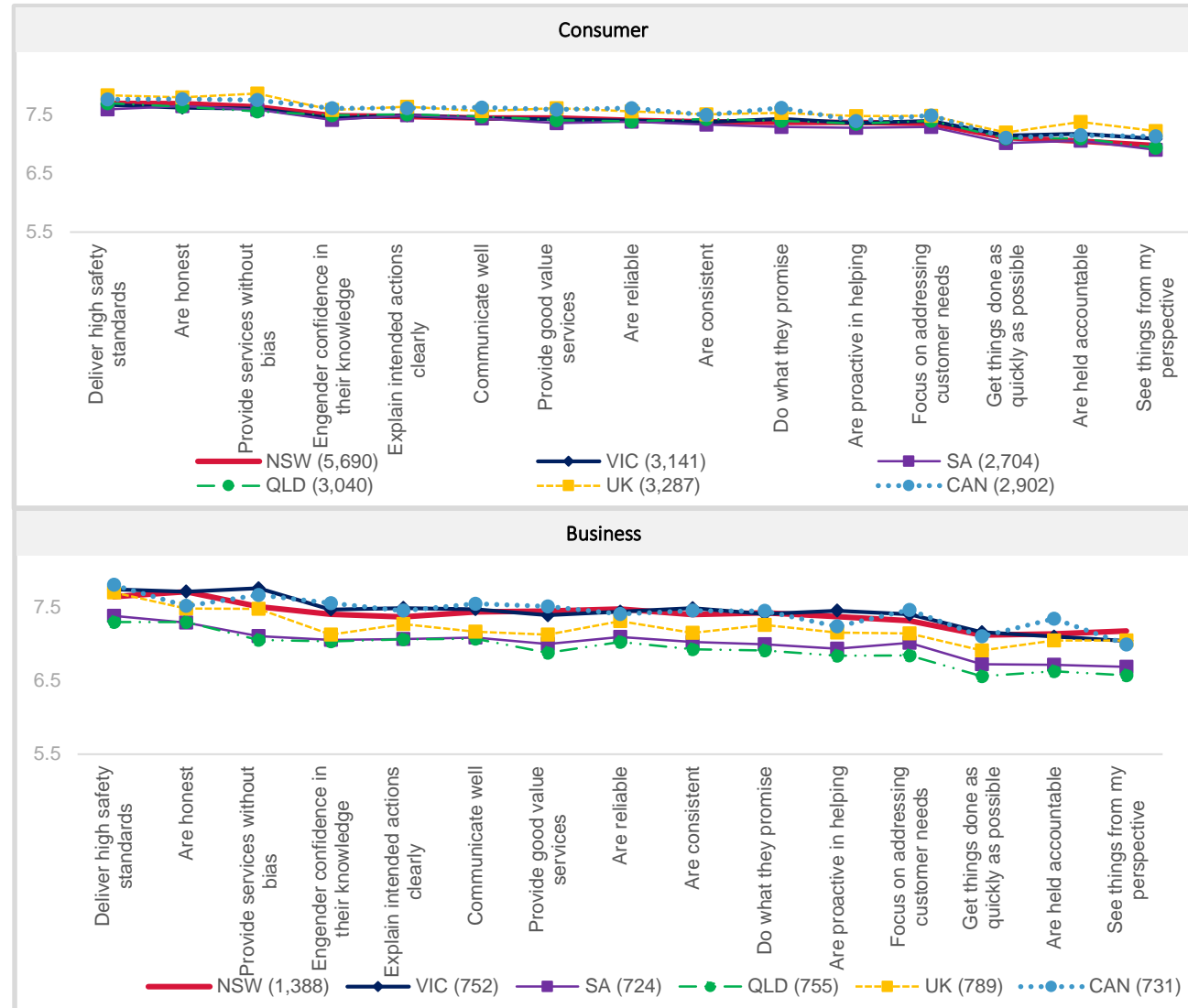
Performance of employee attributes is consistent across jurisdictions

Figure 3.8: Employees attributes across jurisdictions for consumers and businesses

Among consumers performance across most of the attributes relating to employees of NSW Government services is above 7 out of 10, with performance being the highest for 'deliver high safety standards' and 'are honest'.

NSW has an opportunity to learn from UK and Canada which have performed slightly better in all the attributes of this attribute area.

Among businesses there is a greater variation of responses by jurisdiction. NSW is a relatively strong performer compared to the other jurisdictions, with Queensland, South Australia and the UK displaying the weakest performances in this area.



Source: NSW Office of the Customer Service Commissioner, Customer Satisfaction Measurement Survey 2018

'Is accountable for its services' is the lowest performing attribute for consumers and businesses across all jurisdictions

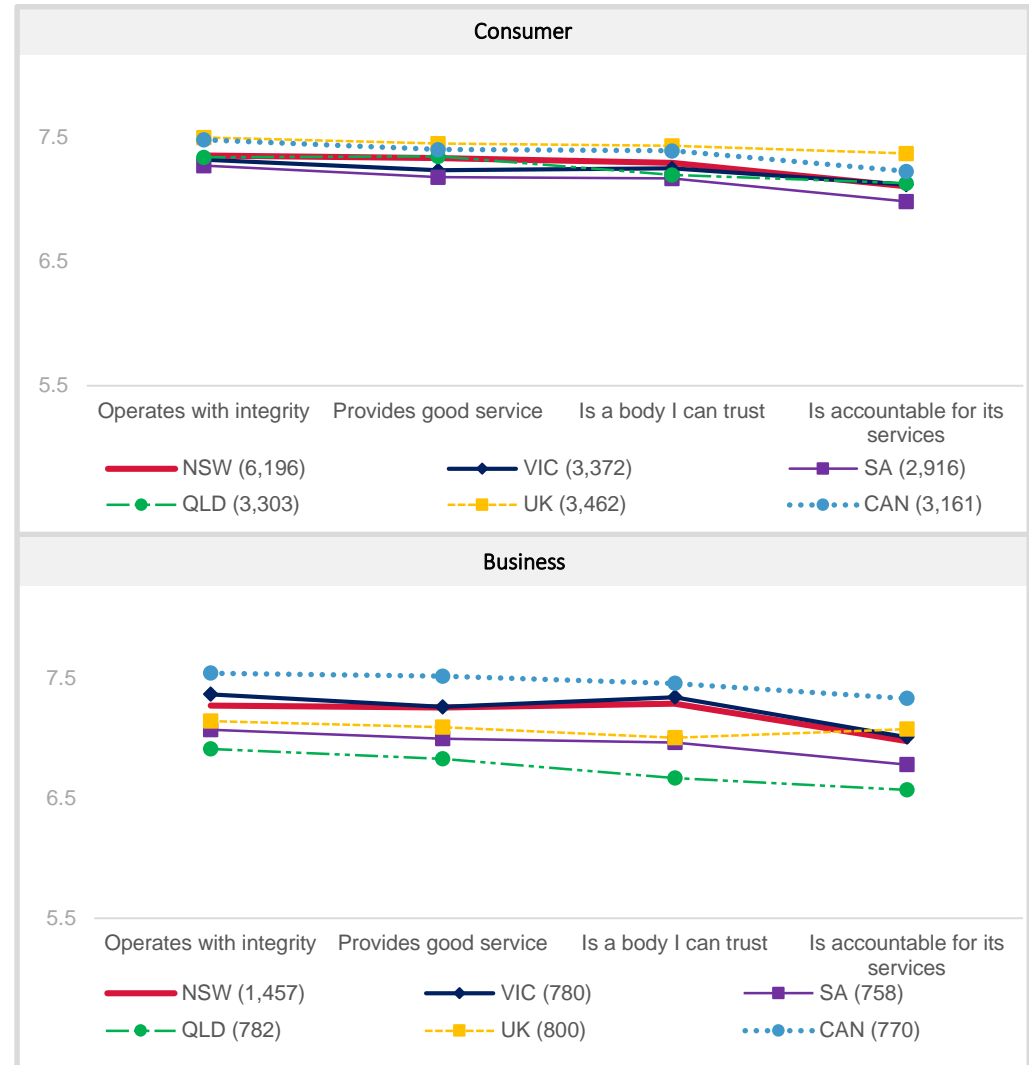
For consumers, NSW performs ahead of South Australia and Victoria and just behind UK and Canada in all value attributes.

'Is accountable for its service' is the worst performing attribute for all jurisdictions, indicating that this is a common pain point for consumers.

In terms of value attributes, businesses in NSW are outperformed by Canada and Victoria.

There is a distinct gap between Queensland and all jurisdictions, with Queensland performing distinctly lower than the other jurisdictions for all value attributes.

Figure 3.9: Values attributes across jurisdictions for consumers and businesses



4. Customer Effort



For both consumers and businesses high effort interactions result in lower overall satisfaction

49% of consumers and 58% of businesses identified that they put forth a high amount of effort when interacting with NSW Government services.

For those who put forth a high amount of effort, satisfaction is at least 1 point (out of 10) less than those who put forth a low amount of effort.

Consumers and businesses who put forth a low amount of effort do not have a gap between their levels of satisfaction and expectation, indicating that their expectations are being met.

Many of the interactions with the highest effort interactions are transactional in nature e.g. providing feedback or seeking information.

Figure 4.1: Customer Effort

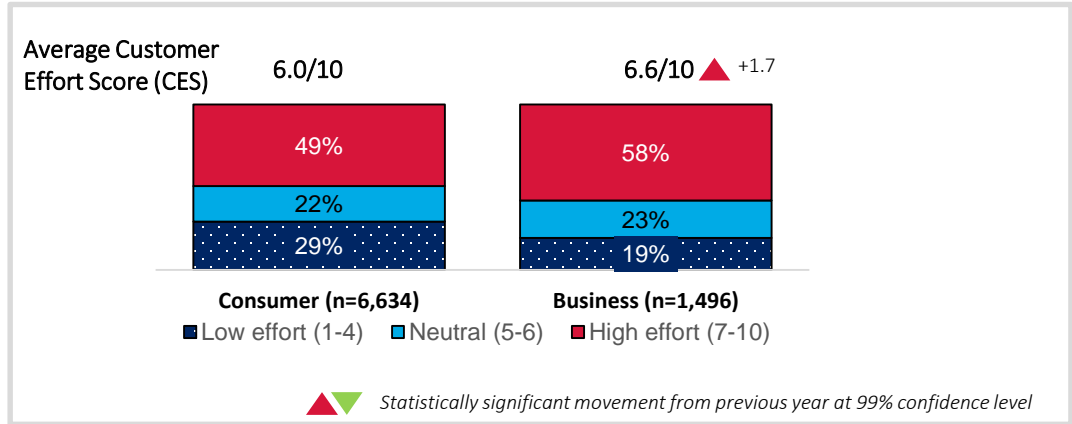
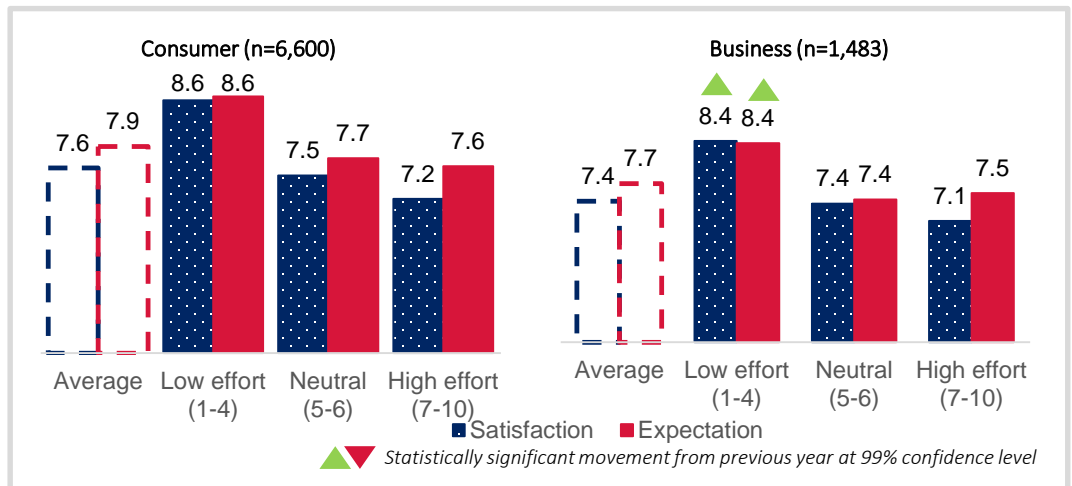


Figure 4.2: Satisfaction and expectation of by effort



NSW has the third lowest Customer Effort Score compared to other jurisdictions

For both consumers and businesses NSW is third behind Queensland and South Australia for customer effort.

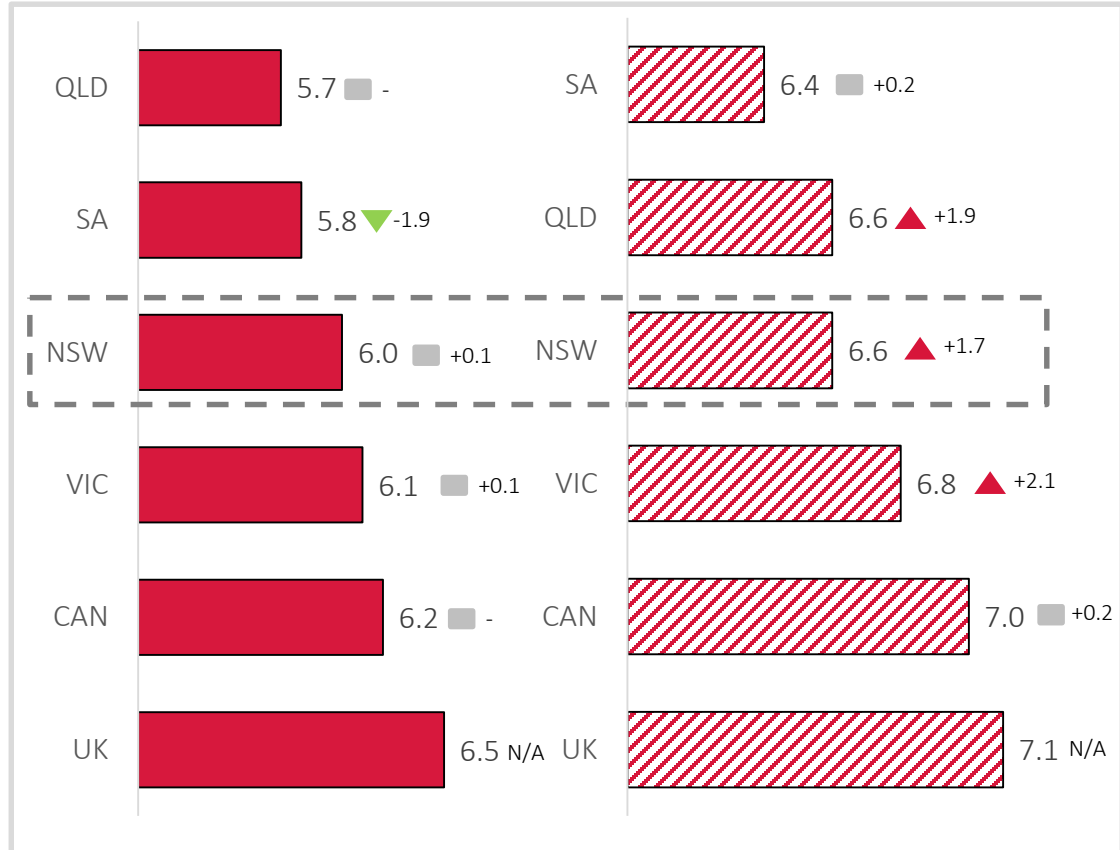
For consumers, the customer effort scores (CES) for all jurisdictions has remained stable since 2017, except for SA which experienced a statistically significant decrease in effort since 2017.

Effort exerted by businesses increased (statistically significantly) in 2018 across three domestic jurisdictions – Queensland, NSW and Victoria.

Consumers and businesses in the UK and Canada put forth greater levels of effort with their respective state government services, compared to the Australian jurisdictions surveyed.

Figure 4.3: Consumer CES by jurisdiction

Figure 4.4: Business CES by jurisdiction



▲▼ Statistically significant movement from previous year at 99% confidence level

Online interactions require a significantly lower amount of effort compared to other contact methods

Consumers and businesses put forth the least amount of effort when using 'online' as a contact method.

For businesses in 2018, whilst effort increased statistically significantly across all contact methods online remains the contact method requiring the least effort.

41% of business interactions and 23% of consumer interactions were via email or mail/post and these channels had the highest reported effort scores.

Satisfaction with NSW Government services for both consumers and businesses is highest amongst those who interact online.

Qualitative research confirms that the typical interactions that consumers and businesses complete with the NSW Government online are administrative and routine in nature and require low effort. Effort tends to be higher when customers state that they have to use multiple contact methods to access the information or outcome that they need.

** Refer to Appendix 2: Contact Methods Data, for more general detail regarding the usage of contact methods, preferred contact methods and the levels satisfaction by channel.*

Figure 4.5: Effort by contact method used

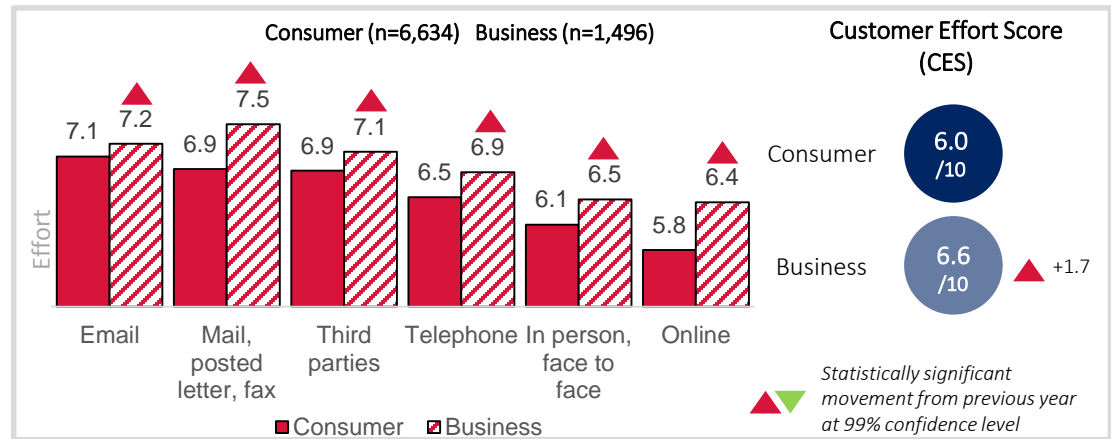
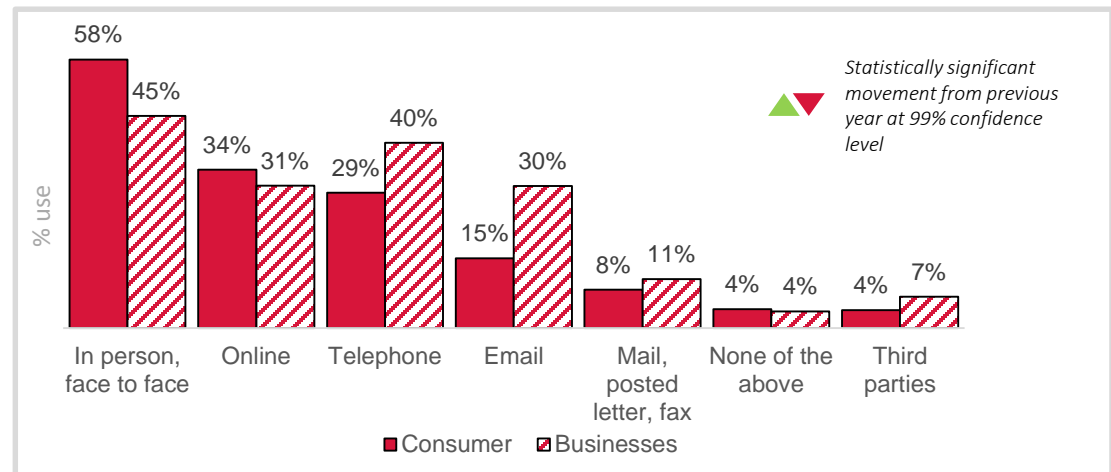


Figure 4.6: Contact methods used



The Customer Effort Score amongst all consumer demographic cohorts and regions is similar to 2017 results

There have been no statistically significant fluctuations in the effort put forth when interacting with NSW Government services in any of the demographic cohorts.

Consumers aged 65+ and retired citizens put forth the least effort and were also the most satisfied with NSW Government services. In contrast, consumers aged between 18-24 put forth the highest effort and were also the least satisfied with NSW Government services.

In terms of variation by region, regional consumers have the lowest effort and highest satisfaction, whilst metropolitan consumers put forth greater efforts and have lower levels of satisfaction.

Consumers with an annual income of \$150,001-\$180,000 continue to put forth the highest effort and are also the least satisfied consumer group by income level.

Figure 4.7: Consumer CES by demographic cohort

	Highest effort (within demographic category)	Lowest effort (within demographic category)	Increase in effort since 2017	Decrease in effort since 2017
Age	18-24 years	65 years +	■ 18-24 years	■ 65 years +
Region	Metropolitan	Regional	■ Metropolitan	nil
Employment status	On maternity/paternity leave	Retired	■ On maternity/paternity leave	■ Unemployed
Gender	Female	Male	■ Male	nil
Income	Up to \$30,000, \$150,001 - \$180,000	\$30,001 to \$50,001, \$100,001 - \$150,000, Over \$180,000	■ \$50,001 - \$100,000	■ \$150,001 - \$180,000

Labels in **green/red** indicate highest satisfaction/lowest satisfaction within the respective demographic group

Legend: ▲ Statistically significant increase in avg. from previous year (at 99% level of Confidence)
 ■ No significant change in avg. from previous year (at 99% level of Confidence)
 ▼ Statistically significant decrease in avg. from previous year (at 99% level of Confidence)

The business Customer Effort Score increased statistically significantly across multiple cohorts in 2018

There has been statistically significant increases in the effort put forth by businesses across all demographic and regional groups. No cohorts experienced a decline in effort since 2017, which resulted in a statistically significant increase in effort at a Whole of Government level.

Businesses in metropolitan areas put the forth the highest amount of effort when interacting with NSW Government services and were also the least satisfied business group by region.

Businesses in the mining industry put forth the lowest effort in 2018 and were the most satisfied with NSW Government services. Conversely, the electricity, gas, water and waste services industry experienced the highest increase in effort and consequently replaced public administration and safety as the industry with the highest effort for businesses.

Figure 4.8: Business CES by demographic cohorts

	Highest effort (within demographic category)	Lowest effort (within demographic category)	Increase in effort since 2017	Decrease in effort since 2017
Business Size	6-9	Sole proprietor	▲ Across all business sizes	nil
Region	Metropolitan	Rural	▲ Metropolitan, Regional	nil
Industry	Electricity, gas, water and waste services	Mining	▲ 15 / 18 industries	nil
Revenue	\$500,001 - \$2,000,000	\$200,001 - \$500,000	▲ Up to \$50,000, \$50,001 to \$200,000, \$500,001 to \$2,000,000, Over \$2,000,000	nil

Labels in *green/red* indicate highest satisfaction/lowest satisfaction within the respective demographic group

Legend: ▲ Statistically significant increase in avg. from previous year (at 99% level of Confidence)
 ■ No significant change in avg. from previous year (at 99% level of Confidence)
 ▼ Statistically significant decrease in avg. from previous year (at 99% level of Confidence)

Qualitative feedback indicates that a driver of increased effort is difficulty in accessing information



CONSUMER

- 1 Consumers don't like dealing with different staff members and/or NSW Government departments to find out required information. It can especially be frustrating for consumers when they receive inconsistent or out of date information, or if it takes longer than expected to receive the correct information.
- 2 Consumers are increasingly impressed with the information and administrative services that they can access online as it requires low effort. It is frustrating for consumers when they are forced to navigate complex government websites or use multiple contact methods to follow up and find the information that they need.
- 3 Consumers would appreciate more proactive information on NSW Government services that are relevant to them, and greater awareness of such activities and updates, rather than relying on word of mouth or self directed internet searches.
- 4 Consumers expect to be able to easily access their personal information that is held by the government, and have greater transparency in understanding who has access to their data.



BUSINESS

- 1 Businesses appreciate having straightforward access to information, policy and procedures at their fingertips, without needing to go through time consuming application processes.
- 2 When interacting with staff, businesses expect to be given accurate information, that is relevant to each situation, so they can make critical decisions. There can be significant impact to businesses when incorrect information is provided, and this can deter businesses from attempting to use the service in the future.
- 3 Businesses expect to be able to obtain information through their choice of channel at anytime. With increased investment in online services, real time access to general information is becoming more available, and businesses are relying less on staff interactions. Further, businesses would appreciate access to information via channels that are remotely accessible outside of business hours.

5. Feedback to NSW Government Services



Customers are more likely to provide constructive feedback or compliments than make a complaint about NSW Government services

34% of consumers and 43% of businesses have given some form of feedback to NSW Government services.

Of those that provided feedback, satisfaction and expectation are higher when consumers and businesses provided positive feedback (compliments) or made suggestions for change, rather than made a complaint.

For businesses, satisfaction with NSW Government services is highest for those who provided constructive feedback in the form of suggestions for change.

The majority of compliments made by consumers are about employees, suggesting that positive interactions with employees of NSW Government services is a customer 'delight'.

Figure 5.1: Feedback frequency and type

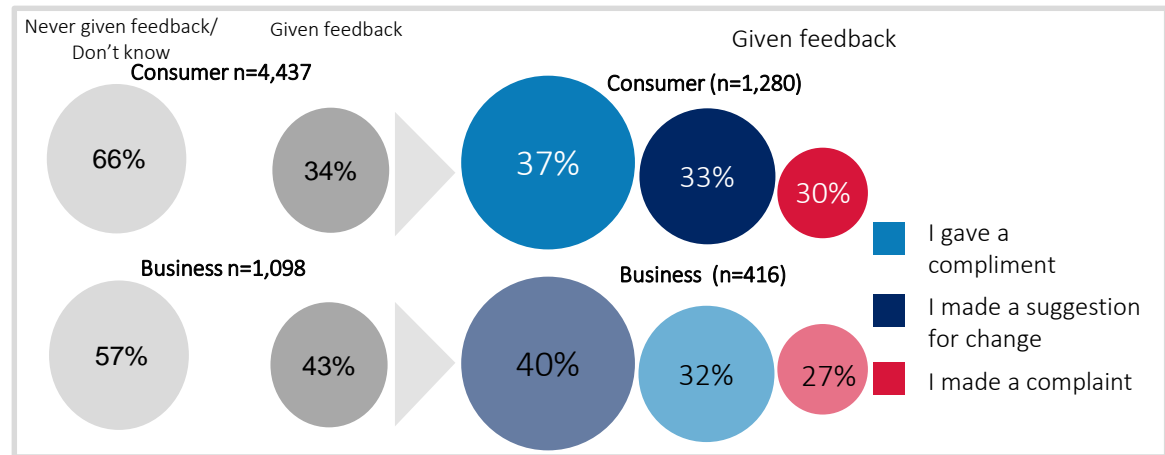
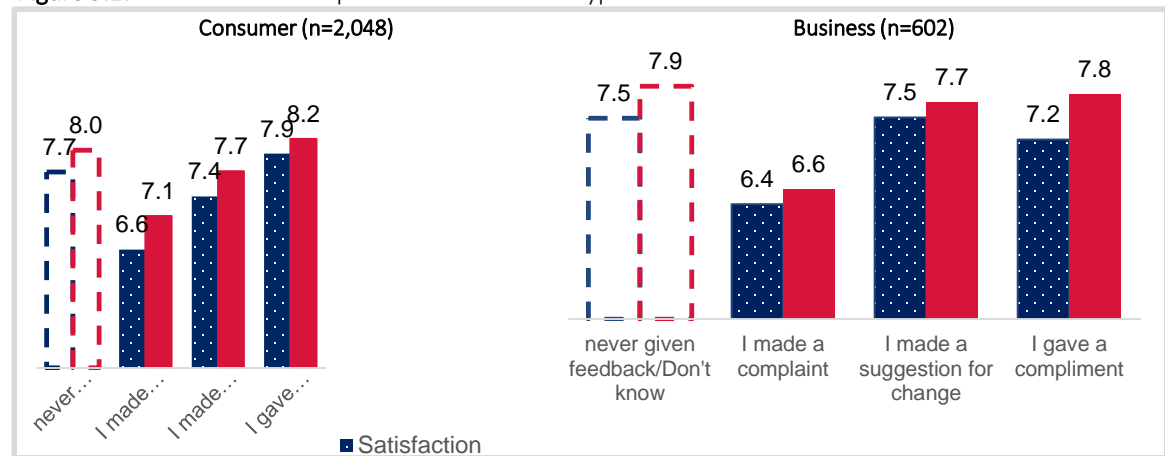


Figure 5.2: Satisfaction and expectation of feedback type



The majority of the complaints made by both consumers and business were related to processes

Consumers are more likely to provide suggestions for change regarding processes whilst businesses are more likely to make a complaint regarding processes.

Consumers and businesses are more likely to provide compliments regarding employee interactions. This trend is encouraging given that the 2018 CSMS results show that employee attributes have a high impact on overall customer satisfaction with NSW Government services.

Amongst both consumers and businesses the main channel for giving a compliment and making a complaint is in person (face to face or phone); whereas the main channel for making suggestions for change is via email.

Figure 5.3: Nature of feedback by feedback type

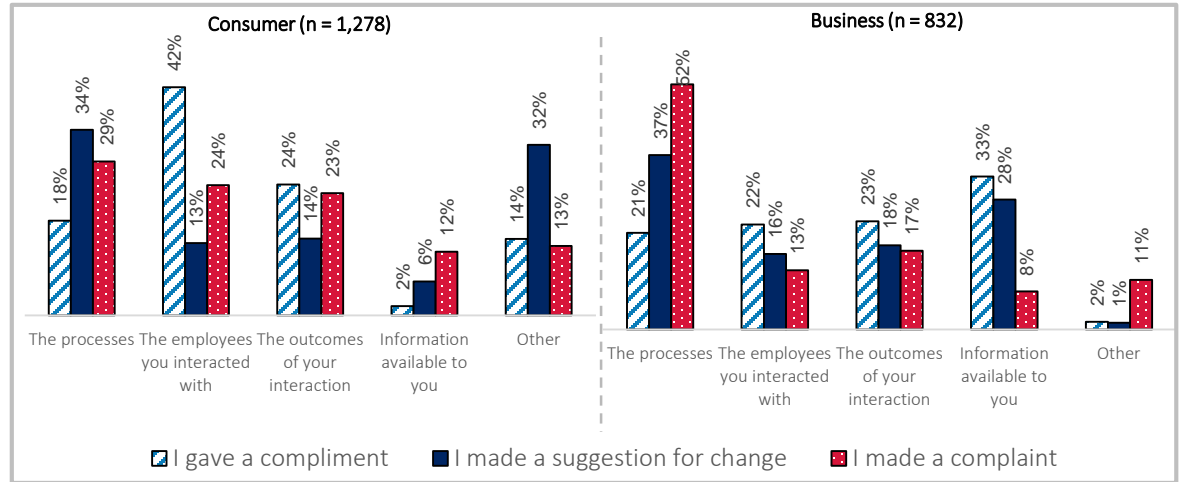
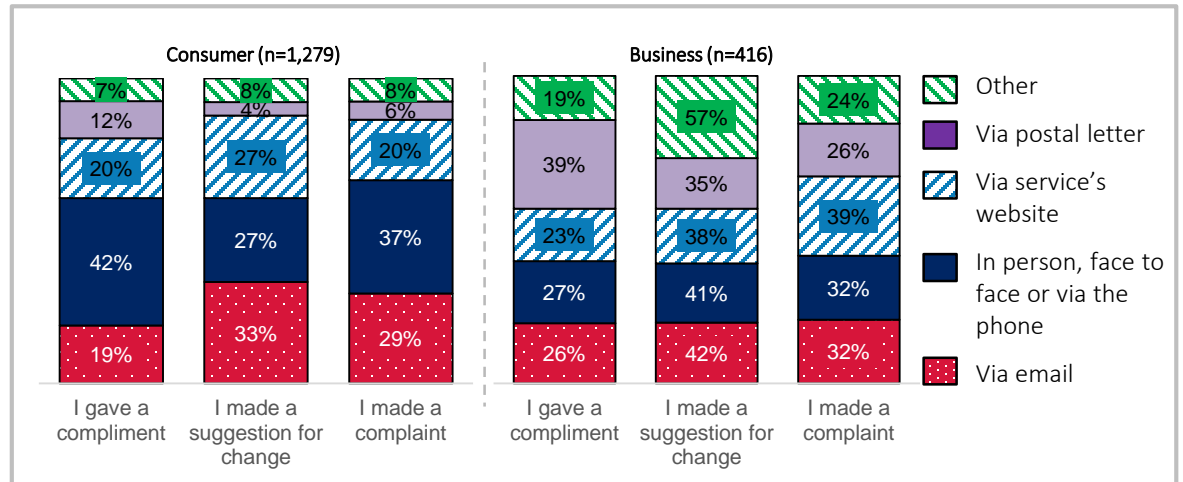


Figure 5.4: Nature of feedback and feedback channels



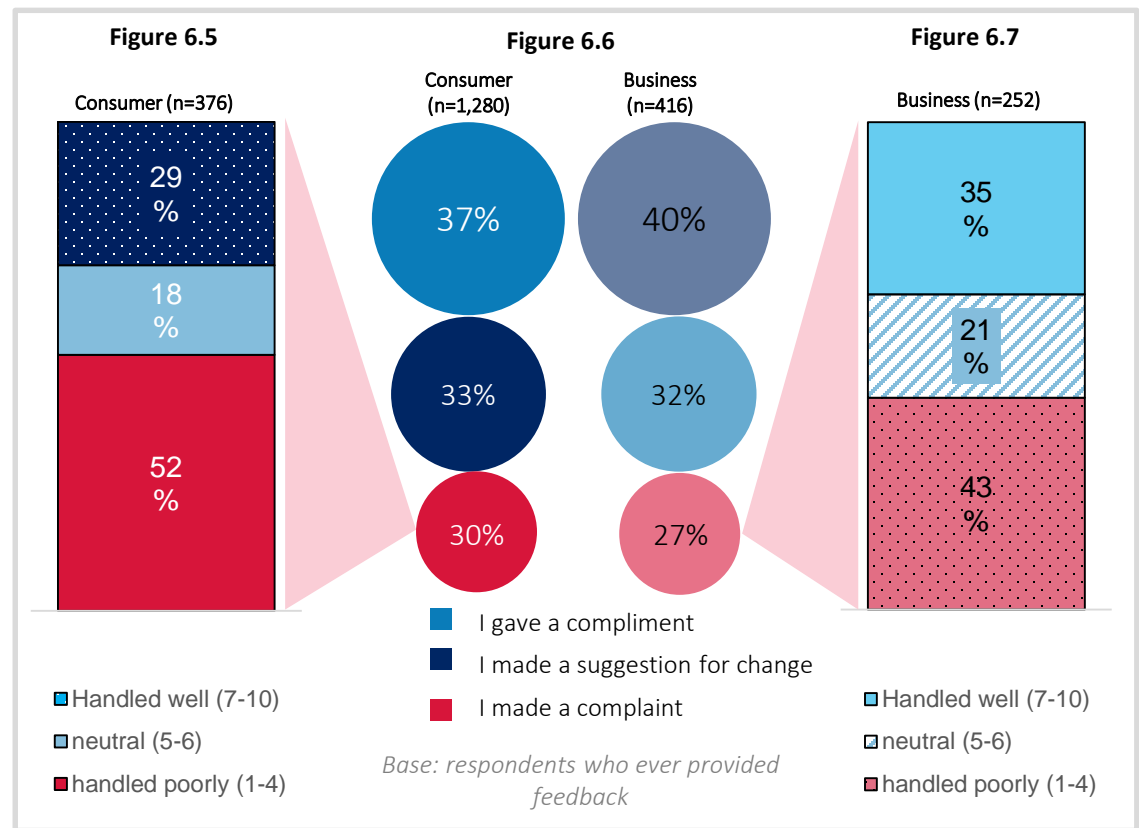
Note: Results are subject to rounding and may not sum to 100%
 Source: NSW Office of the Customer Service Commissioner, Customer Satisfaction Measurement Survey 2018

Half of all complaints made to a NSW Government service are handled poorly

Less than a third of feedback provided to the NSW Government by consumers and businesses in the last 12 months was a complaint. However, half of all complaints made by both consumers and businesses was reported as being handled poorly.

Qualitatively, customers identified that they want to deal with someone who takes responsibility and who is willing to listen. The impact when a problem is not fixed properly the first time means that customers are forced to engage in multiple interactions and exert a higher level of effort.

Figure 6.5/6.7: Complaint handling of consumers and businesses
Figure 6.6: Proportion of feedback types for consumers and businesses



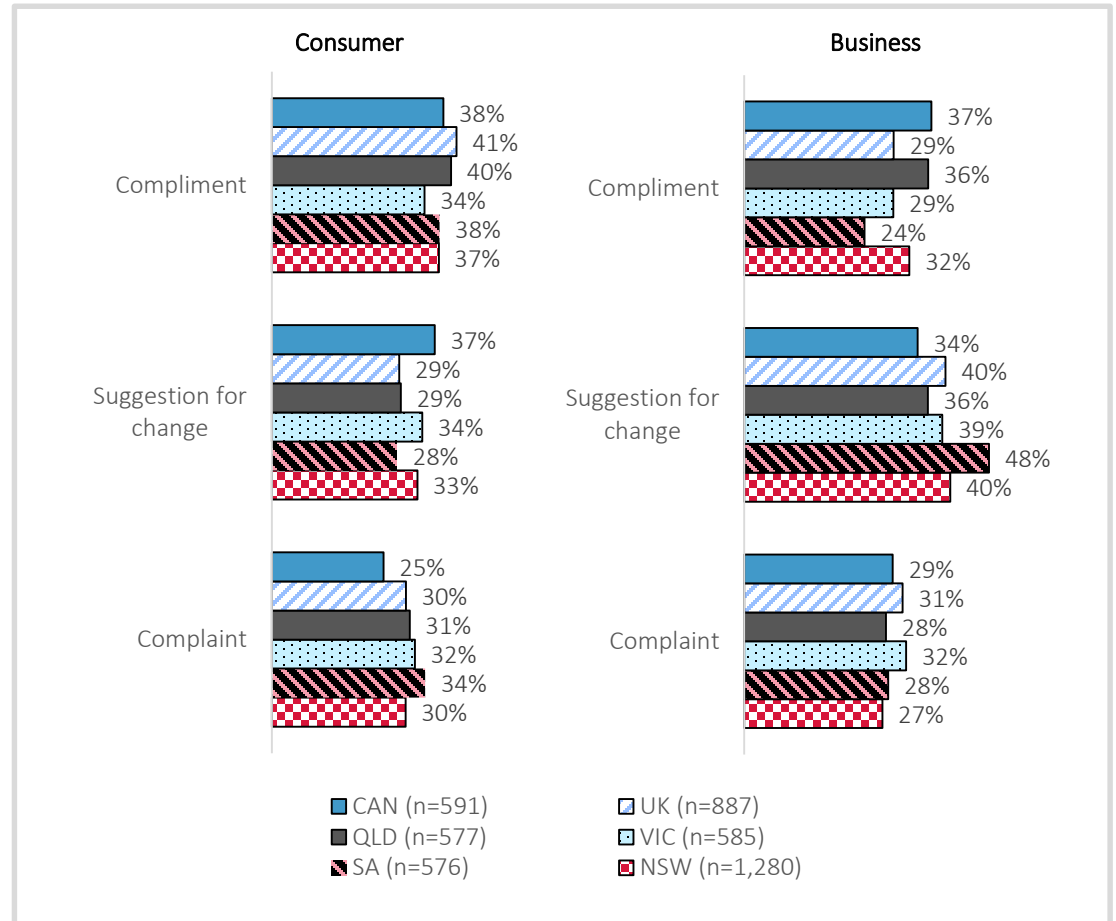
Businesses in NSW have the smallest proportion of complaints among other jurisdictions

Across jurisdictions, Canada has received the lowest proportion of complaints compared to other feedback types for consumers. NSW and Victoria are second in terms of the incidence of complaints compared to giving a compliment or providing a suggestion for change. Similarly, when comparing businesses across jurisdictions, the proportion of complaints received compared to other feedback types is lowest for NSW and highest for the UK.

Consumers in South Australia have the lowest proportion of suggestions for change followed by UK and Victoria.


Conversely, businesses in SA have the highest proportion of suggestions for change followed by NSW and UK

Figure 5.8: Nature of feedback by jurisdictions







Note: Results are subject to rounding and may not sum to 100%
 Source: NSW Office of the Customer Service Commissioner, Customer Satisfaction Measurement Survey 2018

Qualitative research reveals that consumers and businesses value accountability and responsiveness throughout the handling of their complaint



Consumer

PRIMARY CHANNEL


INSIGHTS - CONSUMERS

***Treated as a number** — At times consumers can feel like they are just treated as a number, and they are not seen as a person when dealing with NSW Government services. This depersonalisation impacts their likelihood to use these services again in the future.*

***No response to feedback** — Consumers are frustrated when they take the time to leave feedback and receive no response. They feel that it is pointless to share their opinion with the NSW Government if it's not going to be heard or acted upon.*



***Copy of feedback for records** — Consumers like to provide feedback on NSW Government websites as they can keep a copy for their records and can attach any additional documentation that may support their submission.*

***Feedback being listened to is important** — Consumers appreciate when their feedback is listened to and treated with respect. For consumers this positive treatment stands out as a good experience and reinforces the NSW Government's commitment to improve overall services.*



Business

PRIMARY CHANNEL

INSIGHTS - BUSINESS

***Reduced accountability with online** — With services moving online, businesses can worry about a potential lack of government accountability. Businesses were concerned by this trend and perceived some NSW Government departments as 'faceless' and unable to be contacted for the purposes of receiving further information or making a complaint.*

***No follow up on complaints** — For businesses it can be frustrating when they take the time to provide feedback to the NSW Government but there is no follow up to confirm whether their complaint has been heard and taken seriously or if appropriate action has been taken to resolve an outstanding issue.*

“The worst experience I had was the feedback to public transport where their service was running early and they didn't even afford me the courtesy of a reply.”

“It's just human nature to remember bad experiences more and certainly to tell as many people as you can especially friends and family as it's in their interests.”

6. Brand Perceptions



The NSW Public Service overall has maintained its positive brand perception slightly behind airlines

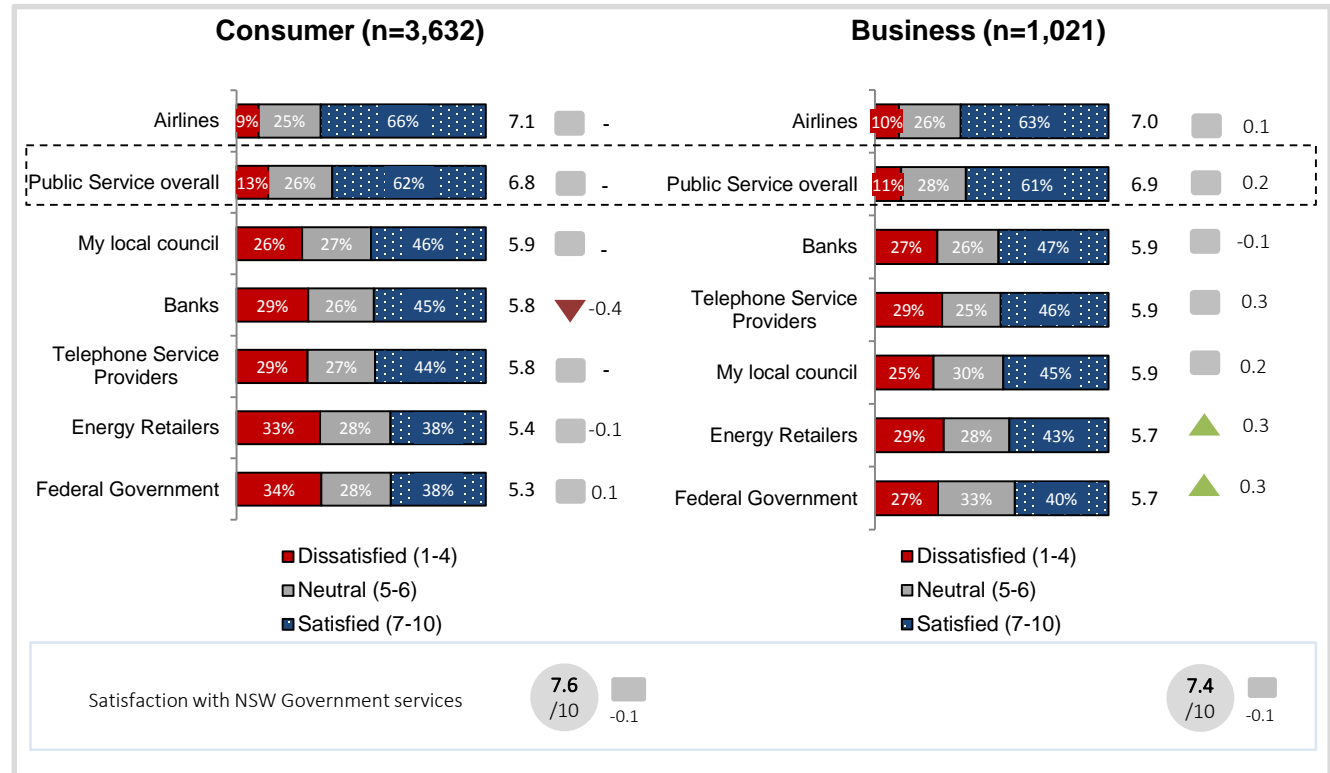
For both consumers and businesses, satisfaction with the NSW Public Service overall ranks second behind airlines.

There is a positive correlation between perceptions of NSW Public Service and overall satisfaction with NSW Government services.

Among consumers, banks have seen a statistically significant decrease in their brand perception since 2017. The decline for banks in 2018 could be as a result of the Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry which began in December 2017.

Among businesses, Energy Retailers and the Australian Federal Government have seen a statistically significant increase in their brand perception since 2017.

Figure 6.1 : Brand perceptions of industries and public services of consumers and businesses



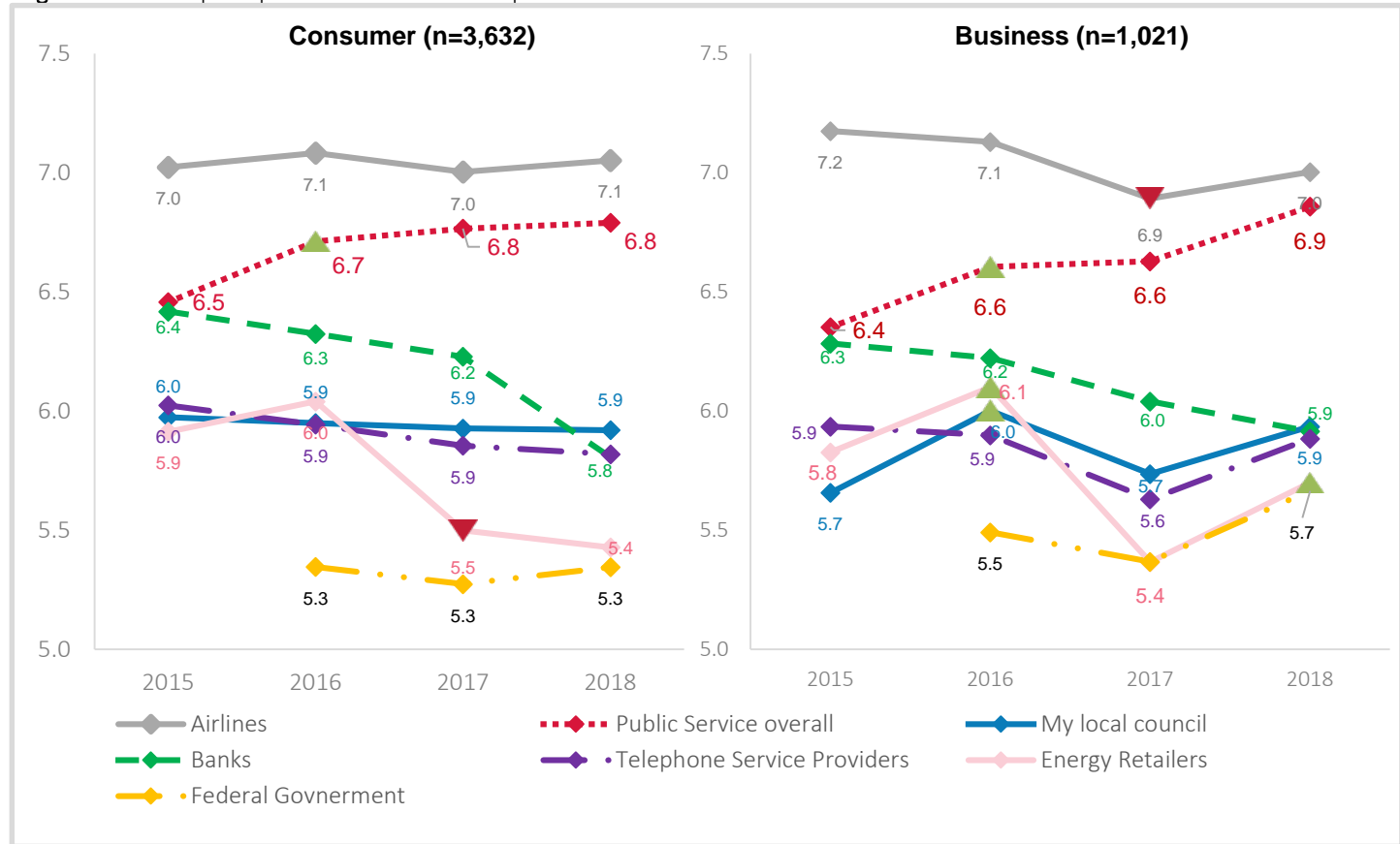
Legend: ▲ Statistically significant increase in avg. from previous year (at 99% level of Confidence)
 ■ No significant change in avg. from previous year (at 99% level of Confidence)
 ▼ Statistically significant decrease in avg. from previous year (at 99% level of Confidence)

Note: Results are subject to rounding and may not sum to 100%
 Source: NSW Office of the Customer Service Commissioner, Customer Satisfaction Measurement Survey 2018

The gap between the NSW Public Service and Airlines is narrowing, especially for businesses

Overtime, the gap between Airlines and NSW Public Service overall has narrowed for both consumers and businesses resulting in similar brand satisfaction scores. This trend reveals positive momentum in terms of customer perceptions of the NSW Public Sector overall.

Figure 6.2: Brand perceptions of industries and public services of consumers and businesses overtime



Legend: ▲ Statistically significant increase in avg. from previous year (at 99% level of Confidence)
 ■ No significant change in avg. from previous year (at 99% level of Confidence)
 ▼ Statistically significant decrease in avg. from previous year (at 99% level of Confidence)

The performance of NSW Public Service is on par with other Australian jurisdictions

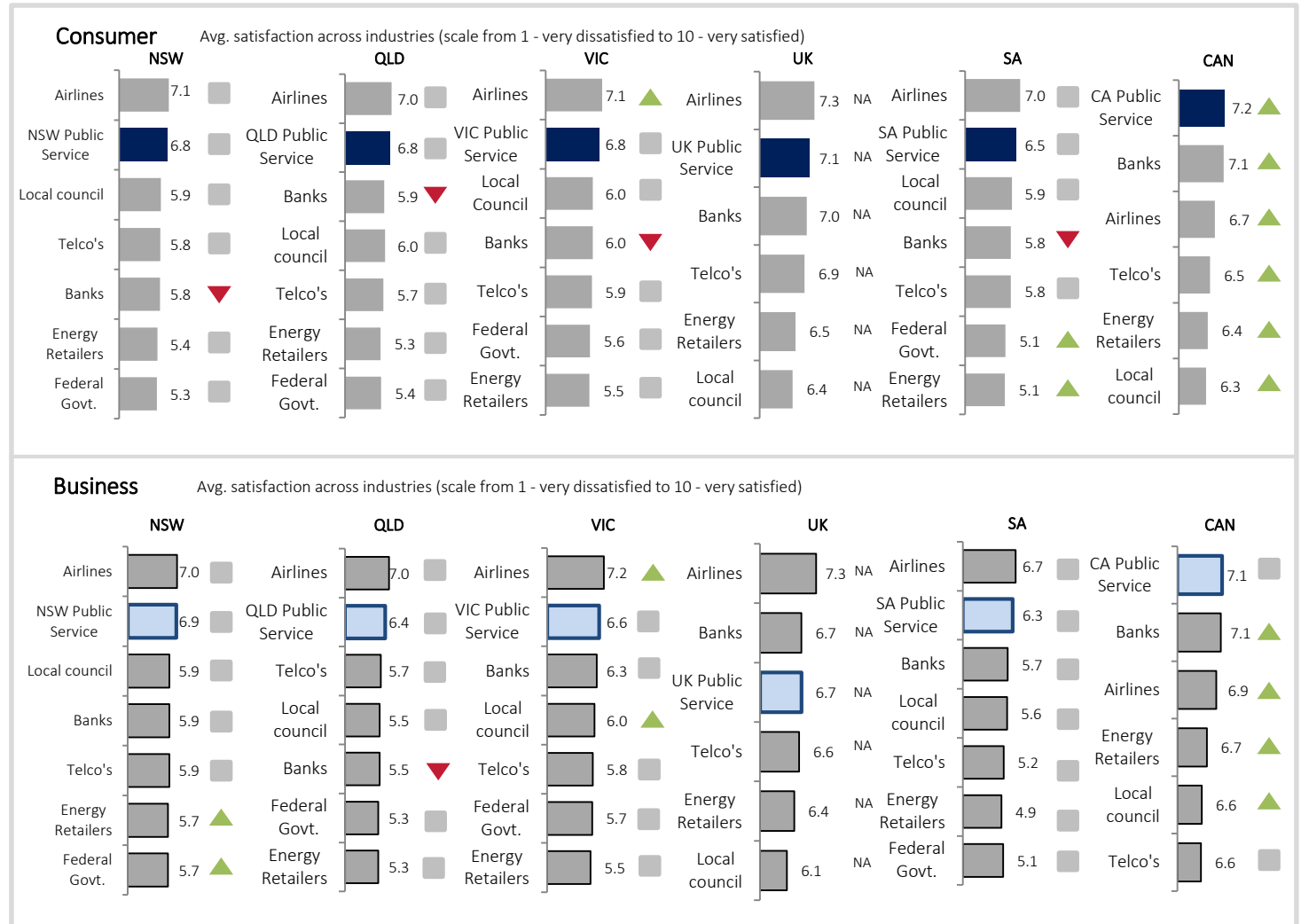
Consumers

Satisfaction of NSW Public Service overall is on par with other Public Service of Australian jurisdictions; however, it performs behind the Canadian and UK Public Service.

Consumers across Australian jurisdictions experienced a statistically significant decline in their perception of banks.

The Canadian Public Service is the strongest performer across the jurisdictions surveyed (average score of 7.2 out of 10), with brand perceptions higher than all other Canadian industries.

Figure 6.3: Comparison of Public Service brand perceptions across jurisdictions



Legend: ▲ No significant change / ▼ Statistically significant decrease in avg. from previous year (at 99% level of Confidence)

Business

The perception of the NSW Public Service overall among businesses has remained stable since 2017 and ranks similarly to other jurisdictions.

Businesses in Queensland experienced a statistically significant decline in their perception of telco's, whilst those in Victoria and Canada saw a statistically significant increase across multiple industries.

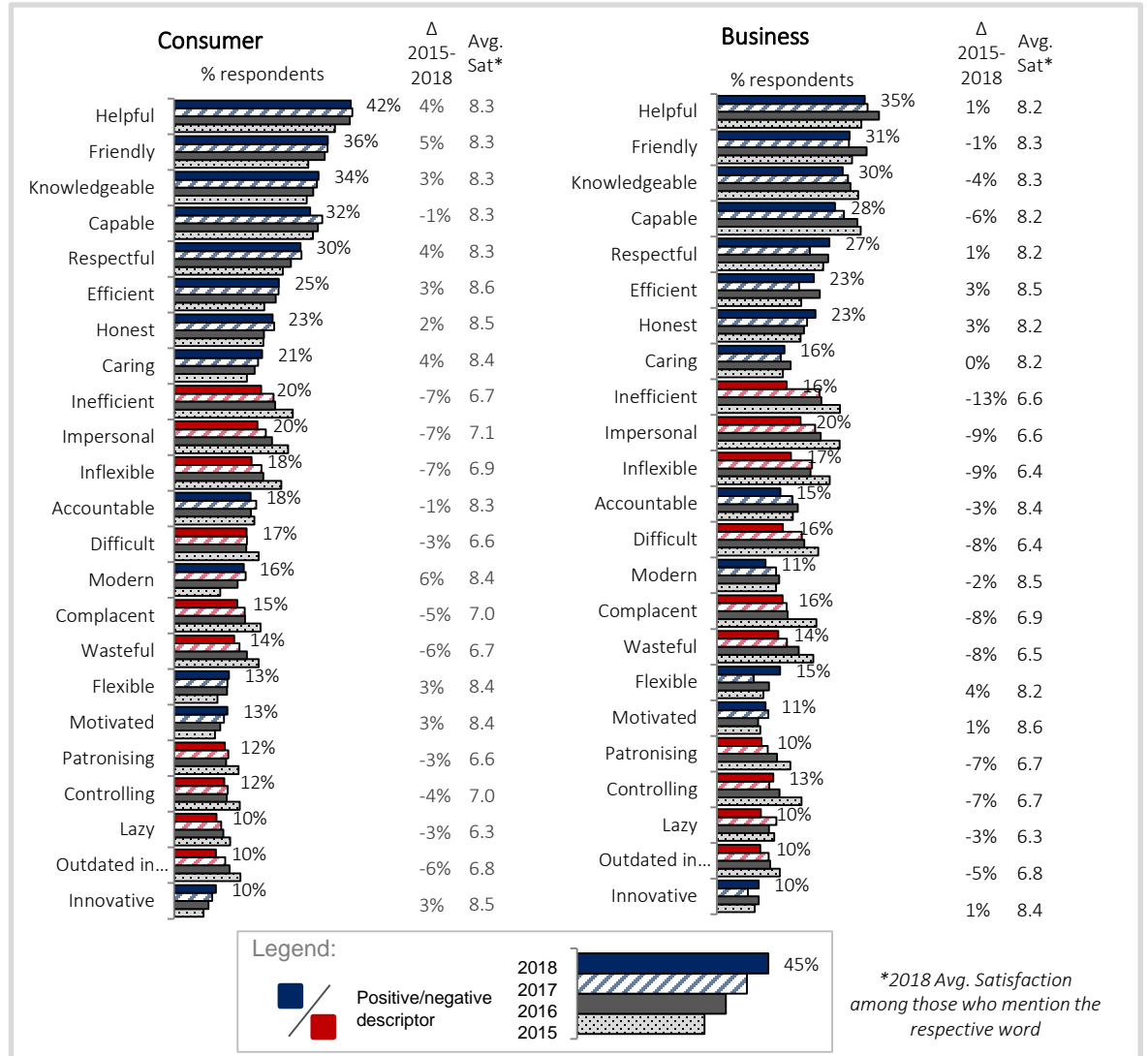
'Helpful', 'friendly' and 'knowledgeable' are the top three words used to describe NSW Public Service

Figure 6.4: Distribution across 2015-2018 and average satisfaction for 2018

The top three words chosen by consumers and businesses to describe NSW Public Service overall are 'helpful', 'friendly' and 'knowledgeable' which are all positive descriptors.

The top three negative words to describe NSW Public service overall for both consumers are businesses are 'inefficient', 'impersonal' and 'inflexible'.

Among consumers, the overall satisfaction score is highest among those who selected 'efficient', 'innovative', and 'honest' to describe the NSW Public Service. Among businesses, the overall satisfaction score is highest among those who associated 'motivated', 'efficient', and 'modern' with the NSW Public Service.



Sentiment towards the NSW Public Service is on par with results for the other Australian jurisdictions

Consumers' sentiments towards the NSW Government are similar to trends in other jurisdictions.

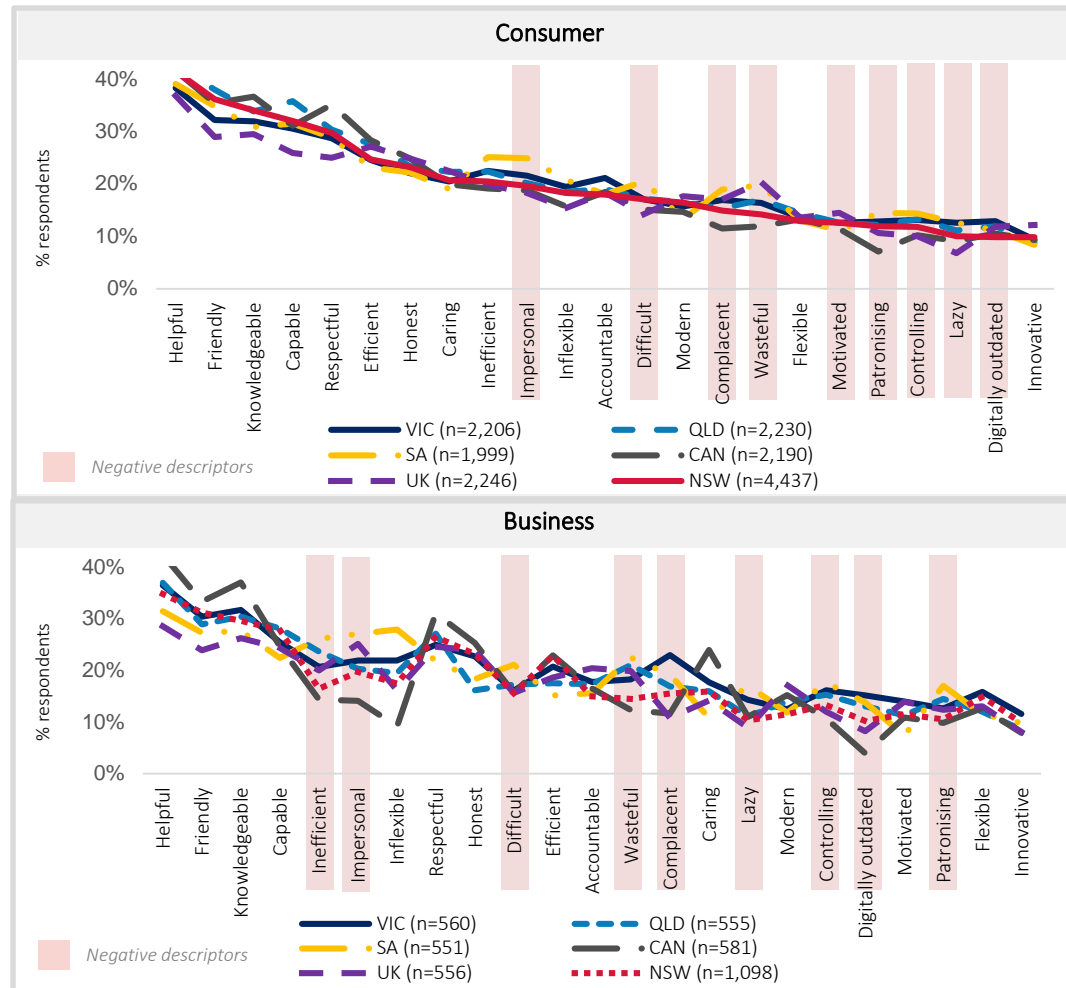
Overall among businesses, the NSW Public Service is more likely than its Australian counterparts to be associated with positive descriptors, and is less likely to be associated with negative descriptors.

Across jurisdictions for businesses the Canadian Public Service is least likely to be associated with negative descriptors, which reflects its dominant performance compared to other industries within Canada.

Among businesses, the Canadian Public Service outperforms all other jurisdictions for the descriptors 'helpful', 'friendly', 'knowledgeable', 'respectful', 'caring', thereby indicating that these 'brand' elements are key drivers of favourable perceptions among businesses.

Across all jurisdictions, very few consumers and businesses associate their respective Public Service with being innovative. This gap presents a potential area for development.

Figure 6.5: Comparison of descriptors of the Public Service overall across jurisdictions



Appendices



Customer
Service
Commissioner



Appendix 1: Background and approach



Background

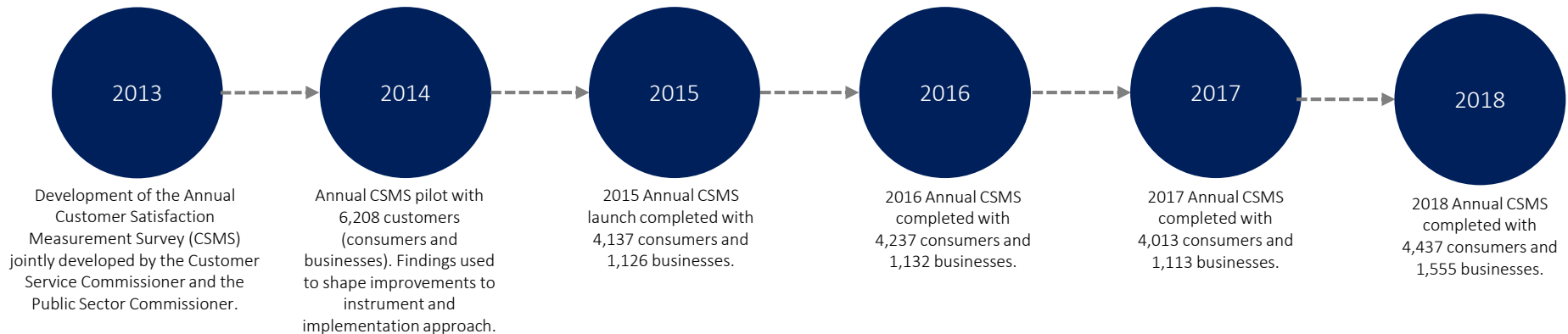
The Annual Customer Satisfaction Measurement Survey has been developed to support a continued focus on improving satisfaction with Government services.

Improving customer satisfaction with key government services is one of the Premier's Priorities in the NSW State Plan.

The Annual 'Customer Satisfaction Measurement Survey' (Annual CSMS) provides a Whole of Government approach to measuring customer satisfaction to support a continued focus on improving customer service. It provides a comprehensive, independent and uniform means of assessing customer perceptions of the overall performance of NSW Government and the quality of services delivered.

The survey was developed in 2013 after which the methodology was piloted in 2014 with 6,208 customers. The results of the pilot were reviewed and the survey has been implemented annually (in 2015, 2016 and 2017), with the outputs used to measure progress against the Premier's Priority 12 – 'improve customer satisfaction with key government services across this term of government'. The results of the Annual CSMS are also used to complement existing Agency level research Programs and to provide important information for Agencies to continue shaping and refining their strategies.

The findings of this report are used to shape and inform Whole of Government recommendations to provide a co-ordinated approach to drive improvements in Whole of Government customer satisfaction.



Research Scope and Approach

The Annual CSMS captures customer feedback on twenty-three different NSW Government services which have been aggregated to provide a view of Whole of Government performance.

‘Customers’ in this survey are consumers and businesses that have had direct dealings with services provided by the NSW Government in the last 12 months.

This 12 month timeframe ensures experiences were sufficiently recent for customers to provide accurate feedback and is in line with yearly implementation of the survey.

The survey captures customer feedback on twenty-three different NSW Government services, described in the customer’s language. Feedback received from customers about each of the individual services have been aggregated to provide a view of the performance of NSW Government services overall.

Each respondent to the survey provided feedback about 1 or 2 services. As a result, the total number of responses received across services is greater than the total number of customers who completed the survey. Throughout the report, sample sizes have been reported based on the total number of responses (rather than the total number of respondents).

The results for services that were most commonly interacted with (e.g. Public Transport) in the last 12 months were given a greater weighting to Whole of Government scores. This is to allow for the Whole of Government scores to reflect the services in a correct proportion, with higher weighting given to those services which consumers interact with more frequently.

In scope services

Industry, Skills and Regional Development

- Agriculture advice and funding services.
- Business Advisory Services
- Water Supply
- TAFE Services

Justice

- Police
- State Emergency Services
- Prisons
- Courts
- Fire Brigades

Family & Community Services

- Public Housing
- Disability Services
- Child Protection Services
- Services for Older People

Transport

- Public Transport
- Car and Boat Registration
- Major Roads

Education

- Public Schools

Health

- Public Hospitals
- Ambulance Services

Finance, Services & Innovation

- Consumer Affairs (Fair Trading)
- Documentation Services

Planning & Environment

- Environment and wildlife protection
- Art Galleries and Museums

Approach to Data Collection and Jurisdictional Benchmarking

Identical online surveys were undertaken with customers in New South Wales, Victoria, Queensland, South Australia, United Kingdom and Canada to enable comparative cross-jurisdictional analysis.

The surveys were targeted to achieve a representative sample of the general population in each jurisdiction based on age, gender and region (metropolitan, regional and rural) and a representative sample of the business community based on location and size (number of employees). Service names were localised to ensure respondents selected appropriately. Sample sizes for the total number of consumers and businesses surveyed by jurisdiction are shown below.

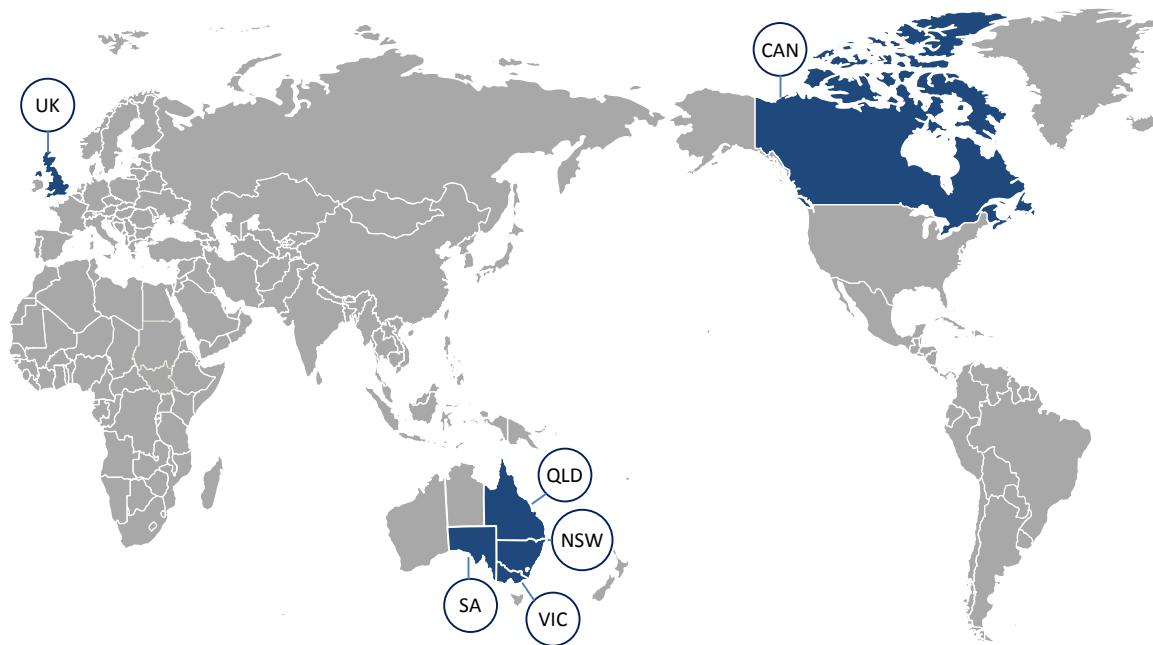
All surveys were completed over a consistent time period from 18 June 2018 to 6 July 2018 and results are therefore reflective of experiences with services across jurisdictions over the 12 months prior, from June 2017 – June 2018.

The purpose of undertaking identical surveys across jurisdictions was to apply a consistent methodology for measuring the quality of services delivered by governments to enable comparative cross-jurisdictional analysis.

When comparing scores across jurisdictions, it is important to take into account that there are differences in government structures and compositions across jurisdictions, impacting accountability and responsibility of services, and expectations of government services and the types of customers who interact with services may vary significantly by jurisdiction, impacting results.

2018 Survey Sample Size

Jurisdictions	Consumer (n=)	Business (n=)	Total (n=)
New South Wales	4,437	1,098	5,535
Queensland	2,230	557	2,787
Victoria	2,206	560	2,766
United Kingdom	2,246	556	2,802
Canada	2,190	581	2,771
South Australia	1,999	551	2,550



Additional Qualitative Research

Qualitative research complements the Annual CSMS survey results by providing additional insights and context.

OVERALL OBJECTIVES

1

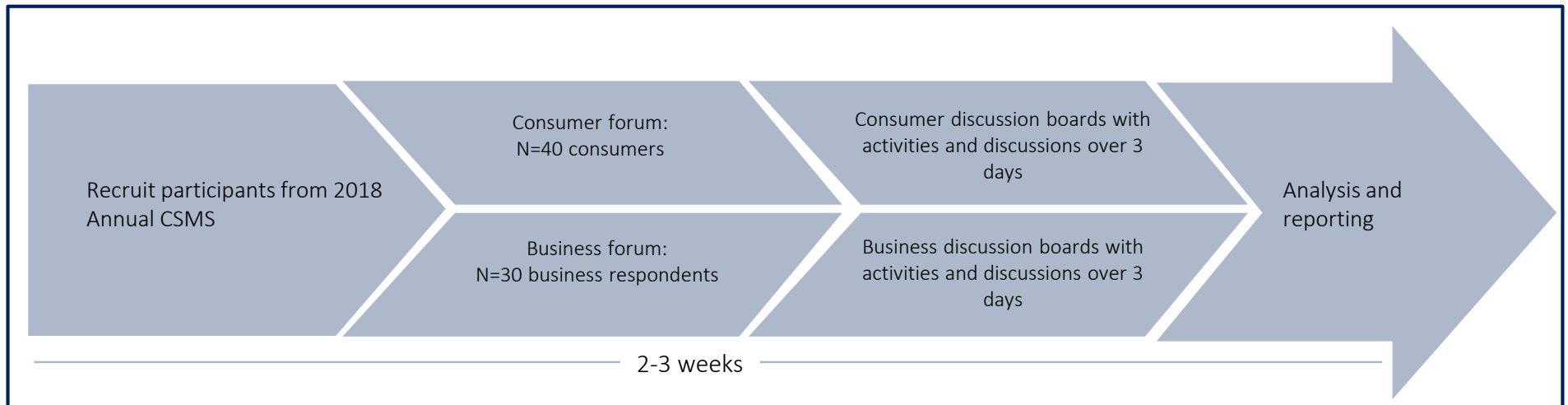
Provide additional insights, context, and colour at a **Whole of Government level**

2

Focus on a theme for **deep-dive** to provide additional insights

Two online qualitative discussion forums were conducted for 2018 Annual CSMS, one for NSW consumers and one for NSW businesses.

Participants were recruited from the 2018 Annual CSMS quantitative survey sample, providing representation across demographic and regional groups, as well as a variety of services dealt with.



NSW Customer Satisfaction Index

The Customer Satisfaction Index has remained stable in 2018 for both consumers and businesses.

The Customer Satisfaction Index provides a more complete picture of Government performance in service delivery rather than a standalone 'customer satisfaction' metric.

Results show the NSW Customer Satisfaction Index score in 2018 is 78.9 out of 100 for consumers (an insignificant decrease of 0.4 since 2017) and 78.2 out of 100 for businesses (an insignificant decrease of 0.1 since 2017). Refer to Figure 1.1.

The index has been designed based on the American Customer Satisfaction Index (ACSI) using a proven approach to customer experience measurement.

The Customer Satisfaction Index is calculated as an average across the following three components (refer to Figure 1.2 for further detail):

1. Overall satisfaction with a NSW Government Service
2. A calibrated gap between satisfaction and expectation for a NSW Government Service which incorporates information about whether expectations have been met, with sensitivity when performance is below expectations but not when expectations are exceed.
3. How the current NSW Government Service compares to a customer's perceived ideal service.

An individual score across these three components is calculated for each respondent and rebalanced to be on a scale of 0 to 10 in line with the ACSI methodology. Each individual score is then averaged across the total population to provide a Whole of Government measure.

Legend:
▲ Statistically significant increase in avg. from 2016 (at 99% level of Confidence)
■ No significant change in avg. from 2016 (at 99% level of Confidence)
▼ Statistically significant decrease in avg. from 2016 (at 99% level of Confidence)

Figure 1.1: Customer satisfaction index score for 2018

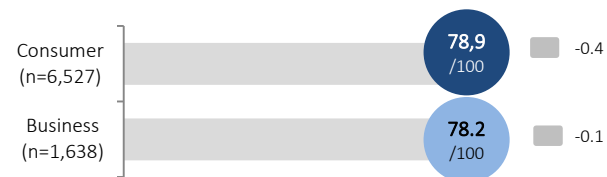
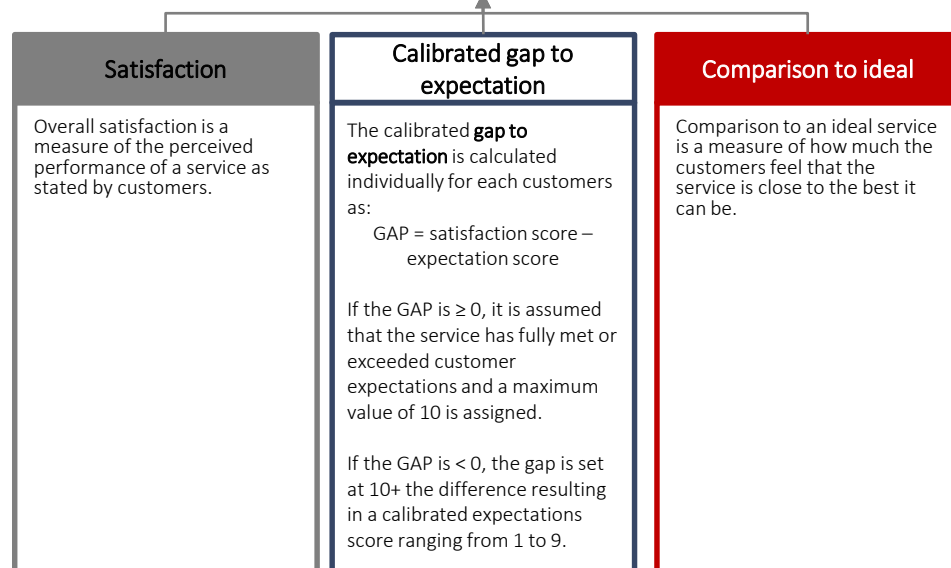


Figure 1.2: Customer satisfaction index methodology diagram

The **Customer Satisfaction Index** is measured as the average of the following scores recalibrated to be on a scale of 0-10 to be in line with the ACSI methodology.



Appendix 2: Contact Methods Data



‘In person or face to face’ remains the most common and most preferred contact method

Consumers and businesses most commonly contact NSW Government services in person or face to face. The second most commonly used contact method for consumers is online, whereas for businesses it is telephone. The usage of telephones for businesses has significantly declined since 2017.

15% of consumers and 30% of businesses use email to contact the NSW Government. In 2018 consumers’ use of emails statistically significantly increased whereas the usage of emails for businesses experienced a statistically significant decrease.

Both consumers and businesses prefer to contact the NSW Government in person or face to face. Consumers’ preference for the online channel has statistically significantly declined since 2017.

Figure 7.1: Contact method used/s by consumers and businesses

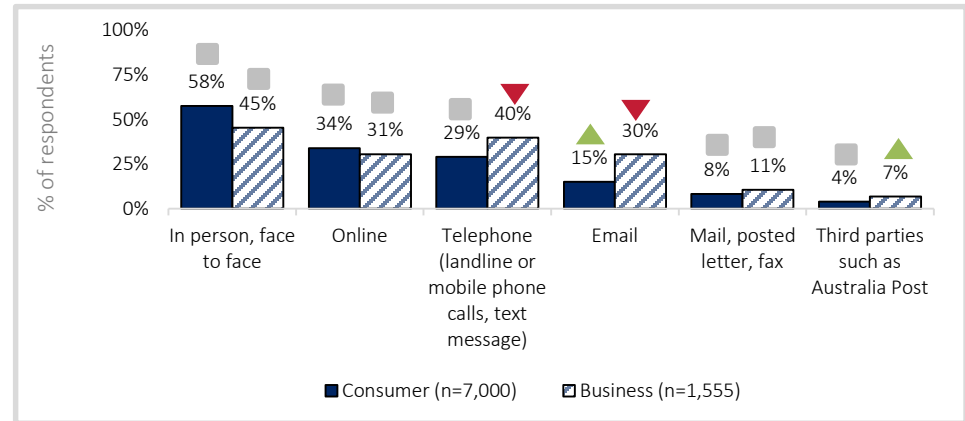
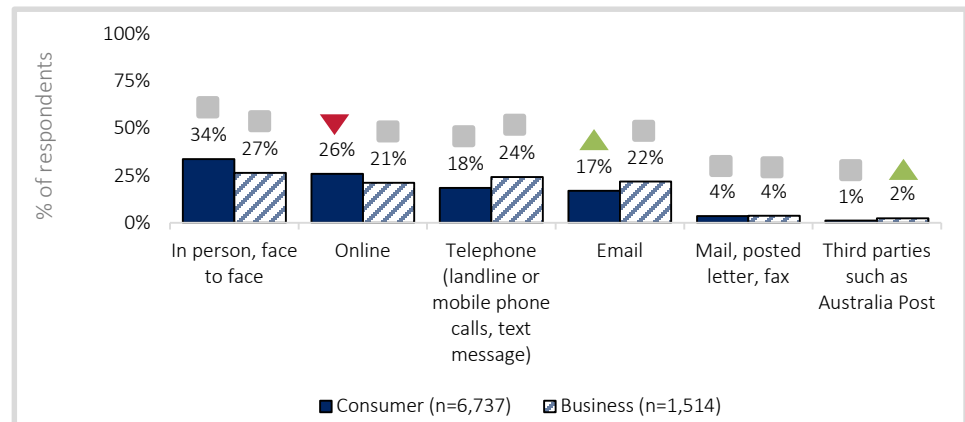


Figure 7.2: Contact method preferred for consumers and businesses



Legend:
▲ Statistically significant increase in avg. from 2017 (at 99% level of Confidence)
■ No significant change in avg. from 2017 (at 99% level of Confidence)
▼ Statistically significant decrease in avg. from 2017 (at 99% level of Confidence)

Note: Results are subject to rounding and may not sum to 100%

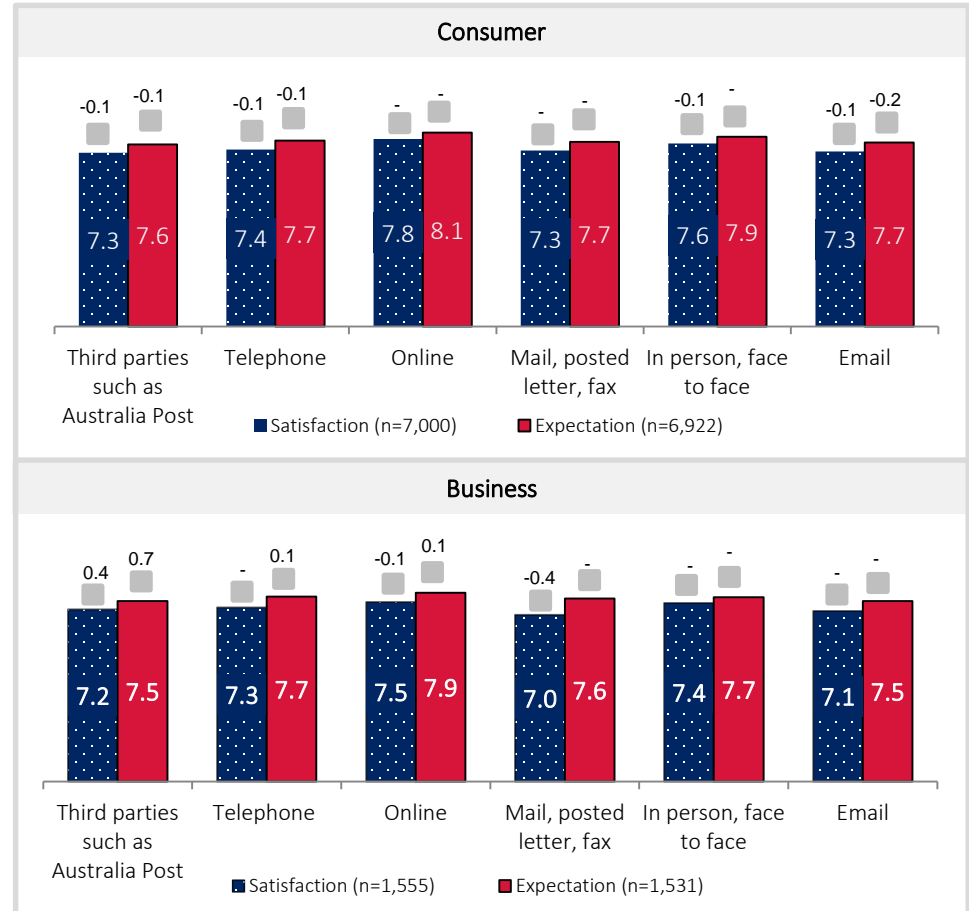
Source: NSW Office of the Customer Service Commissioner, Customer Satisfaction Measurement Survey 2018

Customers who use the online channel have the highest levels of satisfaction and expectation

Levels of satisfaction and expectation by channels have remained stable year on year for both consumers and businesses.

Consistent with the 2017 CSMS results, consumers and businesses have the highest levels of satisfaction and expectation when interacting with NSW Government services online.

Figure 7.3: Satisfaction by contact method used for consumers and businesses



Legend:
▲ Statistically significant increase in avg. from 2017 (at 99% level of Confidence)
■ No significant change in avg. from 2017 (at 99% level of Confidence)
▼ Statistically significant decrease in avg. from 2017 (at 99% level of Confidence)

Consumers and business both use a range of digital devices to interact with the NSW Government

Consumers and businesses most commonly use laptop computers for interactions with NSW Government services.

Smartphones are more popular among consumers than among businesses.

In 2018 there were statistically significant declines in the use of Laptop computers among consumers and the use of desktop computers among businesses.

Satisfaction has remained stable across all digital devices for consumers and businesses, with desktop computers having the highest satisfaction for consumers and laptops having the highest satisfaction for businesses.

Figure 7.4: Device used for dealings with NSW Government online

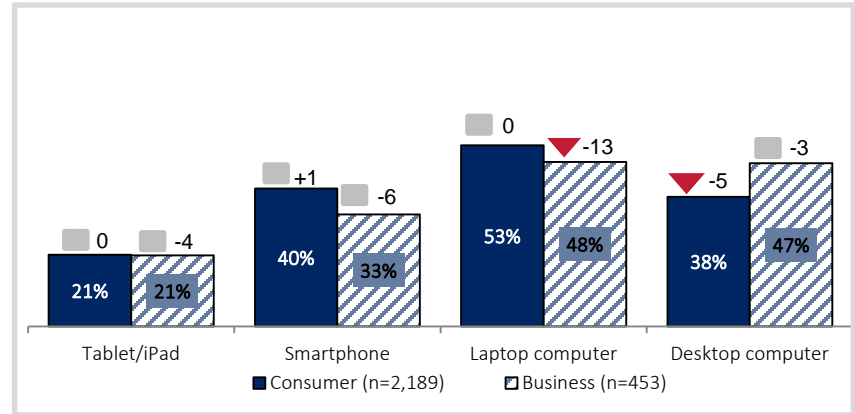
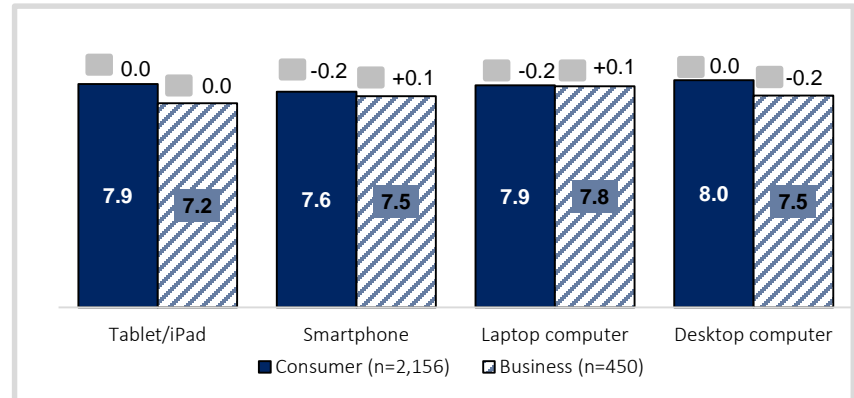


Figure 7.5: Satisfaction with online services by device used



Legend:
▲ Statistically significant increase in avg. from 2017 (at 99% level of Confidence)
■ No significant change in avg. from 2017 (at 99% level of Confidence)
▼ Statistically significant decrease in avg. from 2017 (at 99% level of Confidence)

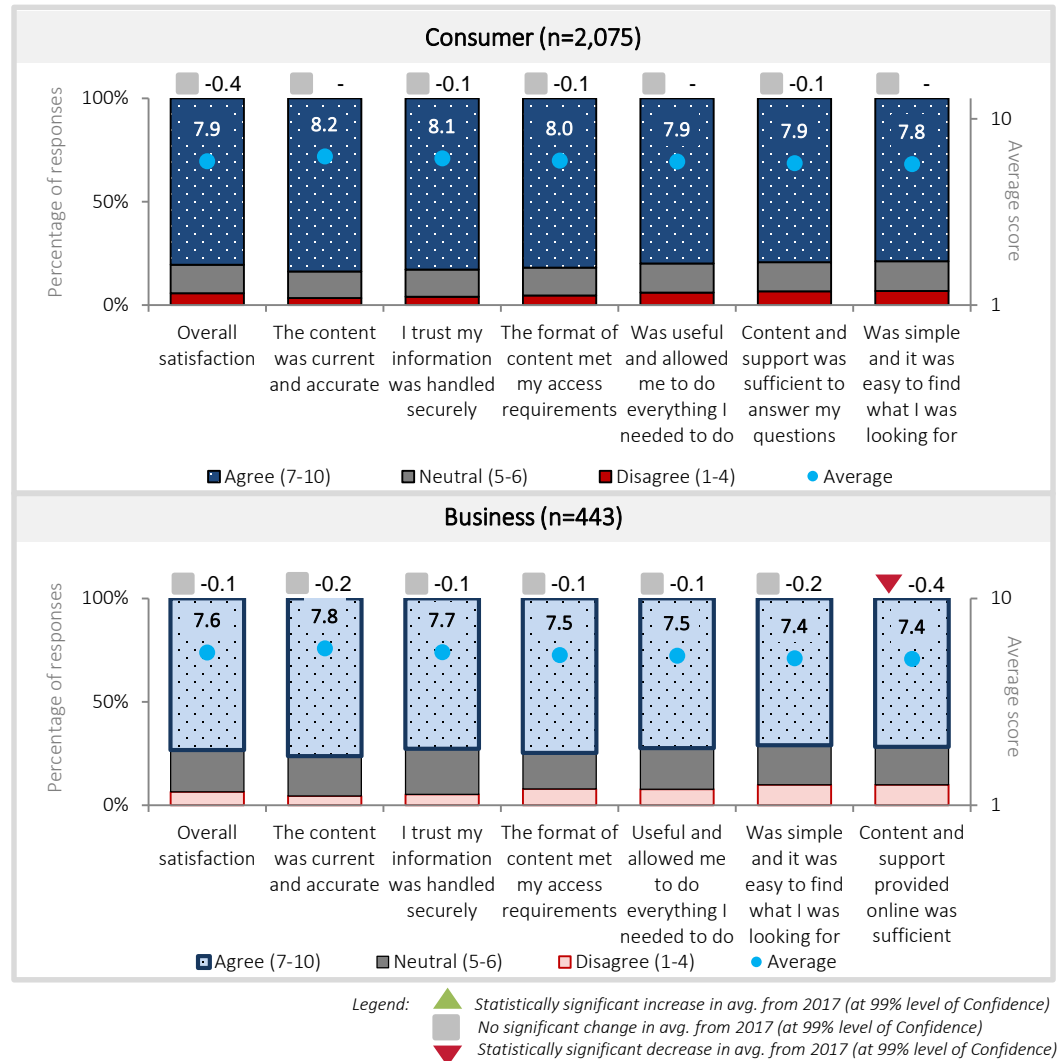
'The content was current and accurate' is the best performing attribute of satisfaction with online services

All consumer attributes relating to satisfaction with online service were stable in 2018, maintaining their strong 2017 performance.

'Content and support provided online was sufficient' was the only attribute that experienced a statistically significant decline for businesses with all other attributes remaining stable.

Among both consumers and businesses, 'the content was current and accurate', 'trust information was handled securely', and 'format of content met access requirement' performed the best across all of the attributes of online service.

Figure 7.6: Satisfaction with attributes of online service



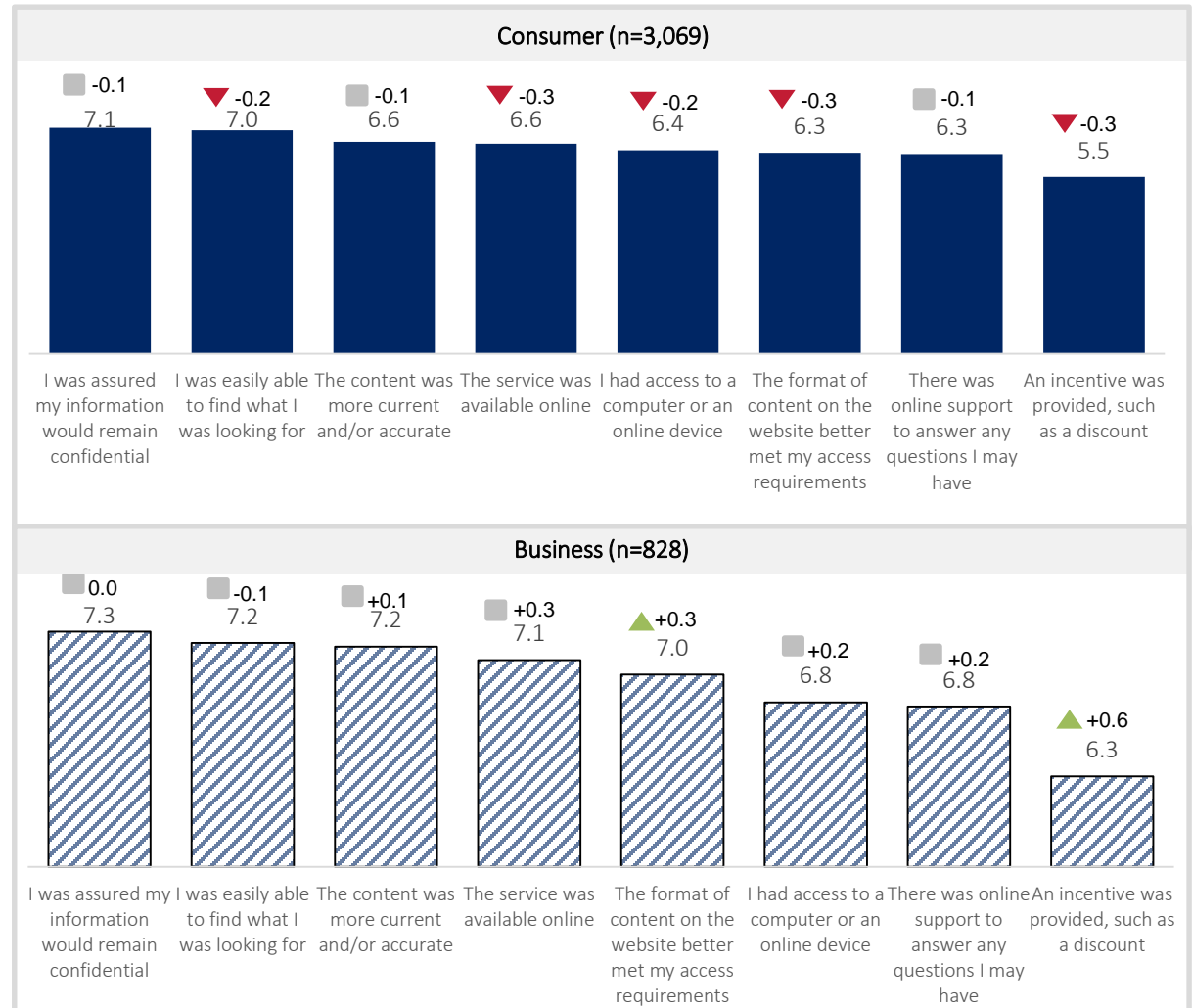
For consumers a number of the drivers of digital adoption have declined statistically significantly in 2018

For both consumers and businesses the top three drivers for digital adoption are ‘I was assured my information would remain confidential’, ‘I was easily able to find what I was looking for’ and ‘the content was current and accurate’.

Among consumers, five drivers of digital adoption have seen a significant decline in their average score since 2017 (‘I was easily able to find what I was looking for’, ‘the service was available online’, ‘I had access to a computer or an online device’, ‘the format of content on the website better met my access requirements’ and ‘an incentive was provided, such as a discount’).

Conversely, two drivers of digital adoption have seen significant increase in average score among businesses since 2017 (‘the format of content on the website better met my access requirements’ and ‘an incentive was provided, such as a discount’).

Figure 7.7: Drivers of digital adoption. I would go online if...



Legend:
▲ Statistically significant increase in avg. from 2017 (at 99% level of Confidence)
■ No significant change in avg. from 2017 (at 99% level of Confidence)
▼ Statistically significant decrease in avg. from 2017 (at 99% level of Confidence)



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