Legislative Assembly for the
Australian Capital Territory
Standing Committee on Transport
and City Services

Submission Cover Sheet

Inquiry into the effectiveness of Fix My Street

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Standing Committee on Transport and City Services

Inquiry into the effectiveness of Fix My Street

ACT Government Submission

Introduction

The intention of this document is to address each of the points outlined in the scope of the Standing Committee on Transport and City Services' inquiry into the effectiveness of Fix My Street (FMS). The inquiry scope covers two distinct themes, the first relates to business services delivered by the former Transport Canberra and City Services (TCCS), the latter relates to the public facing software solution known as Fix My Street. This response is split into two parts to address these distinct themes.

Part A: TCCS City Services, covering:

- the responsiveness of TCCS Directorate from the receipt of requests to finalisation;
- the impacts of any failures to respond to requests in an appropriate and timely manner; and
- any other related matters.

Part B: The Fix My Street public facing business application, covering:

- whether the online tool is fulfilling its intended purpose;
- the extent to which it provides a user-friendly experience;
- the effectiveness of the online tool in its current state;
- potential improvements to the online tool with reference to city service programs in other jurisdictions;
- the possibility of transforming Fix My Street into an application; and
- any other related matters.

It should be noted that TCCS merged with Access Canberra and the Environment, Planning and Sustainability Directorate (EPSDD) on 1 July 2025 to form the City and Environment Directorate. Throughout this document, however, each entity will be referred to by their former name as this more closely reflects the organisational structure for the life of Fix My Street.

PART A: TCCS City Services

TCCS is responsible for the planning, building and maintenance of many ACT Government infrastructure assets such as roads, bridges, cycling and community paths, and the streetlight network. It also plays an important role in managing the city's public spaces, parks, neighbourhood play areas and playground equipment, sportsgrounds, recreational facilities and infrastructure around local shops. Fix My Street is generally structured so the community can report an issue associated with an existing asset or service.

Fix My Street requests and TCCS assessment process

TCCS applies a structured, risk-based approach to the management of service requests through Fix My Street. This approach is designed to support public safety, service continuity, and the long-term sustainability of public assets. The management of community requests for services aim to provide the best outcome for the community. Delivery of these services is citizen-focused with a goal of improving the liveability of our city through the provision of core services.

Citizens have the ability to report a request for service they believe poses an immediate safety concern, and these are investigated as a priority. All community requests lodged through Fix My Street are assessed to inform the appropriate response pathway and are triaged based on a range of factors. Many cases are automatically routed to the correct business unit within City Operations, based on the categorisation selected by the citizen. The City Operations Triage Team (COTT) was established in 2024 to help line areas by triaging those requests the system is unable to automatically route to the correct area. This support has succeeded in returning time and capacity to operational staff in line areas to resolve jobs on site, rather than spending administrative time triaging complex requests. Once an investigation is conducted, each request for service is assessed and prioritised based on the level of risk it presents to the public.

It is acknowledged that Fix My Street allows for requests for new assets (e.g. new path and streetlights); however, this does not guarantee that every request will be actioned, as maintenance budgets are not used to construct new assets. Requests for new assets are assessed annually as capital works proposals. Further details are outlined through the *Capital Framework*, which is a fit-for-purpose tool designed to ensure that Government investment in infrastructure projects results in maximum public value to the ACT community.

The Government acknowledges that the ability to request new assets through Fix My Street implies that a suggestion for a new asset which requires capital funding together with recurrent maintenance and servicing funding, is the same as a 'fix'. This invariably results in inflated expectations and disappointment with the response, because even if the suggested asset is successfully assessed as a capital proposal, the decision-making process is different and the timeline is much longer. The Government welcomes suggestions from the committee about how else the Government might capture these capital requests that better manages community expectations.

Responsiveness in delivering municipal services

A variety of inputs are used to inform service delivery programs. This includes condition assessments, long term asset management planning, asset performance modelling, KPIs with external service delivery contractors, environmental conditions, independent compliance audits, community identified defects, cyclical inspections, asset failures, etc. Fix My Street requests are just one source of information used to inform service delivery programs. A risk-based approach, that holistically considers all sources of information, ensures that resources are directed to areas of greatest need, regardless of how the information is received.

Service delivery programs generally include a mix of planned and unplanned work. Planned service delivery is programmed in a variety of different ways. For example, works can be geographically grouped to achieve service efficiencies and improved value for money (e.g. path renewal and path grinding within a suburb), delivered as mass action programs each year (e.g. road resurfacing for arterial roads) or provided as routine and frequent services (e.g. sportsground mowing, toilet cleaning).

Unplanned and reactive works are also delivered in a manner intended to provide the best outcome for the community. This includes understanding what the need is both in the short and longer term and providing sustainable treatment solutions.

Once confirmed, high-risk issues identified through Fix My Street are addressed urgently, while lower-risk matters are typically incorporated into broader work programs and scheduled in batches to ensure efficient and cost-effective service delivery. The responsiveness of the

investigation process, including the correct routing, assessment, prioritisation and scheduling of reported issues, should be distinguished from the timeline for completion. A request for service with a longer timeframe to complete does not indicate a lack of responsiveness; rather, it typically reflects its classification as a lower priority when compared to other higher-risk tasks across the city, or the need to reallocate resources to address urgent, unforeseen events such as storm-related emergencies.

Case study example: ***Road maintenance***

Between 2020-2022 the ACT Government received an unprecedented amount of community requests for pothole maintenance associated with record levels of rainfall for Canberra. During this time, Roads ACT expanded its capability to repair potholes to retain roads in a safe and serviceable condition. The impact of potholes during this time was also resulting in an increase in pothole related vehicle damage claims to Roads ACT.

Roads ACT managed the reactive pothole maintenance requests by using a combination of cold mix as a rapid treatment through inhouse staff and asphalt heavy patching through inhouse staff and contract staff. Importantly, the increased focus on repairing potholes was not at the expense of planned preventative maintenance (i.e. road resurfacing works).

When a road is scheduled for resurfacing the cold mix repairs need to be removed and replaced with asphalt patching prior to reseal. In this regard the cold mix repair is an interim solution only, to manage the risk of vehicle damage associated with the pothole. Having extensive preparatory work adds to the cost of standard reseals. The root cause of the majority of the potholes was due to bitumen oxidising, with associated cracking then exposing the road pavement to water ingress and pothole formation. The long-term sustainable solution funded by the ACT Government in 2022 involved increasing planned preventative maintenance, which will significantly decrease the occurrence of potholes into the future and over the long term.

This example highlights that whilst community requests were for pothole maintenance, the long-term sustainable solution adopted sought to further prevent the occurrence of potholes into the future. This approach provides the best outcome for the community. Fix My Street is an effective tool in identifying and reporting issues and is not intended to seek treatment solutions.

Case study example: ***Streetlight exposed wires***

A request for service was lodged through the Fix My Street platform, concerning a streetlight that had exposed electrical wiring, and was reported as an immediate risk to public safety.

During triage, the case was reviewed by an officer who quickly recognised the potential severity of the situation. Given the risk of electric shock and the streetlight's location in a publicly accessible area, the issue was categorised as a high-priority safety concern. In line with established escalation protocols, the case was immediately flagged with the operational team who were provided with an urgent request for intervention.

To expedite the response, the triage team made direct contact via phone with the works supervisor responsible for electrical infrastructure. This ensured the operational team was fully informed of the nature and urgency of the problem without delay.

In recognition of the potentially hazardous condition, the operational team deployed personnel to the site within hours of the initial report. The exposed wiring was promptly made safe, and repairs were carried out. The citizen was advised via email once the fault was resolved.

This example highlights not only the organisation's strong commitment to maintaining public safety but also the robustness of its internal communication and escalation mechanisms. The rapid and coordinated response demonstrates the effectiveness of the triage functions and the organisation's processes for addressing urgent infrastructure issues and reinforces public trust in the service's ability to manage risks swiftly and responsibly.

PART B: The Fix My Street public facing business application

The Fix My Street business application is a complex ecosystem of components that deliver the overall citizen and staff experience. The front end, which is accessed by citizens, is a web-based tool for lodging requests. A 'request' refers to a citizen request that is logged in Fix My Street and treated as a job. These jobs will be assessed and may be actioned as high-priority, or the citizen advised that the job has been added to a future program of work. In some cases, the job may not be actioned for reasons such as: no issue or fault could be confirmed; funding for the work is not available; or the asset is working as intended. The backend stores all logged citizen requests and is a workflow tool that handles business unit assignment, citizen communications and integration with relevant third-party systems.

The technology delivering Fix My Street has evolved over time; however, the core function and goals of the system have not changed. The capability and maturity of the solution have improved over time, particularly in the last two years with the Fix My Street Remediation Project. Given the number of recent improvements, specifically around citizen communication, it is likely that most citizens have not yet experienced the full suite of improvements achieved over time.

From inception through major interface redesign in 2019 and significant improvements in customer communications, feedback reflects that the Fix My Street application remains easy to use and functional for both citizens and Directorate staff. The platform is now managed with a continual improvement program and will continue to deliver improved capability and experience for the community moving forward.

The history of the Fix My Street application

Fix My Street as an application has been around since approximately 2010. The initial incarnation was based on the Oracle Customer Relationship Management (CRM) tool. The Oracle CRM version of Fix My Street was created, owned and managed by Access Canberra and TCCS was a major user of the system. The following is a brief overview of the major changes to Fix My Street.

- 2010–19: Access Canberra-managed Oracle CRM delivers Fix My Street to citizens and TCCS.
- 2019–23: Fix My Street converted to the Salesforce Platform. Through this process, the web based front end, which citizens interact with, is still managed by Access Canberra, while the back-end workflow element of the system, accessed by staff to manage requests, is managed by TCCS.
- 2023–25: Fix My Street Remediation Project – significant improvements made to Fix My Street to improve the citizen experience and employee usability.

It is worth noting that throughout the life of the Fix My Street business application, citizens can lodge requests via the web form as well as in person with Access Canberra. Currently, as much

as 20 per cent of jobs being lodged are registered by phone or in person at shopfronts, directly with Access Canberra.

2010 – 2019 - Fix My Street Oracle CRM

Fix My Street was initially developed in and deployed using the Oracle CRM product. During this time Access Canberra owned, operated and supported the application. TCCS were users of the system only.

Around 2019, Access Canberra in consultation with TCCS, commenced consideration of a replacement for the Oracle CRM, which underpinned Fix My Street. The move away from the Oracle CRM had to be achieved by 30 June 2021 due to it approaching end of life and having regard to the significant and escalating annual licensing costs associated with maintaining the platform.

Between April 2018 and July 2019, TCCS led a redesign of the Fix My Street front-end portal in collaboration with Access Canberra, this was called the Fix My Street Enhancement Project. The project delivered the following improvements to the application.

- Enhancements to the front-end form categorisation structure, resulting in a more intuitive user interface and improved data capture to support service delivery. Notably, this design remains largely in place, with only minor refinements made between 2019 and today. These changes gathered more detailed information from citizens to enable improved allocation and resolution.
- Refined back-end business processes to improve request management, including streamlined workflows for receiving and transferring information across siloed systems, identifying duplications and closing service requests. This was made possible by collecting more complete and structured information from citizens at the point of request.

At this time, the project did not include additional scope to deliver:

- adding pin drop map functionality for location was not possible due to technical limitations at the time; and
- further improvements to workflows and reporting for line areas to enable these improvements to be implemented in the newer platform after Access Canberra moved away from the Oracle CRM.

Overall, this project focused on and delivered the interface that is largely still in use today. The improved citizen experience was evidenced by 78 per cent of customers surveyed between January to June 2019 reporting they were either satisfied or very satisfied with their experience using the redesigned Fix My Street. This survey related only to the interface changes and did not assess service satisfaction.

During 2019, TCCS identified the need for a Customer Relationship Management (CRM) system within the Directorate to streamline the management of citizen requests through a unified platform. As a result of this procurement, the Salesforce platform was chosen as the TCCS CRM. This was not initially intended to replace Fix My Street, but to provide digital support for other TCCS business units that deliver services outside of Fix My Street, like Domestic Animal Services.

Having run a proof of concept (POC) with Domestic Animal Services (DAS), TCCS selected Salesforce as its CRM platform. Additional funding was allocated to transition the POC into a fully operational solution for DAS. This implementation enabled DAS to efficiently manage impound and expound records and automatically capture smart requests within Salesforce. It also gave DAS staff access to the Field Services Mobile App, making it easier for them to do their jobs while working out in the field.

2019 - 2023 – Fix My Street converted from Oracle to Salesforce

During this period, several significant changes occurred. The Salesforce platform was cemented as the strategic enterprise platform within TCCS for the delivery of business applications, the Oracle CRM was decommissioned within ACT Government, Fix My Street was converted from Oracle CRM to Salesforce and split into two distinct components for management purposes.

Salesforce continued to be rolled out as a suitable strategic CRM solution for TCCS having regard to its business operations. Attachment B.1 provides more details on business applications supported on the Salesforce platform within TCCS.

Access Canberra, with the support of TCCS ran a project to convert Oracle CRM to Salesforce. This project completed in May 2021, splitting the Fix My Street functionality across two Salesforce instances and two Directorates. Access Canberra retained management and control of the web based front end and TCCS became responsible for the back-end functionality on the TCCS Salesforce organisation, known as Field Services. Digital Canberra also supports and provides the Digital Account, which became available for citizen use at this point. Figure 1 shows the split in responsibility for the management of the Fix My Street business application. Delivered on a tight schedule, the project preserved core functionality while ensuring minimal disruption to services.

In early 2021 the Fix My Street Redesign project was initiated between TCCS, Access Canberra and the former Office of the Chief Digital Officer (now Digital Canberra), however, was subsequently delayed until November 2021, to allow resources to focus on the Oracle to Salesforce migration.

In 2022, the Fix My Street Redesign Project completed two key initiatives focused on improving the Fix My Street interface. The first phase, conducted internally, explored the usability of the application by gathering feedback from 18 ACT citizens from diverse backgrounds and regions. The key findings included:

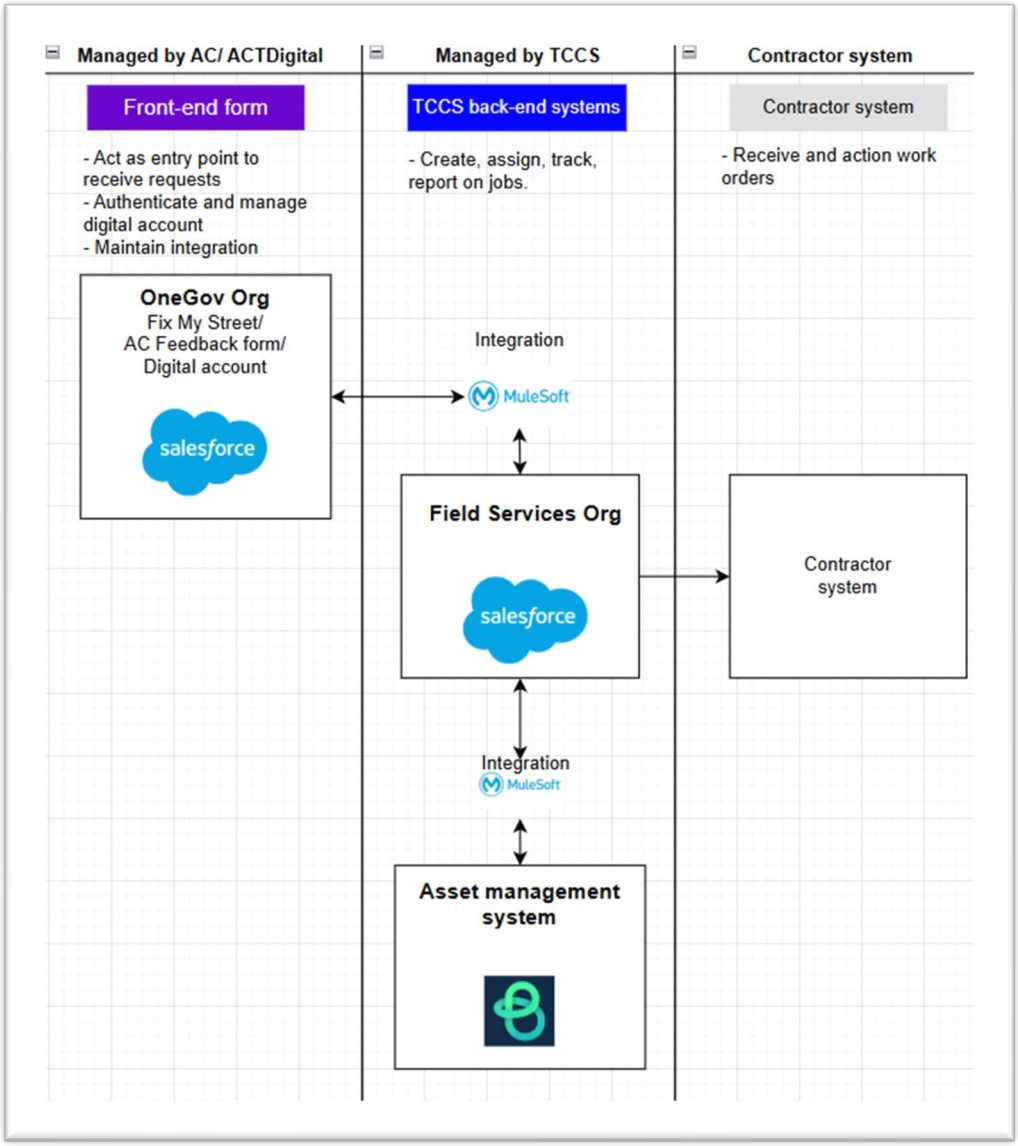
- citizens value FMS and want to increase awareness of the system; and
- the need for an intuitive design to help support citizens to lodge requests easily and quickly, such as changing the sequence of steps on FMS to adapt based on request location, and simplified request categorisation.

The second phase of work, delivered in two stages, engaged an expert design vendor to apply the early stages of the ACT Government Best Practice Design and Delivery Guidance. Using evidence-based methods, the vendor gathered and analysed user feedback, identifying 214 pain points, 147 opportunities and 64 solution recommendations. Key findings included:

- Anonymous submission is one of the biggest pain points. Asset related work requests submitted anonymously are likely to be cancelled or rejected due to incorrect or insufficient

information provided. With no contact information, TCCS staff cannot contact the citizen to clarify details that would allow a request to be actioned.

Figure 1: **Responsibility for management of the Fix My Street business application**



- A need for improved integration between systems. Currently TCCS staff expend significant manual effort managing requests between systems. This limits the ability to communicate the status of requests with citizens and easily manage requests end to end.
- A mobile-first website design that adheres to industry accessibility standards and an information architecture co-designed with the end users will help customers navigate, select the category, provide critical information and submit service requests more easily.
- Currently requests received via third-party applications often lack essential information for job completion, require manual data entry by staff and contribute to a poorer whole of service experience for the customer. A decision was subsequently taken not to receive jobs via this approach, as the level of detail available did not support proper processing.
- Improving the end-to-end customer experience requires enhancements on both the front-end website and back-end systems simultaneously.

The FMS Redesign project identified areas for improvement, both for the back end and front-end web interface of the FMS business application. Due to competing priorities and budget constraints, no implementation project was setup to implement these improvements. However, the design work and analysis would support a later project, the FMS Remediation Project, providing material groundwork and important insights to support continuous improvements.

2023 – 2025: Fix My Street Remediation Program

As the Salesforce platform expanded to cover FMS and other business systems within TCCS, it became apparent that an increased level of investment was required, including an initial program to bring the platform state and support team to a more enterprise grade capability. In essence, as a complex environment that supported multiple systems, this could not be run or administered like a simpler, single business application. The Salesforce Platform needed proper governance, security review, software development and release capabilities and a dedicated, skilled team to manage minor enhancements and platform upgrades, rather than project by project activity.

To address this need, TCCS launched the Salesforce Uplift program to address platform limitations and enhance capability, aiming to deliver a secure, enterprise-grade solution that meets current and future business needs. While not directly impacting citizens, the improved platform would better support applications that do. This uplift program delivered the following.

- **Security remediation** – Implemented security controls that successfully reduced platform-wide risks to medium or lower levels, enabling a secure foundation for future application development.
- **DevOps and release management** – Implemented a structured release management pipeline to ensure all application developments are subject to rigorous quality assurance processes to minimise application issues and any impact one business application might have on another.
- **Development** – Established technical development guidelines to ensure best practice and sustainable coding practices.
- **Integration** – Implemented a consistent and manageable integration capability that would allow Salesforce to integrate with appropriate third-party systems. This included for example integration between FMS and the Assetic system, which manages all of TCCS' assets, including maintenance with contracted third parties.
- **Testing (quality assurance)** – Delivered a quality testing capability, including some testing automation to allow business application improvements to be thoroughly tested for issues before release to staff and citizens.
- **Architecture** – Established an architecture review capability that ensures all business systems implemented on Salesforce follow best practice, maximise code re-use and are supportable on the platform. This capability also ensures alignment with whole of Government standards and architecture, which is critical given the integration with the ACT Government Digital Account.
- **Business application issues** – Over preceding years, a significant list of application issues had developed, with the previous level of support unable to address most of them. To assess the backlog of issues and understand the level of effort needed to address issues, a business analyst was engaged in late 2023 to carry out a comprehensive analysis of known issues and potential enhancements for all TCCS applications hosted in Salesforce, which

included FMS. In the case of FMS, this work considered the previous analysis in 2021, which had not been funded through to implementation. This analysis contributed to the creation of the Fix My Street Remediation Project.

In early 2024 the Fix My Street Remediation Project was established. This project was partially in response to a large backlog of unresolved requests, address difficulties in data consistency between Access Canberra and TCCS, and Ministerial direction for making improvements to FMS including the enhancement of the citizen experience as a key priority. The City Operations Triage Team (COTT) was stood up to assist line areas with administrative tasks, reducing operational staff pressures by triaging complex requests that require human intervention and ultimately reducing the number of pending jobs.

An initial step was to identify and remove old FMS form requests that remained unclosed due to insufficient information (ie. suburb, address or contact details) being provided in the original request, meaning that no action or follow up could be undertaken with the lodger of the request. These requests dated back to 2021. Their removal reduced open jobs to manageable levels and allowed the COTT to focus on managing and resolving jobs logged in the previous 12 months.

This effort succeeded in returning time and capacity efficiencies to line areas to resolve jobs in the field. The FMS Remediation project team worked closely with the COTT to deliver improvements to the Fix My Street application, which in turn delivered benefits for both citizens and staff. This project took advantage of all the previous design work, particularly recommendations around workflows, communications and the back end of the system. This project also tackled the FMS related issues found as a result of the earlier business analysis work conducted. The web interface has been refined guiding citizens through the reporting process, ensuring essential information such as issue location is accurately provided and enables improved request assignment.

As of May 2025, all issues with the FMS back-end system identified through past projects and research that could be actioned have since been implemented. The benefits from these solutions include the following.

- **Recovery of over 10,000 wrongly allocated service requests** that were successfully routed to the correct line areas.
- **Correction of more than 9,000 requests** that were still open and showing as unresolved, when in fact the underlying request had been resolved. Many of these historical issues were caused by updates not flowing from other systems.
- **Removed anonymous electronic submission of requests:** Citizens are no longer able to lodge anonymously through the online Fix My Street form which uses the ACT Digital Account. This ensures TCCS staff can follow-up with the citizen if important information is missing. Citizens retain the ability to lodge requests through Access Canberra in person, or via phone, if they do not want to use the Digital Account or wish to remain anonymous.
- **Significant operational efficiency:** Eliminated thousands of hours of manual processing, delivering substantial time savings for government staff and allowing resources to be redirected toward higher-value tasks. This was achieved by adding features that let staff plan and complete tasks within one system, rather than switching between multiple systems or relying on email communication. For example, the system helps identify requests that can be addressed in a single site visit, streamlining operations and reducing costs.

- **Improved guidance for entering the location when submitting an FMS request:** Citizens can now either type a street address which is validated or drop a pin directly on the map. This makes it easier to provide accurate locations that help prevent unactionable requests due to inaccurate or missing location information. This is particularly relevant for requests that are not located at the citizen's personal address or another street address. Pin drops are stored as latitude and longitude, for maximum accuracy.
- **Advanced system automation:** Seamless integration with other internal systems and contractor systems accelerates the resolution process and reduces human error, ensuring requests are routed and addressed with minimal delay. Requests are now transferred to the responsible business area within minutes, with improved accuracy and no delays due to manual processing.
- **Enhanced citizen communication:** Residents receive timely updates on the status and outcomes of their requests, fostering transparency, trust, and satisfaction in public service delivery.
- **Strategic workforce optimisation:** A dedicated triage team (COTT) has been established to manage incoming requests, reducing administrative burden on operational field staff enabling them to focus more effectively on on-site request resolution.
- **Data-driven decision making:** The system captures valuable insights and trends from citizen reports, supporting evidence-based planning and proactive maintenance strategies across Canberra.
- **Scalable and future-ready:** Built with scalability in mind, Fix My Street is positioned to evolve with Canberra's growing infrastructure needs and digital transformation goals.
- **Citizen satisfaction:** Increased citizen satisfaction with 57 per cent of citizens either very satisfied or satisfied with the outcome of their request. Data was captured from mid-November 2024 to 10 June 2025. Note, citizen feedback may refer to both FMS application experience and TCCS service experience.

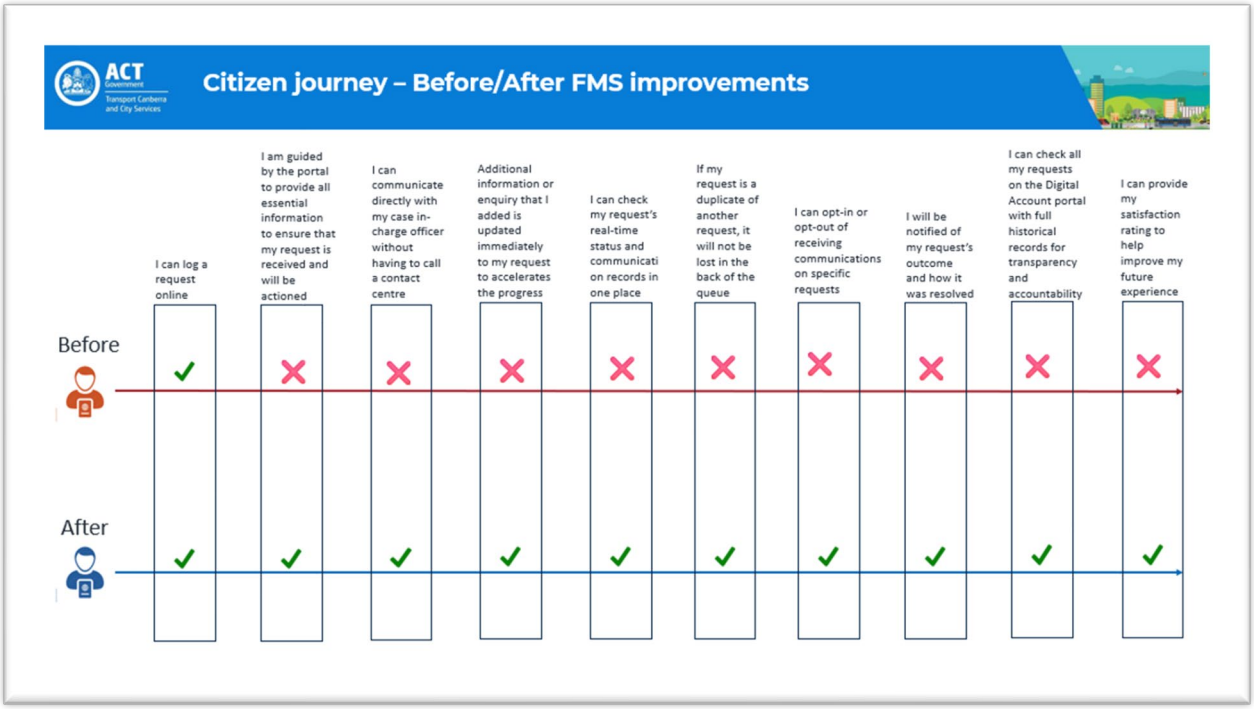
One of the core goals of the Fix My Street Remediation project was to deliver an improved experience for citizens and staff. The project team completed benefits analysis work for many of the improvements implemented. Attachment B.2 illustrates the benefits to the Street Lights function in FMS and evidencing the overall request is resolved more quickly and requiring less interactions.

Figure 2 provides an example of the improvements made to citizen communication through the FMS Remediation Project.

As the 24-25 FY draws to a close, FMS is delivering an application that meets the needs of both citizens and TCCS staff. The system is scalable, with the potential to expand to cover additional types of requests and additional workflows.

The intention is to retain the FMS project team and transition it into a product management function. This team will oversee the full lifecycle of the application and continue delivering ongoing system and technical improvements to enhance experiences for both citizens and staff.

Figure 2: **Improvements made to citizen communication through the FMS Remediation Project**



Is FMS fulfilling its intended purpose, user friendly and effective?

Software used to run applications like Fix My Street, is never truly finished—there is always room for improvement. The platform has undergone a journey of continuous enhancement and is considered suitable for its current purpose; however, as citizen needs evolve, business processes change, and technology advances, ongoing investment is essential to maintain its relevance and support future improvements. The term 'fit for purpose' means that something is suitable and good enough to fulfill the specific function or need it was intended for. In this context, the Fix My Street business application has been recording, allocating, reporting on and closing out citizen requests for fifteen years. During this time, it has had a range of improvements made, with the most recent focused on back-end process optimisation and improved citizen communications. The application handles approximately 50,000 requests a year and successfully workflows these to the operational business lines to address and resolve.

Citizens receive confirmation of receipt, status updates where applicable, and, more recently, detailed closure emails. Some citizen issues with the capability may relate to experiences with older versions, reflect dissatisfaction with the outcome of a given request, or reflect dissatisfaction with the status of a request or what has been communicated about its resolution, as opposed to the experience of interacting with the business application itself.

The FMS application is intended as a digital capability with several key functions. First, as an interface for citizens to register requests. The current website is user friendly; however, it has not had a major revamp in several years. It is possible that a refresh of look and feel, along with optimisation of the way options are presented may provide an improved user experience. The level of satisfaction from current surveys indicate that more citizens are satisfied with the experience than dissatisfied, albeit marginal. It is also likely there is no single interface or way of presenting complex options that would meet the need of every user. Within the constraints of the current interface, continual refinement occurs to improve the experience. For example,

during the election period, 'political advertising signage issues' were placed at the top level of the system to make it easier for citizens to find and report common issues.

The Directorate also reviews the usability of the FMS web interface against the Web Content Accessibility Guidelines (WCAG). The purpose of WCAG is to ensure websites and digital content are usable by everyone, including people with visual, auditory, physical, speech, cognitive, language, learning and neurological disabilities.

WCAG is organised around four core principles, often remembered by the acronym POUR.

1. **Perceivable** – Information and user interface components must be presentable to users in ways they can perceive (eg. text alternatives for images).
2. **Operable** – User interface components and navigation must be operable (eg. keyboard accessibility).
3. **Understandable** – Information and the operation of the user interface must be understandable (eg. readable text, predictable navigation).
4. **Robust** – Content must be robust enough to be interpreted reliably by a wide variety of user agents, including assistive technologies.

The FMS website has been previously assessed as compliant against the WCAG 2.0 standards to which the Territory has committed. More recently, feedback has been received against the WCAG 2.1 AA standards following a comprehensive audit. This feedback will be assessed and actioned as appropriate in the coming months, once the detailed audit information is provided to the Territory. The ACT Government is committed to WCAG 2.0 and accessibility for all citizens. The issues identified in this audit will require a collaborative effort between TCCS, Access Canberra and Digital Canberra to resolve.

The system also needs to communicate with citizens to ensure they are aware of where their requests are up to. This was recognised as a weakness in the earlier system and significant effort has been made to ensure improved citizen communication. This includes the option for citizens to opt out of future communications for a given request.

The FMS system has recently been upgraded with a comprehensive suite of customised email templates to enhance communication and service delivery. These new templates were mainly rolled out between August 2024 and December 2024, however improvements continue to be made, along with necessary updates, like the branding changes for the new Directorate name. These templates include an acknowledgment email following submission of a submissions, 14 tailored in-progress update templates, and 111 case closure templates. Each template is populated with the details of the request, outcomes, resolutions, and any other relevant information. This enhancement ensures all FMS requests are followed through to completion, reinforcing accountability and transparency in city service delivery.

In terms of effectiveness, each year, the system helps manage approximately 50,000 requests from the community. These requests cover 118 different categories and are handled by seven main business areas and their sub-teams. The system successfully records, assigns, tracks, and reports on these requests, making sure citizen concerns are correctly allocated and tracked by the system.

With recent system improvements in processes and communication, benefiting both the public and staff, the Fix My Street application has become a significantly more effective tool. As the

2024–25 financial year has concluded, FMS is managing a backlog of approximately 12,000 open requests. This number increases following major events such as storms.

This represents a substantial improvement compared to previous years, when the system carried a backlog of nearly 38,000 open requests at any time. Additionally, the average resolution time has improved markedly, from 99 days in 2023, to 34 days in 2024, and now to just 16 days in 2025.

Potential improvements to the online tool with reference to city service programs in other jurisdictions

The Territory does not regularly review the capability of FMS equivalent systems in other states or regional councils; however, during the FMS redesign work carried out in 2022, the design consultant did review the City of Melbourne, City of Sydney and City of Brisbane equivalent systems, along with third party applications with the view to continuous improvement. The review of other jurisdictions found the following:

City of Melbourne

- Detailed list of categories, with frequently used ones highlighted.
- No need to login, can report anonymously.
- Citizens can get updates and are given a reference number.
- Poor map integration, information on categories mixed quality and poor experience on mobile.

City of Sydney

- No login required.
- Clear explanation of categories and further information on a full page for each category.
- No ability to track submitted requests.
- Inconsistent user interface and some categories lead to a page that provides instructions to call, no job logged.

City of Brisbane

- Citizens can get updates or submit anonymously.
- Diverse list of categories/options.
- Limited information on each category and outdated user interface design.
- Poor map implementation and only available for some categories.

All the pros and cons of the different implementations were considered. Noting that these findings are only a point in time and may not reflect the capabilities today, overall each city had a similar web-based capability for submitting requests for city services.

City of Melbourne also uses Salesforce in a similar fashion to the ACT. City of Melbourne, while a much larger jurisdiction, does not have a dedicated mobile application but uses responsive web design to deliver an appropriate web-based experience for citizens.

In reviewing interface standards for business applications, TCCS also considers best practice. For example, the Website Usability Guide: Top 10 Recommendations from Neilson Norman

Group were considered in the same review that looked at other states. The top ten recommendations are:

1. keep it short
2. visually group related labels and fields
3. present fields in a single column layout
4. use logical sequencing
5. avoid placeholder text
6. match fields to the type and size of the input
7. distinguish optional and required fields
8. explain any input or formatting requirements
9. avoid reset and clear buttons
10. provide highly visible and specific error messages

Should there be a Fix My Street (mobile) app?

Fix My Street is a business application; however, it does not currently include a dedicated mobile application for use by citizens on mobile phones (which is assumed the intent of this question in the terms of reference). FMS is hosted in the ACT Government Salesforce environment, and the overall architecture of this business application (refer to Attachment B.3).

The Fix My Street business application is developed on and delivered by the Salesforce platform. Salesforce is a cloud-based CRM platform that helps businesses manage their relationships with customers, streamline operations, and improve productivity. Salesforce achieves its capability through:

- **CRM capabilities:** track customer interactions, manage sales pipelines, and automate marketing;
- **Sales Cloud:** tools for managing leads, opportunities, and sales forecasting;
- **Service Cloud**: customer support tools including case management, knowledge bases, and chatbots;
- **Marketing Cloud:** email marketing, social media engagement, and customer journey mapping;
- **Commerce Cloud:** e-commerce solutions for both B2B and B2C businesses;
- **analytics (Tableau):** data visualisation and business intelligence tools; and
- **application development (Salesforce Platform):** build custom apps using tools like Lightning and Apex.

The Salesforce platform is recognised as a strategic platform used by the Territory and has become a critical environment for the development and delivery of some public facing services and is the basis for the ACT Digital Account.

The Salesforce platform is also a strategic platform within TCCS, hosting six business systems, including FMS (Attachment B.1 provides more details on business applications).

The web interface of FMS presented to citizens is a responsive design and can be used on multiple devices, including mobile phones. This mitigates the need for a dedicated application

and the associated overhead of maintaining this across multiple platforms, like Apple's iOS and Google's Android. Significant investment has already been made to enhance citizen communications and streamline back-end workflows. It is considered that further improvements to the front end website and associated mobile responsive design would deliver greater value than developing a dedicated mobile app. TCCS maintains the view that expanding the capabilities of Fix My Street and extending the Salesforce platform to support additional business units offers a stronger return on investment for the Territory than creating an FMS-specific mobile application.

While a mobile application is technically feasible, its development would require significant upfront investment and ongoing support costs. As such, it should be considered as part of future government planning to assess its viability and determine the most appropriate path forward. A more integrated mobile application strategy could also be considered, potentially combining existing digital services with FMS, like access to the Digital Account, licenses, pet registration and other government services.

The Directorate has used Salesforce native mobile application capabilities where needed to allow access to Salesforce internal business applications to staff in the field, allowing real-time connection to relevant data. Domestic Animal Services (DAS) uses the Field Services Mobile Application to manage and respond to animal-related incidents. High-priority jobs, like dangerous dog attacks, are automatically assigned to rangers, while backend teams can allocate shifts and schedule both proactive and reactive service appointments, all while rangers are in the field.

The mobile application provides route optimisation to guide officers through their daily tasks and ensures they follow standard procedures using pre-built digital workflows. Rangers can collect evidence, take photos, record witness statements using voice-to-text, and capture digital signatures, while onsite and in real time. This replaces manual paperwork and speeds up case handling. Overall, the application enables faster, safer, and more consistent service delivery.

The Directorate has considered the use of third-party mobile applications for lodging requests; however, third-party applications present significant challenges with efficiently and effectively actioning community requests. These are outlined below.

- **Manual processing:** To action these third-party feedback and service requests, Access Canberra or TCCS staff must manually extract the information, data and images from the requests submitted by third party systems and input the information into the Salesforce platform for actioning by the appropriate directorate.
- **Missing required/critical information:** Submissions from third-party applications often lack the detail needed for action and are frequently anonymous, limiting follow-up. While this simplifies the user experience, it can result in unresolved requests due to missing information.
- **Integration/system requests:** As above, third party applications are often designed to not readily integrate with existing systems or CRMs operated by government, such as Salesforce, without purchasing integration capabilities and a complex implementation project. Without complex integration, jobs may be sent to defunct mailboxes, be incorrectly assigned or require manual assessment and manual input into the government system.

- **Channel confusion/reputation issues:** For a city the size of Canberra, multiple reporting applications for municipal issues are unnecessary and create confusion about how to contact government services. This can be worsened by third party provider systems that notify complainants their issue is 'in progress', even when it may not be, or when the matter belongs to another agency, leading to miscommunication, frustration and reputational harm.
- **Security risks:** Third-party mobile applications present an ICT information security and phishing risk where external links must be opened to receive these external complaints. Under the ACT Government Cyber Security Policy, ACT Government organisations must take steps to protect their records, information and data from misuse, interference, loss, unauthorised access, modification and disclosure.

At this time, the Fix My Street and Access Canberra websites can be accessed by multiple browsers on multiple platforms and represent the most cost-effective and convenient way to provide access to government services without the overhead of developing and maintaining mobile applications for multiple platforms.

FMS future roadmap

TCCS is committed to maintaining the Fix My Street business application for reporting and management of citizen requests for city services. The merger of TCCS with Access Canberra and EPSDD to form the new City and Environment Directorate will also align the teams responsible for both the front-end user experience and the back-end service delivery. This will foster greater collaboration, improve responsiveness, and enable more cohesive development of digital services to better meet community needs.

The City and Environment Directorate can arrange a demonstration of the back-end functionality of the Fix My Street system if it is considered beneficial to the Standing Committee's understanding of the complexities and interlinkages of the system.

Attachments

Attachment B.1	Field Services hosted business systems
Attachment B.2	FMS street lights – comprehensive efficiency analysis excerpt
Attachment B.3	TCCS FSO system solution overview – FMS

Attachment 1 - Field Services hosted business applications - functional summary

Fix My Street.

Fix My Street (FMS) application is built on Salesforce to allow citizens to log service requests for municipal jobs. These requests can be logged by citizens, Access CBR Call Centre staff, staff from Ministers' offices, and various business units. Upon submission, requests are created in the Field Services Salesforce CRM and routed to the appropriate team within TCCS. The system integrates seamlessly with the Territory Asset Management System to handle asset-related requests and provides case management for areas like ACT Trees, Transport Canberra, Licensing and Compliance, and Streetlights. Recently, it also integrated with the Territory Streetlights Vendor (BimCity) for efficient request handling.

Since transitioning from the old Oracle solution in May 2021, FMS has processed over **226,000 requests**. Recent updates have improved integration with **Access Canberra**, the **Asset Management System**, and **business areas**, enhancing functionality such as:

- Syncing case information between Access Canberra, TCCS Salesforce System, and other systems like Assetic and BimCity.
- Communication with citizens through tailored email notifications, common email templates, and feedback surveys for requests.
- Providing TCCS staff with a Map View to better resolve requests and visualize jobs.

Additionally, a City Operation Triage Team (COTT) has been established to better assist staff in completing requests using salesforce. With the triage team and the above improvements, TCCS has reduced average case closure times from **99 days in 2023, 34 days in 2024, and 16 days in 2025**.

We have also recently built the capability for **Security and Emergency Management (SEM)** team to use Salesforce for Emergency request coming from Access Canberra to be managed in the Salesforce CRM. Furthermore, over **217 TCCS staff members** use the Salesforce CRM to support Fix My Street requests.

WSMS (Waste Services Management System)

WSMS is bin management system for ACT Government. It stores over **180,000 addresses**, **manages over 7million kerbside** collections and is the mechanism to book and coordinate the **Bulky Waste pick up across the ACT**. WSMS is also now used to track the **Food organics and garden organics (FOGO) rollout** and its concessions **for additional services**. Salesforce system **invoice over 5,000** households on a yearly basis, manage daily customer requests for bin repairs, additional services, stolen bins, bulky waste pick-ups, downgrades and take daily payments through a **Westpac gateway** for additional services. This Salesforce website provides an overview of public forms that are available to residents of Canberra. The system also has a contractor portal which is used to manage the kerbside collections as well as the initial bin supply, bin replacements and repairs. Nowaste have 6 Customer Service Officers (CSO) using the system to manage those customer needs and requests, in additional of a system support team that manages addresses, work orders and pick up routes. The system is a vital part of NoWaste's day to day operations.

WRMS (Waste Regulation Management System)

The Waste Regulation Management System (WRMS) is a comprehensive compliance and management application designed in Salesforce to ensure adherence to waste regulations. It serves as an interface between registered **waste transporters, waste facilities, and NoWaste**, facilitating the **reporting of waste movements in ACT**. This system manages **licensing** for businesses involved in waste transport and storage, oversees regulatory administration including businesses, applications, and fees, and handles compliance and enforcement activities. In the salesforce WRMS system there is over **127** Waste Transporter Registration Application and over **55** Waste Facility License Application.

WRMS also supports waste reporting, providing crucial data on waste transport, facilities, and the fate of waste. This data is used to inform new policies and understand future waste infrastructure needs in the ACT, and is shared with stakeholders such as EPSDD, CMTEDD, and the Federal Government. There is a Salesforce business portal for businesses to register and provide information, while Salesforce CRM is used by the backend NoWaste staff.

Crash Application

The Traffic Management and Safety (TMS) section of Roads ACT plays a crucial role in ensuring the **safety and efficiency of the road network** in the Australian Capital Territory (ACT). This section is tasked with monitoring and managing the operating conditions of the existing road infrastructure, aiming to enhance road safety and reduce traffic incidents.

To achieve this, TMS utilizes the Salesforce CRASH system, a Customer Service Request Management tool developed by Transport Canberra and City Services (TCCS). This tool is essential for the storage, analysis, and reporting of traffic crashes within the ACT. The data fed into Salesforce system comes from two primary sources: the Australian Federal Police (AFP), who submit information on injury and fatal crashes via Smartforms, and members of the public, who report property damage crashes through the same system.

Once the data is submitted, it is processed by a dedicated Crash Data Officer in Salesforce Crash Application. This officer's role is to meticulously identify and classify the various crashes occurring on ACT roads. On average, there are about **8,500 submissions each year**, which translate into approximately **5,500 on-road crashes**. This extensive data collection is not just for record-keeping; it serves several critical functions.

The collated crash data is integral to multiple programs and initiatives. For instance, it **supports the Black Spot program**, which targets areas with high accident rates for safety improvements. It also feeds into the **Safety Improvement Program**, which aims to enhance overall road safety through various measures. Additionally, the data contributes to the **National Road Safety Strategy**, helping to shape policies and strategies at a national level.

Moreover, Roads ACT uses this data for its **own road improvement programs**, ensuring that the infrastructure is continually upgraded and maintained based on the latest safety data. The crash data is also used to respond to inquiries from **Members of the Legislative Assembly (MLAs), the media, the public, and various government agencies, both Commonwealth and ACT**. Private organizations, such as consultants, also rely on this data for their analyses and reports.

Finally, the crash data is made publicly available through the Open Data Portal, dataACT. This transparency allows for public access to important safety information, fostering a community that is informed and engaged in road safety issues. Through these comprehensive efforts, the TMS section of Roads ACT significantly contributes to the safety and efficiency of the road network in the ACT.

WSF (WorkSafe Act)

Salesforce is WorkSafe's CRM system that facilitates and enhances the administration of the Territory's **work health and safety legislation**. It is used to track and manage **incidents**, **hazards**, or **concerns** reported by a PCBU (Person Conducting a Business or Undertaking) or a member of the public.

Salesforce enables WorkSafe staff to manage site visits, track hazards or contraventions, and issue notice letters or infringements when required. The system stores all PCBU accounts and contacts and includes a built-in feature that verifies registered business details with ASIC, ensuring accurate and up-to-date PCBU account and contact information.

Since the implementation of the WorkSafe Salesforce application, WorkSafe has generated over 12,000 site visits, issued over 812 infringements, recorded over **16,500 incidents**, processed over **3,700 labour hire forms**, and handled over 4,500 workers' compensation requests. The system has also generated **12,900 notices** for citizens.

WorkSafe also utilises the Salesforce online portal that allows PCBUs and members of the public to access online incident forms, as well as a range of licence and permit applications. The salesforce portal reduces manual processing for the WorkSafe inspectorate, enabling more thorough application reviews and processing. It also allows for **online payment** of **infringements** and **licence applications**.

These systems are a pivotal part of WorkSafe's day-to-day operations and currently have over **70 staff using the salesforce system**.

Urban Forest Management System (UFMS)

The Citizen Portal, built on Salesforce, offers a comprehensive suite of services for citizens. Through this portal, citizens can **register**, **apply for tree activities** with **integrated maps** and **payment processing**, and **submit reconsideration and tree register applications**. Specifically, citizens can submit applications for tree activity **approval**, view their application **status**, save their progress for later, resume applications, make payments, and

submit reconsideration and tree register applications. This streamlined process ensures that citizens have a user-friendly and efficient way to manage their tree-related activities.

On the administrative side, UFMS staff utilize the Salesforce backend system to manage various tasks. This includes handling **development applications** (DA), **assessing all above types of applications**, and **managing workflows** and **business processes**. The system also supports **inspection management**, allowing staff to efficiently manage **visits** and generate **Tree Assessment Reports (TAR**). This integration of administrative functions ensures that staff can perform their duties effectively and maintain high standards of service delivery.

Overall, the Citizen Portal and the Salesforce backend system work together to provide a seamless experience for both citizens and staff. Citizens benefit from an intuitive and accessible platform to manage their applications and payments, while staff have the tools they need to efficiently handle administrative tasks and inspections. This holistic approach enhances the overall efficiency and effectiveness of the services provided.

Domestic Animal Service Application (DAS)

The Salesforce CRM manages the accommodation of impounded animals, records their journey at DAS, identifies un-microchipped dogs, monitors their welfare, ensures all dogs are microchipped, and records details of their expound by type. Case management capabilities include raising cases, work orders, and service appointments according to case types, monitoring their progress by status, allocating them to actioning officers, tracking case history, and attaching notes, photos, videos, and documents. It also includes an appropriate decision-making approval process and links to pro-forma notifications and inspection reports.

The Salesforce system has received over **50,000 cases** from Access Canberra when citizens log cases, including **1,592 aggressive dog** cases, **1,196 animal nuisance** cases, 985 animal welfare cases, **3,307 dog attack cases**, **2,067 dog pick-up** cases, and **5,162 roaming/stray dog** cases etc..

The system for Registration and Renewal of cats and dogs offers a secure, self-managed, mobile-friendly, real-time online registration process through a Digital Account, Salesforce public website, and interfacing with the Westpac payment gateway. It collects and stores person and animal identification details. Since Salesforce being introduced in 2017, the system has registered over 318,000 animal owners and currently have over 133,000 animal portfolios.

The annual registration renewal is self-managed online, with pet details visible through the Digital Account. Currently, there are over **82,927 active renewals** in the Salesforce system, which sends notifications to citizens by auto-generating renewal due reminders, confirmation notifications, and registration certificates upon approval. The system provides help text, error, and information messaging to assist citizens, along with links to webpages and contact details.

Salesforce's field capability allows rangers to access **service appointments** via mobile devices, enabling the **impounding** of pets in the field, **route optimization** with mapping functions for hotspot identification, and vehicle inventory management. Resource management features include **shift, roster, and staff allocation** management, incident response progress tracking by status, and monitoring the location of response units for WHS. Additionally, there is built-in capability for high-priority jobs, such as dog attacks, to be automatically logged to field staff who are rostered and in the field.

20 Sept 2024

Transport Canberra and City Services

FMS App Remediation A comprehensive Efficiency Analysis Excerpt – Streetlights

ACT Government
Transport Canberra and City Services

CANBERRA

Project lead: Amber Bui
BA: Kay Robinson
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Functional Comparison

Before FMS Remediation

Integration with third party system

- **Manual triaging and validation:** Staff manually check and confirm information
- **Data shared via email attachments**: Information is exchanged using email attachments, not automated systems.
- **Manual status updates**: Progress updates are checked and entered by hand on both systems, not automatically.

Integration between Access Canberra (AC) and Transport Canberra and City Services (TCCS)

- **Limited system integration**: The systems used by Access Canberra (AC) and Transport Canberra and City Services (TCCS) are not fully connected.

Communication with citizens

- **Acknowledgement emails**: Citizens only receive a confirmation email when a service request is first logged.
- **No further updates**: Citizens are not automatically informed of progress or changes.

Email templates

- **No pre-made templates**: Staff must write each email from scratch.
- **Manual email details**: Staff must manually enter the sender, subject, and message content.

Request management improvements

- **Photo format issues**: Photos taken on Apple devices (HEIC format) cannot be viewed by staff without manual conversion.
- **Missing request creation info**: If the system is down, the date and time a request was created may not be recorded.
- **Request ownership visibility**: requests can be reassigned to a user and drop out of the shared queue, making them harder to track.
- **Status not updated on reassignment**: When a request is reassigned, its status does not change automatically to show that action is needed.

City Operation Triage Team

- **No dedicated triage:** complex jobs take more time for triaging.
- **Jobs passed between teams**: Tasks often move back and forth between different teams.

Duplicate management

- **Duplicates found manually**: Staff must identify duplicate requests manually.
- **Redundant actions**: Different staff may work on the same issue without knowing, leading to wasted effort.

After FMS Remediation

Integration with third-party system

- **Automatic request transfer**: Eligible jobs are sent directly to the contractor system without needing spreadsheets and manual intervention
- **Unified request View**: Staff can see all request details across connected systems.
- **Citizen updates**: ACT residents are notified quickly when their request has been acted on.

Integration between AC and TCCS

- **System integration**: Access Canberra and TCCS systems now share information more smoothly.

Citizen communication Improvements

- **Updated contact info**: Changes to contact details and replies to emails are now synced across systems.
- **Digital account portal posts synced**: Posts made by citizens on the Digital Account portal are now visible in the main system automatically.
- **Operational info shared**: Citizens can now see more updates about TCCS operations.
- **Flexible notifications**: Each team can choose when to send updates.

Email enhancements

- **Ready-to-use templates**: Common email responses are available for different teams and situations.
- **Smart email setup**: Subject lines are auto-filled, and emails come from the correct team address, selected content is pre-populated by system records.

Request management improvements

- **Photo compatibility**: Photos from Apple devices (HEIC format) can now be viewed easily.
- **Accurate request timing**: request creation time is now recorded, helping with analysis.
- **Clear request ownership**: requests are only reassigned to teams, so they cannot drop out of the shared queues.
- **Action alerts**: When a request is reassigned or receive communication from citizens, its status changes to show that action is needed.

City services triage team

- **Team coordination**: This team helps manage how requests move between different teams for complex jobs.

Duplicate request handling

- **Duplicate alerts**: The system flags similar requests automatically.
- **Linked requests**: Staff can link duplicate requests together.
- **Status syncing**: Updating the main request also updates all linked duplicates.
- **Flexible matching rules**: Each team can set its own rules for spotting duplicates, like location or category.

Operational Comparison

Before FMS Remediation

Integration challenges

- **Limited automation**: The connection between systems (Fix My Street and contractor) isn't automated, leading to delays and possible errors.
- **Manual workload**: Staff must do a lot of manual work between requests logged via Access Canberra (AC) and the Fix My Street systems.
- **Slow request progress**: Requests can be delayed due to double handling and outdated information.

Citizen communication issues

- **No real-time updates**: Citizens don't receive live updates on their request status.
- **Inconsistent information**: Messages vary depending on who sends them, which can lead to confusion.
- **Time-consuming process**: Creating and sending updates are time consuming, taking capacity away from resolving jobs on site.

Email challenges

- **No standard templates**: Without consistent templates, messages can be unclear or inaccurate.
- **Manual emails**: Writing emails by hand increases the chance of mistakes and slows progress down.

Request management issues

- **Missing information**: Some requests don't have complete details, including location, contact information and issue details
- **Poor assignment**: Requests may be left untouched if not assigned properly.

City Operation Triage Team

- **Job coordination delays**: Moving requests between teams isn't efficient, it depends on staff's knowledge of cross-business areas.

Duplicate request problems

- **Extra work**: Staff may unknowingly work on the same issue twice.
- **Slow duplicate detection**: Finding and linking duplicate requests is not streamlined or time efficient.

After FMS Remediation

Integration with third-party system

- Manual work is reduced—systems now update automatically.
- Request progress is shared smoothly between the contractor system and Fix My Street in real-time.
- The technology used makes it easier to grow and improve the system in the future.

Improved integration between AC and TCCS

- Less manual handling of requests.
- The setup supports future upgrades and better connections between systems.
- Lower costs and fewer risks of errors.

Clearer and faster communication with citizens

- Citizens receive real-time updates, improving satisfaction.
- Messages are consistent, accurate, and tailored to each category.
- Email templates help staff respond quickly and clearly reducing wait time for citizens.
- Email or additional information sent by citizens are updated across all systems automatically help accelerate resolution progress.

Better emails to citizens

- Messages match what the citizen originally reported.
- Emails are accurate and consistent across categories and teams.
- Staff save time with automatic email features.

Smarter request management

- Request details are completer and more accurate.
- The system works more efficiently, improving service for everyone.

Streamlined teamwork

- Reassigning requests between teams is now easier.
- Teams spend less time on administrative tasks.

Faster duplicate detection

- The system suggests possible duplicates, so the same job isn't sent to staff more than once, eliminate wasted effort.
- Duplicate requests are found and handled more quickly.

Efficiency improvement example

Scenario 1: Streetlight bulb is out
A citizen reports a streetlight bulb has gone out that requires maintenance and logs an anonymous Fix My Street job, calls Access Canberra later to provide contact details and check status, AC needs to pass on the message to TCCS, TCCS needs to follow up with the citizen, then the issue is resolved.

Before:
11 “touch points”
Roughly 1.8 hours of effort
Roughly 3-30 days from request opening to issue resolution

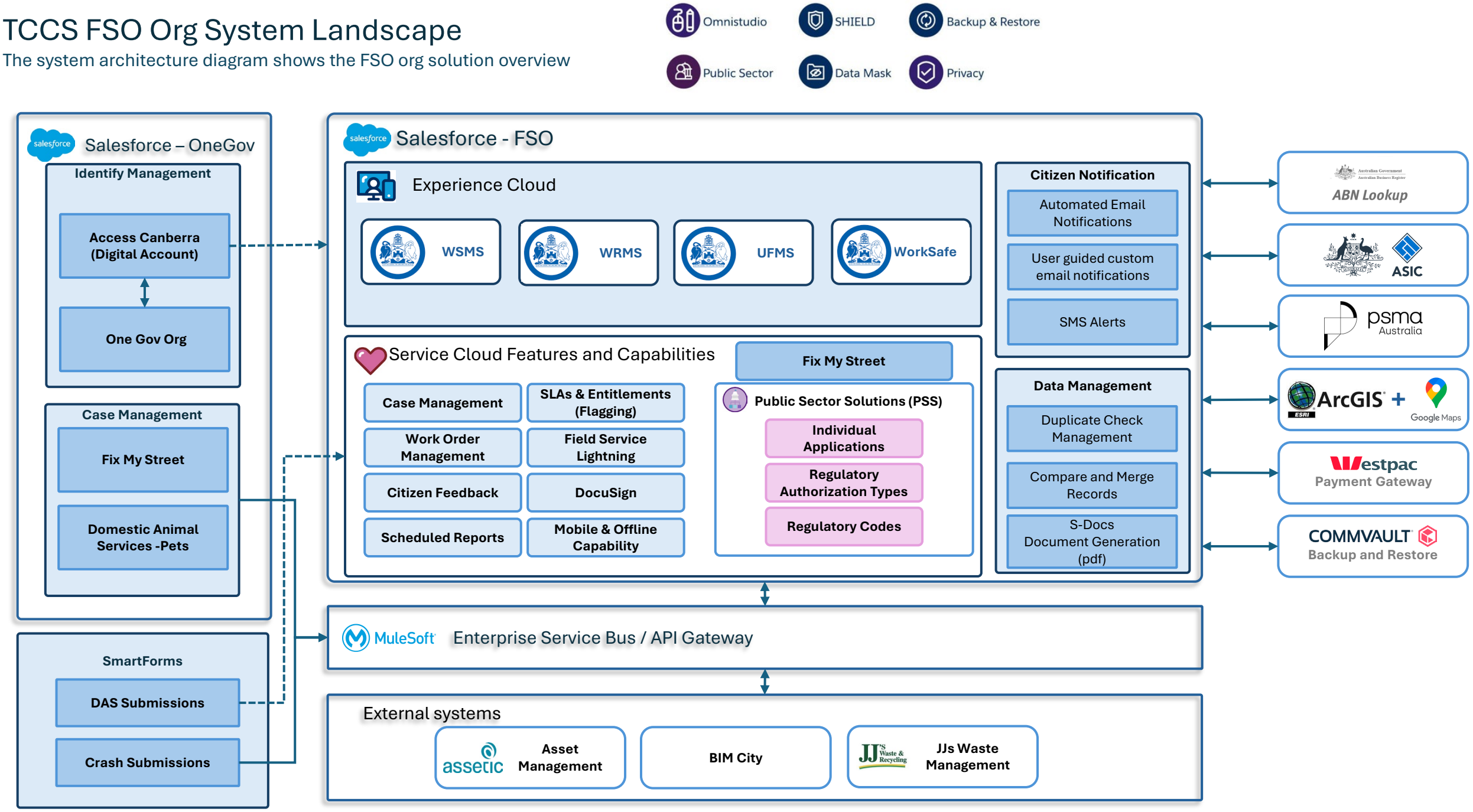
After:
5 “touch points”
Roughly 0.8 hours of effort
Roughly 3 days from request opening to issue resolution

Roughly 581 Streetlight requests in CY2023 benefited from the related enhancement in this scenario.

Citizen touch point
AC touch point
TCCS touch point

TCCS FSO Org System Landscape

The system architecture diagram shows the FSO org solution overview



TCCS FSO – Fix My Street Overview