



SAP
Innovation
Awards 2019



SAP Innovation Awards 2019 Entry Pitch Deck

Public Sector Digital Transformation – Consenting Made Easy
Auckland Council

THE BEST RUN





<https://youtu.be/BZd-G-v1daM>



Public Sector Digital Transformation – Consenting Made Easy

Auckland Council

“Quote”

“We’ve got the customer front and centre to what we’re trying to do.

We’re at the start of the journey, but we know now with confidence that we can start to deliver fast and effective online services to the citizens of Auckland.”

Mark Denvir

CIO, Auckland Council

Challenge

Auckland, New Zealand’s largest city is experiencing substantial growth. A housing shortage is inflating prices, the lack of affordability is affecting Aucklanders’ disposable income and quality of lifestyle. Manual paper-based Building and Resource consenting processing methods can not keep pace with housing demand.

Solution

The solution was to digitize the Resource and Building Consent processes to increase efficiency and accuracy of applications. Through digital transformation a shared-service business model allowed digital consents to be allocated to other councils for processing across New Zealand, United Kingdom and Germany, increasing overall capacity to meet demand.

Outcome

The outcome is a streamlined consenting process, with a shared-service business model that has increased processing efficiency and capacity. Within six months 52% of all Building Consent applications were submitted online. These factors have redefined the way Building and Resource consents are received and managed within the public sector. More Consents processed means more houses can be constructed to help address Auckland's housing shortage.

20%



Increased Capacity

52%



Digital Uptake

Document Management and acceptance timeframes have significantly improved.



Partner Information

Zag Limited

Implementation Partner



For 23 years Zag (Formerly Soltius) has been delivering quality solutions to organisations across New Zealand. At the heart of what we do is helping customers like Auckland Council deliver their products and services more effectively and ultimately improve peoples' lives and society as a whole.

As Auckland Council's implementation partner for this project, we are proud to be an important cog in their digital transformation journey by providing innovative SAP solutions such as the Consenting Made Easy Programme.

Nick Mulcahy – Zag CEO



The innovation of Auckland Council's resource and building consent process exemplifies SAP's vision of the Intelligent Enterprise, leveraging progressive technologies like SAP Customer Experience to drive a strategic socio-economic initiative in New Zealand's largest city. The Auckland Council SAP Customer Experience platform was one of the first global deployments in public sector, built to provide Auckland residents with online council services. Zag and the team at Auckland Council remain at the forefront of public sector digital transformation, with online consenting processes from any device 24/7. SAP technologies have enabled the consolidation and digitisation of a complicated legacy paper-based process, putting the southern hemisphere's largest council in a better position to keep up with increasing demand for safe and affordable housing. I really value how this project aligns strongly with our purpose – to help the world run better and improve peoples' lives.

Phil Cameron – Managing Director for SAP New Zealand

ZAG



Business Challenge & Objectives

Auckland, New Zealand's largest city is experiencing substantial growth. A housing shortage is inflating prices and lack of affordability is affecting the disposable incomes and quality of lifestyle of 1.6m Auckland citizens. To keep pace with demand, it is projected that 422,000 new dwellings are required within the medium term.

Manual paper-based methods can not keep pace with processing requirements. More frequently, applications for large 1000+ dwelling subdivisions are submitted. The sheer volume of paper required to support large manual submissions often could not physically fit within an ordinary Council office space for processing.

Central Government legislation must be adhered to, while ensuring the needs and priorities of local communities are also considered during the consent process. Siloed data repositories and disparate systems led to duplication of effort and process inconsistencies across the greater Auckland region.

The objective was to streamline complex Resource and Building Consent processes by adopting a 'customer first' approach, with a focus to make it as easy as possible for customers to submit high quality Consent applications online.

Leverage online decision tools, calculators and provide contextual advice to guide and educate the customer through the application process in real-time to understand relevant legislative requirements and potential cost considerations.

During the consenting process, increase transparency and communication between Auckland Council, residents and corporate customers by providing online dashboards and updates throughout each stage of the process.

Challenge existing processes to increase efficiency and customer satisfaction by establishing an omni-channel customer centric technology platform that supports future growth.

Create future opportunities to continually improve the end-to end customer journey while continuing to adhere to exacting central Government legislative requirements.



Project / Use Case Details

Large manual housing development submissions could contain over 50kg of paper, the sheer volume was drowning the office space of local council branches and creating a health and safety risk for employees. Submissions were often printed in duplicate, shared across different departments, scanned, downloaded and uploaded into multiple back-end systems leading to versioning issues and data inconsistencies.

Customers were often frustrated with the lack of communication and transparency throughout the consent process. Manual processing methods could not keep pace with demand. Increasing house prices leading to high mortgage debt is affecting household disposable income and ultimately Aucklanders' quality of lifestyle and socio-economic stability.

The solution was to digitize the Resource and Building Consent processes to create process efficiencies and increase the processing capacity to meet demand. A responsive web design ensured customers can create, manage and receive updates on their consent applications conveniently 24/7 via Desktop, Tablet or Mobile. Customers no longer need to queue at their local Council Branch during normal office hours to lodge consent applications, positively changing the way our customers engage with Council representatives.

Online decision tools, real-time validations and contextual guides educate customers through the consent process informing them of relevant government legislation and how their application could be adjusted to overcome various restrictions or additional costs. This led to an increase in the completeness and overall quality of the applications submitted meaning applications could be accepted and processed more efficiently.

Consent applications digitally submitted can be more easily distributed through a shared-service business model where other Councils across New Zealand, Australia and England can process key elements of an application, improving the way consents are received and managed, and increasing overall processing capacity.

Large paper submissions often weighed over 50kg creating a health and safety hazard. With 52% of applications now online, there is a large reduction in the volumes of paper employees need to physically handle. To further aid the human aspect of Auckland Council's digital transformation, employees received high resolution computer screens and training on application tools such as Adobe, changing the way they process consent applications.



Project / Use Case Details

As a pre-requisite, legacy master-data from 7 local district councils were consolidated into one SAP environment. The next phase was then to implement SAP-Hybris Commerce as the omni-channel customer experience platform to support centralized online services.

Online services were added incrementally and included various online payments for Property Rates, Infringements and Dog Licencing as well as Building and Resource Consents.

Further Mobile applications have then been implemented to support downstream fulfillment of applications such as the Building Inspections where mobile Building Inspectors are routed to the construction sites based on the type of consent, required expertise and the Building Inspectors and current location.

Key SAP Technologies used were:

SAP-ERP (HANA), SAP-CRM (HANA), SAP-BI (HANA), SAP-PO, Hybris (C4Commerce) Hybris yForms add-on, Neptune and SAP UI5.

A key innovation challenge was making the complexity of Government legislative requirements “simple” to the end User. By adopting a Design Thinking approach customer stakeholders were engaged early in the project and process inefficiencies were able to be identified and addressed. Webservice calls to back-end systems ensured data was pre-populated and validated in real-time for data accuracy. Customer dashboards keep internal and external Users updated through the process and encourages connectedness and collaboration between Auckland Council staff and their customers.

The outcome is a streamlined process, with increased efficiency and a successful shared-service business model that increases processing capacity. Online adoption has been significant with over 52% of applications now submitted online. These factors have redefined the way Consenting applications are received and managed within the Public Sector. Increasing consent output means more dwellings to be constructed each year, helping to address the Auckland housing shortage and ultimately improving the lives of employees, customers and Auckland residents through digital transformation.



Project / Use Case Details

Key benefits of this project include:

Business Outcomes:

1. Employees can now process more applications in parallel without requiring additional office space to store physical paper submissions and supporting architectural drawings, increasing processing.
2. Communication and collaboration between internal departments and the customer has increased resulting in greater transparency throughout the consenting process and faster resolution of queries.
3. Digitizing the Consenting process means certain applications can now be outsourced as a service to other Councils around New Zealand, increasing processing capacity and establishing a new shared-service business model, increasing business capacity.

Social Outcomes

1. More efficient processing of Consents and increased capacity supports Auckland City growth projections, more dwellings can be consented and built contributing to more affordable housing for Auckland residents.

IT Outcomes:

1. Application documentation is digitally tagged and stored centrally, ensuring all affected Council departments are working off the same documents and versions. Data acceptance and replication times have reduced increasing efficiency.
2. Reduced printing costs for duplication of paper submissions to share across affected Council Departments.
3. Increased transparency and tracking of processing times and identification of process bottlenecks.

Human Empowerment:

1. Customers can more easily understand consenting requirements upfront ensuring they are better prepared.
2. Customers can now submit applications anytime 24/7 without needing to queue at local Council branches.
3. Online validations and education tools provided contextually during the application process means Consent submissions are more complete, making them more efficient to process.
4. Online adoption has been significant, and Online Consenting has increased employee and customer satisfaction.



Benefits and Outcomes

Business / Social

Increased Capacity

The value of Consents issued for all construction across the Auckland region has increased by 20%.

20% 
Increased Capacity

IT

Increased Efficiency

Document Management and acceptance timeframes have significantly improved.

Human Empowerment

Significant Digital Uptake

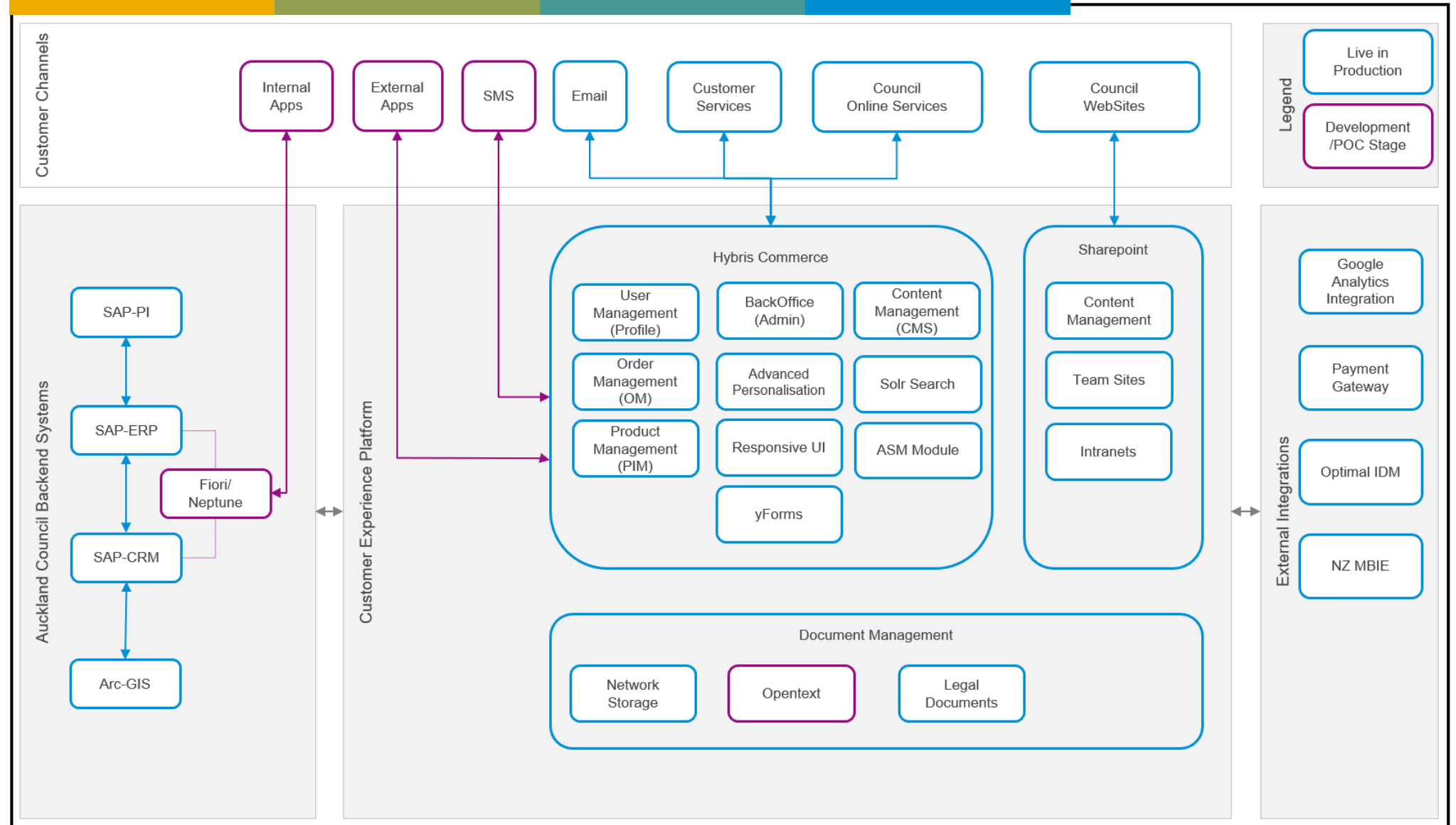
From 0% to 52% of Building Consent applications are submitted online within 6 months of Go-live.

310 new applications were submitted online in the first week alone.

52% 
Digital Uptake



Architecture





Deployment

Date of Deployment or POC: Multiple Phases, Deployments August 2016, November 2017, May 2018

Number of live users: 6,900 peak active Users per day

SAP Technologies Used:

SAP CRM (HANA)	Live
SAP ERP (HANA)	Live
SAP BW (HANA)	Live
SAP PO	Live
SAP Hybris Commerce	Live

Server Processor: Intel Xeon CPU 10 cores, x 5 application servers

Linux Distribution: N/A