



# Process Transformation: Approvals (Permits & Consents) Initiative

Board Meeting

26 May 2022

*Let's go there* 

# Context - what is the Approvals Initiative?



# Summary – benefits realised 2021/22

## Overall (Vehicle crossing permit process + CAR process)

**85%** reduction in customer wait time with Council call centre

**\$482k increase** through process efficiencies

**53 hours** saved on average per month

**Positive culture shift** for AT teams responsible for these processes

**Greater collaboration** across Council and AT teams aligned on improving customer experience

**AT's carbon footprint** reduced

## Vehicle crossing permit process *(further detail provided on page 4, 9, 11 & 12)*

**85%** reduction in customer wait time through introduction of online bookings for inspections

**\$131k increase** through fee sharing improvements with Council

**45 hours** saved on average per month through co-designing solutions with AT teams

**Continuous improvement mindset** adopted by AT teams involved in the process

**82%** improvement in processing time through customer handover negotiation with Council

**97kg CO<sub>2</sub>-e/units** saved through introduction of remote inspection tool that reduced need for travel

## Corridor Access Request (CAR) process *(further detail provided on page 5, 9, & 10)*

**\$351k increase** through process efficiencies

**8 hours** saved on average per month through improved inter-AT team co-ordination

**Positive Culture results**  
**13%** reduction in non constructive style and **14%** increase in constructive style

**Greater collaboration** across IN & SD teams aligned on improving customer experience



# Deep dive 1: Vehicle crossing permit process

## Process overview

- A driveway is a vehicle access lane located on private property.
- A vehicle crossing starts where the driveway leaves the legal boundary of a property and continues until it meets the road. It allows vehicles to cross over berms or pavements to access the road.
- Annually, AT processes approximately 4,500 vehicle crossing permit applications generating \$780k in revenue. This represents our fourth largest approval type by volume.



## Key actions taken *(further detail provided on page 9, 10, 11 & 12)*

**Solution 1:**  
**Introduction of an online booking tool to improve customer experience** of booking driveway inspections (conducted by AT).

**Impact:**  
**85% reduction in customer wait time** with Council call centre.

**Solution 2:**  
**Alignment with Council** for Auckland Unitary Plan to be completed by AT to **improve process efficiency**.

**Impact:**  
**Additional \$131k in permit fees received by AT** in Jul 2021 – Apr 2022. Annually, the change will result in an additional \$151k in revenue for AT.

**Solution 3:**  
**Implementation of process efficiencies** to reduce time spent by AT & Council staff.

**Impact:**  
**31 hours/month saved on average for Council call centre staff** (300 hours/year). **14 hours of time saved for AT Auditors in Mar 2022** (forecast to be up to 36 hours/month).

**Solution 4:**  
**Introduction of new ways of working** for AT teams, including collaborative, cross-functional and iterative approaches.

**Impact:**  
**Continuous improvement mindset** adopted by AT teams involved in the process who were previously hesitant to change.

**Solution 5:**  
**Collaboration and negotiation with Council** to reduce handover time of customer applications from 20 days to target of 2 days.

**Impact:**  
**82% reduction in processing time**.

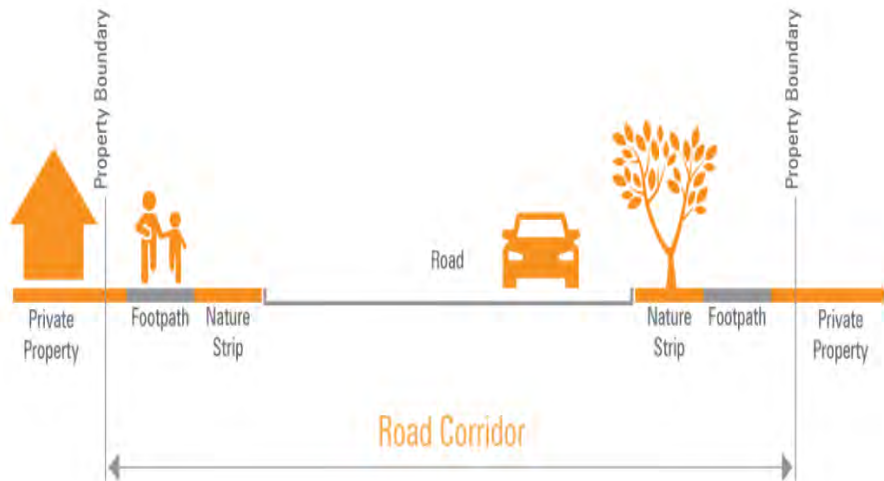
**Solution 6:**  
**Introduction of a remote inspection tool** to reduce AT's carbon footprint through a reduction in travel time for Auditors to complete the application process.

**Impact:**  
**97kg CO2-e/units saved** through introduction of a remote inspection tool that reduced need for travel.

# Deep dive 2: Corridor Access Request process

## Process overview

- The Road Corridor is the land that extends from the boundary of one property to the boundary of the one opposite, across the road. It includes the nature strip, footpath and road.
- Work or activity that affects the normal operation of the road, footpath or berm requires approval.
- Approvals fall under two types - excavation (activity that may break or damage the surface of the road corridor e.g. maintenance work) or non-excavation (e.g. activities such as holding events or protests).
- Annually, AT processes approximately 30,000 CAR applications. This represents our largest approval type in volume, generating \$2.9m in annual revenue.



## Key actions taken *(further detail provided on page 5,9 & 10)*

**Solution 1:**  
End to end process review highlighted the opportunity for **process efficiencies** including the manual time consuming process for charging customers.

**Impact:**  
**Revenue of \$351k has been invoiced** process efficiencies

**Solution 2:**  
Review of process to **improve inter-team coordination** through co-design with teams to encourage system use rather than emails and manual interventions.

**Impact:**  
**Time saved for AT people – 8 hours/month, 96 hours/year.**

**Solution 3 & 4:**  
Introduction of **new ways of working** for AT teams, including collaborative, cross-functional and iterative approaches. For example, through design sprints, workshops and continuous feedback loops.

**Impact:**  
**CAR Team E-NPS improved** from -25 to +0 through co-design, engagement & collaboration.  
**Greater collaboration** across IN & SD teams aligned on improving customer experience.

# Our current focus: CAR process transformation

The Approvals squad is currently focussed on transforming the CAR process. The below is a summary of the key improvements to be explored and implemented over the next financial year:

Current situation	The opportunity	Expected impact
<p><b>Customer awareness of how to complete the application is low.</b> Documents required for an application to be processed are generally incomplete / incorrect.</p>	<p><b>Introduction of a Corridor Access Request application “how-to guide” for customers.</b> This is currently under development.</p>	<ul style="list-style-type: none"> <li>• Reduced re-work for AT people</li> <li>• Improved customer satisfaction levels</li> <li>• Improved processing time</li> </ul>
<p><b>Current AT system has limited functionality,</b> does not integrate well with other systems, is built on third party IP and is not economical to upgrade.</p>	<p><b>Build a new bespoke AT system</b> that caters to our specific requirements. Business case currently in development.</p>	<ul style="list-style-type: none"> <li>• Increased efficiencies through time saved</li> <li>• Customer wait time reduced</li> <li>• Improved inter-team coordination</li> </ul>
<p><b>Disparate legacy bylaws</b> (Rodney, Waitakere, etc.) are due to expire (controlled by Council, not AT) leading to confusion and misalignment.</p>	<p><b>Creation of a single bylaw that reflects the Super City environment</b> and provides enhanced regulatory powers for AT. Industry engagement and consultation underway.</p>	<ul style="list-style-type: none"> <li>• Improved customer ease</li> <li>• Baseline fees to adjust for inflation (may impact revenue favorably)</li> </ul>
<p>An end-to-end process review shows that <b>billing for customers is manual</b> and time consuming, often causing an increased risk of customer disputes.</p>	<p><b>Standardise, streamline, automate, and integrate</b> current billing processes – in progress.</p>	<ul style="list-style-type: none"> <li>• Improved revenue</li> <li>• Time saved for staff</li> <li>• Reduction in customer disputes</li> </ul>
<p><b>Lack of visibility of work happening across different AT teams</b> (Property &amp; CAR) results in overlap and duplication of work (sometimes on the same street).</p>	<p><b>Integration of processes</b> across Property Team and CAR Team <b>and introduction of a single system</b> that will provide visibility of work for AT teams – in progress.</p>	<ul style="list-style-type: none"> <li>• Time saved for staff</li> <li>• Improved customer experience</li> </ul>



## Appendices

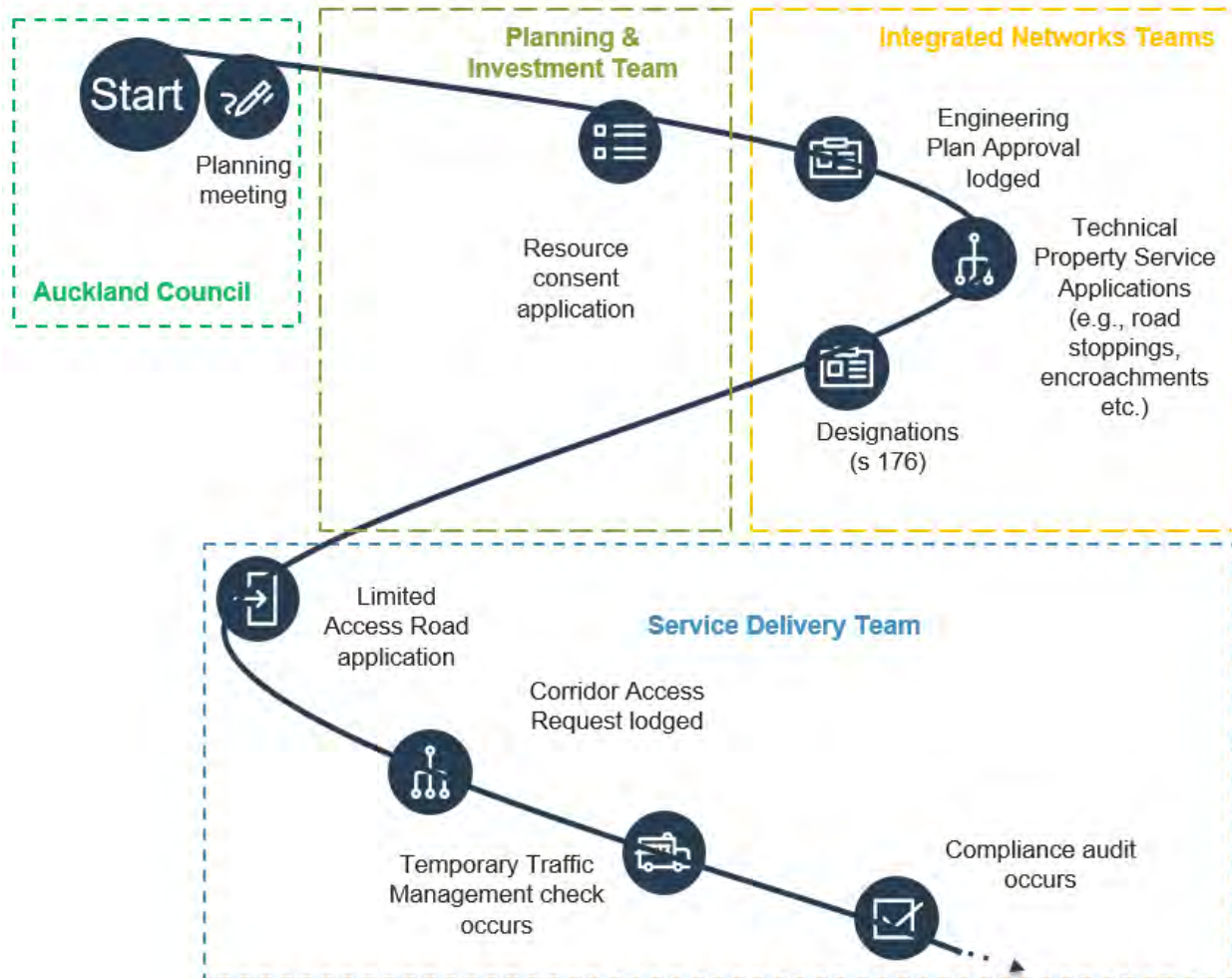
A: Overview - Approvals process journey

B: Summary - internal cultural impacts

C: Benefits deep dive – Vehicle Crossing permit process

# A: Overview - Approvals process journey

The below is a stylised representation of the end-to-end approvals process to aid understanding. Note that not all teams involved and processes are represented and, in reality, the sequencing does not occur in a linear flow.



## Full list of AT approvals processes:

1. Vehicle crossing permit – *current focus*
2. Corridor Access Requests (CAR) – *current focus*
3. Road stopping
4. Temporary Traffic Management (TTM)
5. Resolution
6. Landowner approval works within a designation
7. AT engineering approval
8. Departure form standards
9. Encroachment licence
10. Construction & maintenance encumbrance
11. Kerb discharge approval
12. Limited access road request
13. Landowner consent as affected party
14. Overweight / specialist vehicle
15. Parking permits
16. Removal of building line restrictions
17. Removal of limitations to parcel





# B: Summary – internal cultural impacts

## Collaboration impact

**Doing it ‘with’ the team rather than ‘to’ the team made all the difference.**

- Starting from our initial design, we engaged with and worked collaboratively with the relevant AT teams and others involved in the processes to identify employee and customer issues. This understanding and working together to resolve complex issues resulted in a better outcome for AT teams with a customer focus.
- Transparency about our ways of working, the process and where any pain points were, enabled us to create a high trust environment. This resulted in increasing team availability and engagement with the process and solutions.
- Working on the end to end process allowed us to increase inter-team communication, co-operation and break down silos. Allowing all parties to have a voice in the process ensured that we were not just moving problems from one area to another.

## What we learned

- ✓ Needed to ensure our stakeholders were better informed of the iterative nature of the way we work rather than the big bang approach they were accustomed to.
- ✓ Momentum slowed as we lost team members and/or brought on new team members to support the transformation.
- ✓ Having the right skills in our team was critical to accelerating our delivery.
- ✓ External dependencies continued to slow our delivery.
- ✓ Different role maturity and experience has at times impacted our ability to deliver at pace.

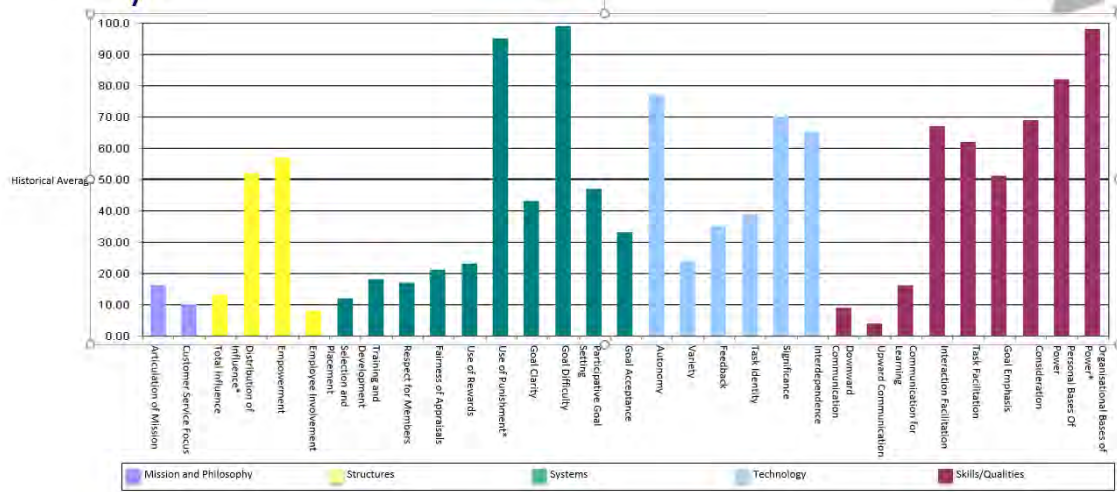
**“This has been a change in approach for the Compliance Team who were initially resistant to the introduction of the online booking tool and remote inspections but have come to appreciate both. This has enhanced the customer experience and improved team efficiency.”**

- GM Services & Performance (Tracey Berkahn)

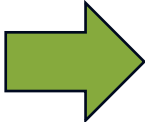
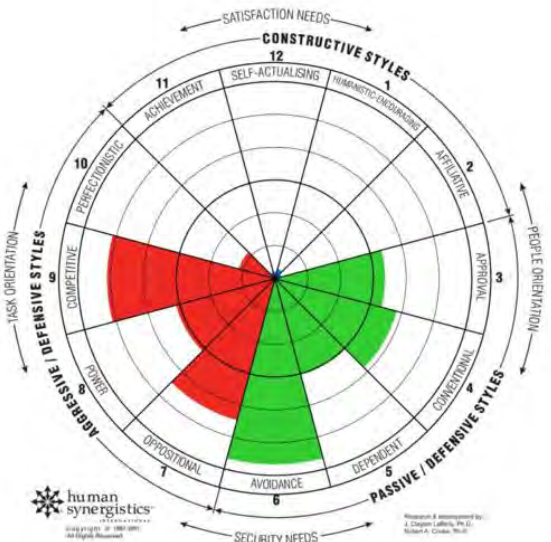
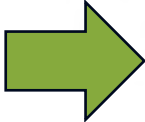
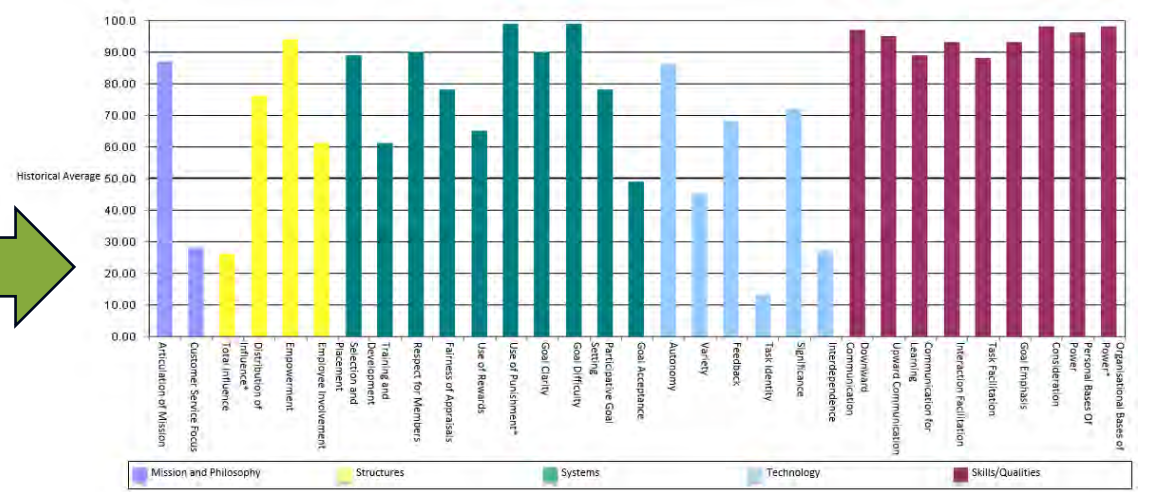


# B: Summary – internal cultural impacts (Internal team)

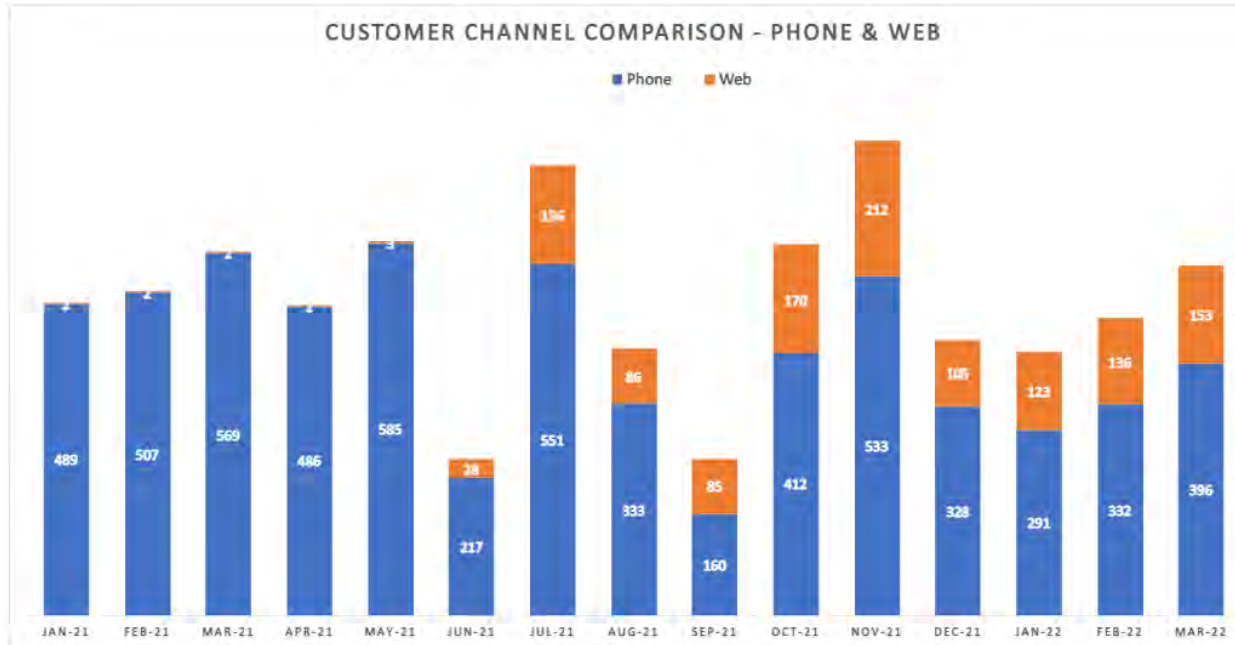
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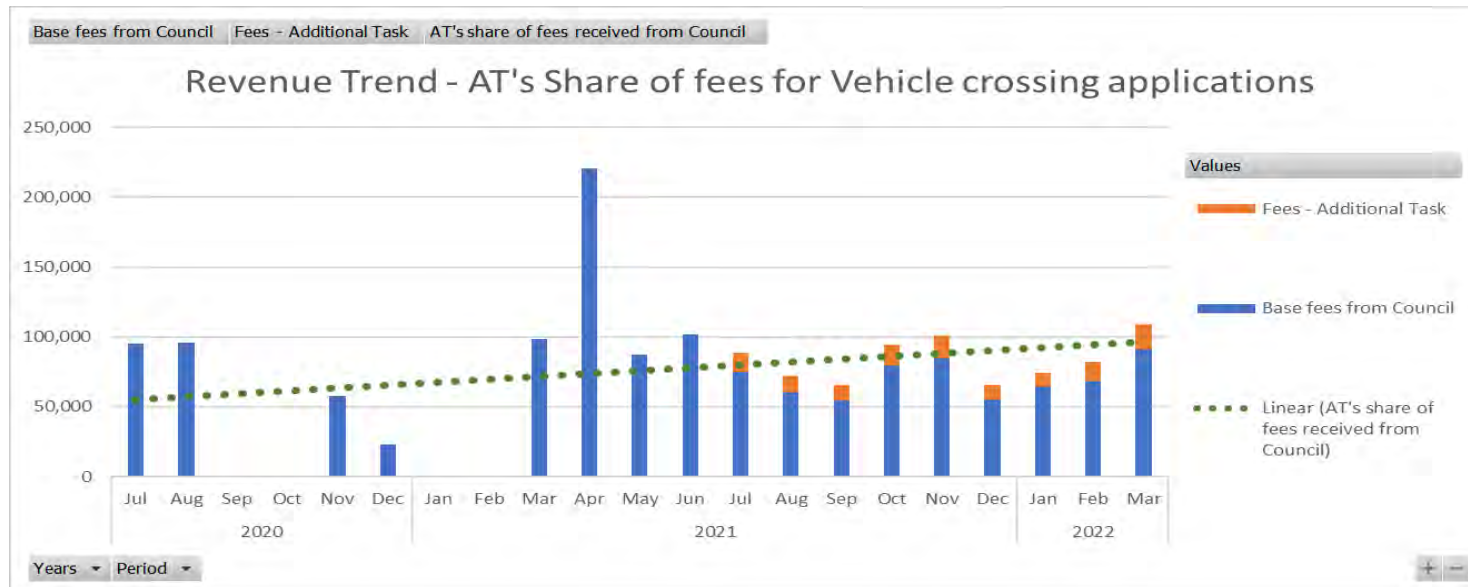
# C: Vehicle crossing benefits: Working with Council



**Solution 1:** Introduction of an online booking tool to **improve customer experience** of booking inspection of driveway work by AT.

**Impact:**

- Reduced wait time for customers on phone by 85% (12mins average phone call to book inspection reduced to 2mins using the online tool).
- Time saved for Council call centre staff - 31 hours/month on average which will save 300 hours/year.



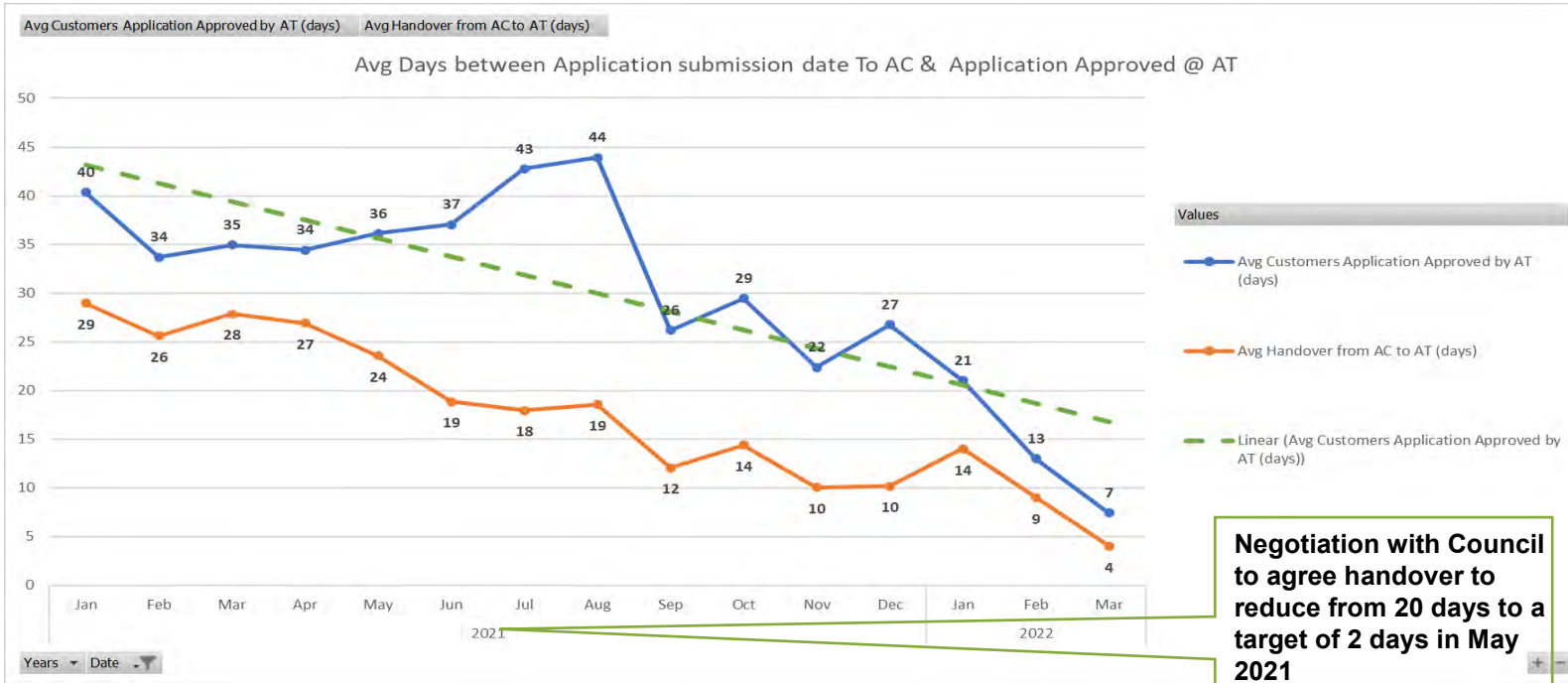
**Solution 2:** Alignment with Council for Auckland Unitary Plan to be completed by AT to **improve process efficiency**.

**Impact:**

- Increased share of permit fee passed on to AT – additional \$131k (Jul 2021 – Apr 2022) received by AT. Annual forecast for this year will result in an additional \$150k in revenue for AT.
- Collaboration with Council led to applications and revenue share passed on more consistently – post June 2021, revenue share has been consistent.



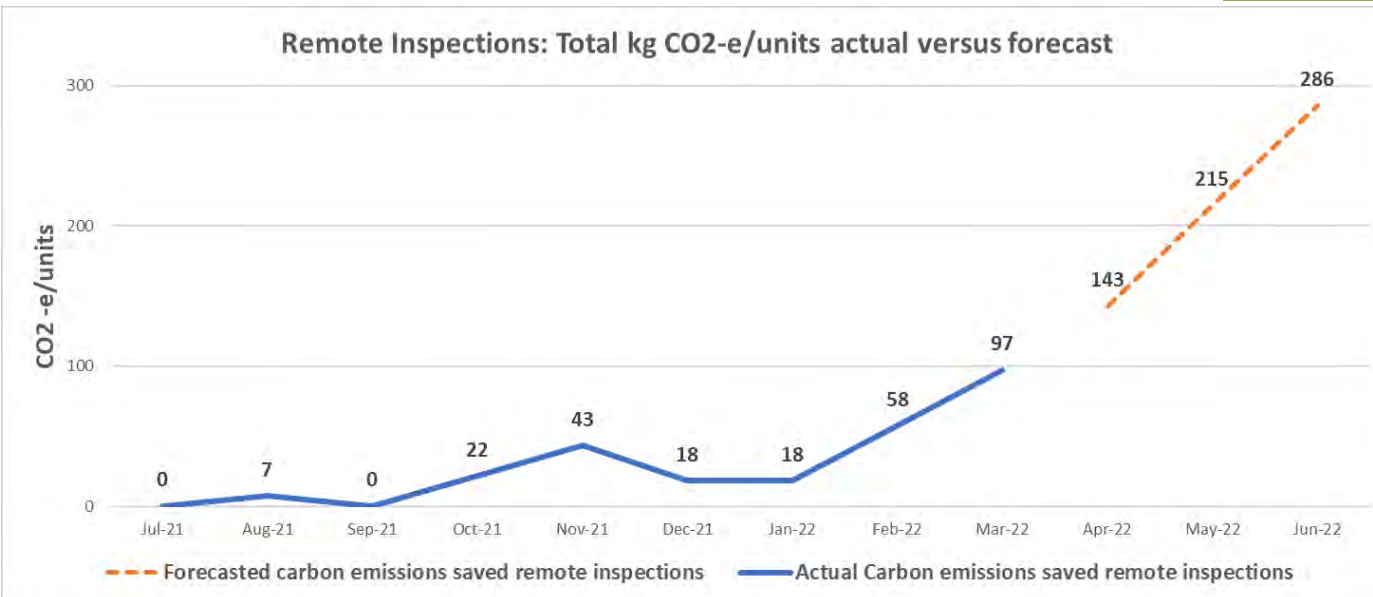
# C: Vehicle crossing benefits: Working with Council



**Solution 5:** Collaboration and negotiation with Council to **reduce handover time of applications** from 20 days to 2 days.

**Impact:** Reduced customer wait time by 82%.

- Service level agreement to reduce the handover of customer application with Council on average 29-27 days to an average of 10 days (**orange line**).
- It took the customer on average 40-38 days from the date of application to getting approval from AT (**blue line**), now it has reduced to an average of 13-7 days.
- Opportunity to continue working with Council to reduce the wait time to 90%
- Spike in days increased in Jun & Jul due to a high backlog of applications passed on from Council



**Solution 6:** Introduction of a remote inspection tool to **reduce carbon footprint & reduce travel time** for auditor to complete the application process.

**Impact:**

- Reduced AT staff time spent travelling to inspection sites. 14 hours of time saved in March 2022, with a forecast saving of up to 36 hours/month.
- Remote inspections are now generally the preferred option for re-inspections to ensure safety is not compromised.

