

Approvals (Permits & Consents)

For decision: For noting:

Te tūtohunga / Recommendation

That the Auckland Transport Board (board):

- a) Notes the Approvals (Permits and Consents) paper and presentation (Attachment 1).

Te whakarāpopototanga matua / Executive summary

1. The COVID-19 pandemic (COVID-19) has required Auckland Transport (AT) people to adapt quickly and work in new, innovative ways.
2. AT's Reshape Programme has built on this momentum and evolved into the Kea programme. As part of AT's mission to create frictionless journeys for customers the Kea programme chose Approvals (Permits & Consents) as the first focussed high impact customer interaction. The Kea programme applies learnings and adaptive ways of working, in order to deliver end to end improvements in customer experience; organisational culture; human and technological capability and new revenue streams.
3. The purpose of this paper is to provide a case study on an initiative being undertaken in the Approvals (Permits and Consents) space. This initiative includes permits and consents which require AT's approval. The resource consents process is excluded as these do not require AT's approval.
4. The Approvals initiative looks to address the often bureaucratic, complex and lengthy consenting processes. A dedicated cross-functional team within AT is responsible for leading this work. This paper outlines the benefit realisation shown in the table below.

Customer	Culture	Efficiency	Productivity	Financial
85% reduction in customer wait time with Auckland Council (AC) call centre	Positive culture shift for teams responsible for these processes - 14% average increase in constructive style and 13% decrease in non-constructive style	53 hours on average saved per month	82% improvement in processing time through customer handover negotiation with AC	\$482,000 increase through process efficiencies

Ngā tuinga ō mua / Previous deliberations

Date	Report Title	Key Outcomes
9 November 2021 People and Culture Committee	Reshaping AT / Kea Update	The paper was noted by the Committee.

Te horopaki me te tīaroaro rautaki / Context and strategic alignment

- AT provides approvals for more than 17 different types of consent and permit related customer applications (full list provided on page 8 of Attachment 1). Ownership of end-to-end approval processes is shared between AC and AT. AT processes approximately 57,000 approval applications each year – generating approximately \$8 million in revenue.
- Across Tāmaki Makaurau, there are billions of dollars in property and development work under consent at any given time. AT can greatly improve efficiency, employee experience and increase revenue by streamlining the consenting processes for our customers and communities.

Ngā matapakinga me ngā tātaritanga / Discussion and analysis

- In mid-2020, a discovery process with customers, partners and key stakeholders from AT, highlighted that AT's current approvals processes are slow, manual, confusing and repetitive for both AT employees and customers with delays resulting in cost blowouts and revenue. This has a negative impact on AT's customer reputation and employee job satisfaction.
- The Corridor Access Request and Vehicle Crossing Permit application processes (pages 4 - 5 of Attachment 1) have been prioritised as the first to be transformed due to the revenue they generate for AT and the volume of applications received each year. The transformation of these application processes will focus on the following key customer groups:
 - Large commercial or residential developers – highest risk group, most likely to escalate or become political.
 - Agents, brokers and traffic management companies – highest volume group.
 - Residential home owners (building / renovating / selling) – most vulnerable group, making the process easier for them may also have positive reputation benefits for AT.

Ngā tūraru matua / Key risks and mitigations

Key risk	Mitigation
Lack of capability and operational understanding in the dedicated cross functional team	Kea programme reviews the upcoming work and assesses the skills required to ensure the capability is available within the team as well as engaging with subject matter experts in co-design workshops.
Technology solution to replace current system does not cater to the needs of the operational team	The dedicated team working with the operational team to continuously test the functionality and delivering incremental value.
Retaining and attracting top talent	Provide the tools, processes and support to enable a step change in AT's productivity and innovative culture.

Ngā ritenga-ā-pūtea me ngā rauemi / Financial and resource impacts

9. The solutions implemented as part of the Approvals (Permits & Consents) initiative have delivered \$482,000 of financial benefits from July 2021 to April 2022.
10. The changes implemented have led to process efficiencies which resulted in 53 hours of time saved per month for AT employees. Future opportunities to continue transforming processes, by simplifying and streamlining, will lead to additional time saved for employees and improve productivity.
11. The current operational system to process customer applications has limited functionality and does not integrate well with other systems. The system is built on third party intellectual property and is not economical to upgrade. The team will work with customers and stakeholders to investigate the build of a bespoke system that caters to specific requirements. The investment required is currently being scoped with the aim to acquire funding as part of the digital programme.

Ngā whaiwhakaaro ō te taiao me te panonitanga o te āhuarangi / Environment and climate change considerations

12. The remote inspection tool, introduced as part of the Vehicle Crossing Permit application process, to reduce the carbon footprint through a reduction of travel time for Compliance Auditors has led to a reduction of an 97kg CO₂-e/units.

Ngā whakaaweawe me ngā whakaaro / Impacts and perspectives

Mana whenua

13. There has been no specific consultation with Mana whenua.

Ngā mema pōti / Elected members

14. There has been no specific consultation with Elected members.

Ngā rōpū kei raro i te Kaunihera / Council Controlled Organisations

15. The streamlining of processes within AT included working collaboratively with AC to reduce handover time of Vehicle Crossing Permit customer applications from 20 days to a target of 2 days. This work has improved the processing time by 82%.

16. The continuation of this work with AC to align on process efficiencies, which included AT taking on additional tasks, has led to \$131,000 additional revenue from July 2021 to April 2022.

Ngā kiritaki / Customers

17. The co-design workshops led to the introduction of an online booking tool which improved customer experience by reducing customer wait times by 85% with the AC call centre. The customer call time to book an inspection appointment has reduced from 12 minutes to 2 minutes resulting in a reduction in inbound call volumes saving 31 hours per month

18. Most Aucklanders are not aware that an application is required for activities such as excavation or events. A 'how to guide' has been trialled to ease the application process with customers to ensure applications are completed correctly and in full.

Ngā whaiwhakaaro haumarū me ngā whaiwhakaaro hauora / Health, safety and wellbeing considerations

19. By collaborating with relevant AT teams to understand the process and pain points, the dedicated cross functional team were able to create a high trust environment. This resulted in increasing team availability and engagement with the process and solutions.

20. The recent Organisational Culture Inventory (OCI) results for an internal team shows an increase in constructive styles and a decrease in passive and aggressive styles (refer to page 10, Attachment 1).





Ā muri ake nei / Next steps

21. Kea will build momentum by working with multiple teams across AT to deliver further productivity and cultural transformation at AT.

Te whakapiringa / Attachment

Attachment number	Description
1	Presentation slides – Approvals (Permits and Consents)

Te pou whenua tuhinga / Document ownership

Submitted by	Nancy Rodrigues Finance & Process Transformation Lead	
	Susan Parkes Head of Adaptive Practice	
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Approved for submission	Shane Ellison Chief Executive	