

An aerial night view of the Auckland city skyline, showing numerous illuminated skyscrapers and buildings. The city is situated on a peninsula, with the harbor and surrounding hills visible in the background. A semi-transparent white text box is overlaid on the upper portion of the image, containing the title and subtitle. The sky is dark with some clouds, and the city lights create a warm, golden glow.

Transforming Auckland Council

Auckland Council, 2016

A photograph of a diverse group of students in a lecture hall, all looking towards the front. The students are seated at desks with attached writing surfaces. In the foreground, a young man with glasses and a light blue shirt is looking intently. Next to him, another young man with glasses and a blue plaid shirt is also looking forward, holding a pen. Other students in the background include a woman with a red scarf and a woman with long brown hair. A person in the far background is standing and gesturing with their hand. The hall has wooden paneling on the walls and tiered seating.

Background

Our challenges

High population diversity

High population growth

Global economic focus

Council responsiveness



Customer Centric Transformation

- 
- *We will make our services simple, easy and calm*
 - *Customer interactions will be smooth and fast*
 - *We will create services and work in ways that inspire confidence*

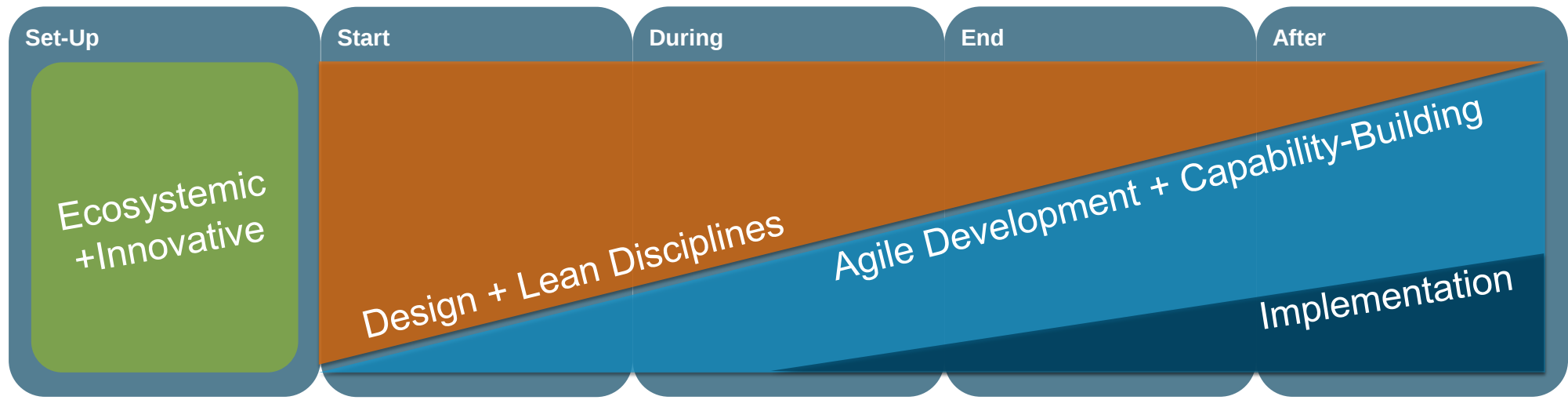
Principles

- *Customer-centred*
- *Right service model*
- *Reduce the cost to serve through improvement*



CCT Programme

Customer-Centric Transformation Programme



Emerging programme path

- *Ecosystemic & innovative goals*
- *Blending Design & Lean methods*
- *Blending agile & capability-building*
- *Enabling early & rapid implementation*

A photograph of four people (two men and two women) sitting outdoors in a grassy area, engaged in a conversation. In the background, there are modern buildings with yellow and blue vertical panels, and some teal and orange inflatable structures. The overall atmosphere is casual and collaborative.

New ways of thinking

Customers drive a new way of thinking

Customer insights

- Needs & goals
- Whole service journey
- New kinds of opportunities

Service models

- Self-service through to enhanced service
- Continuous improvement of value

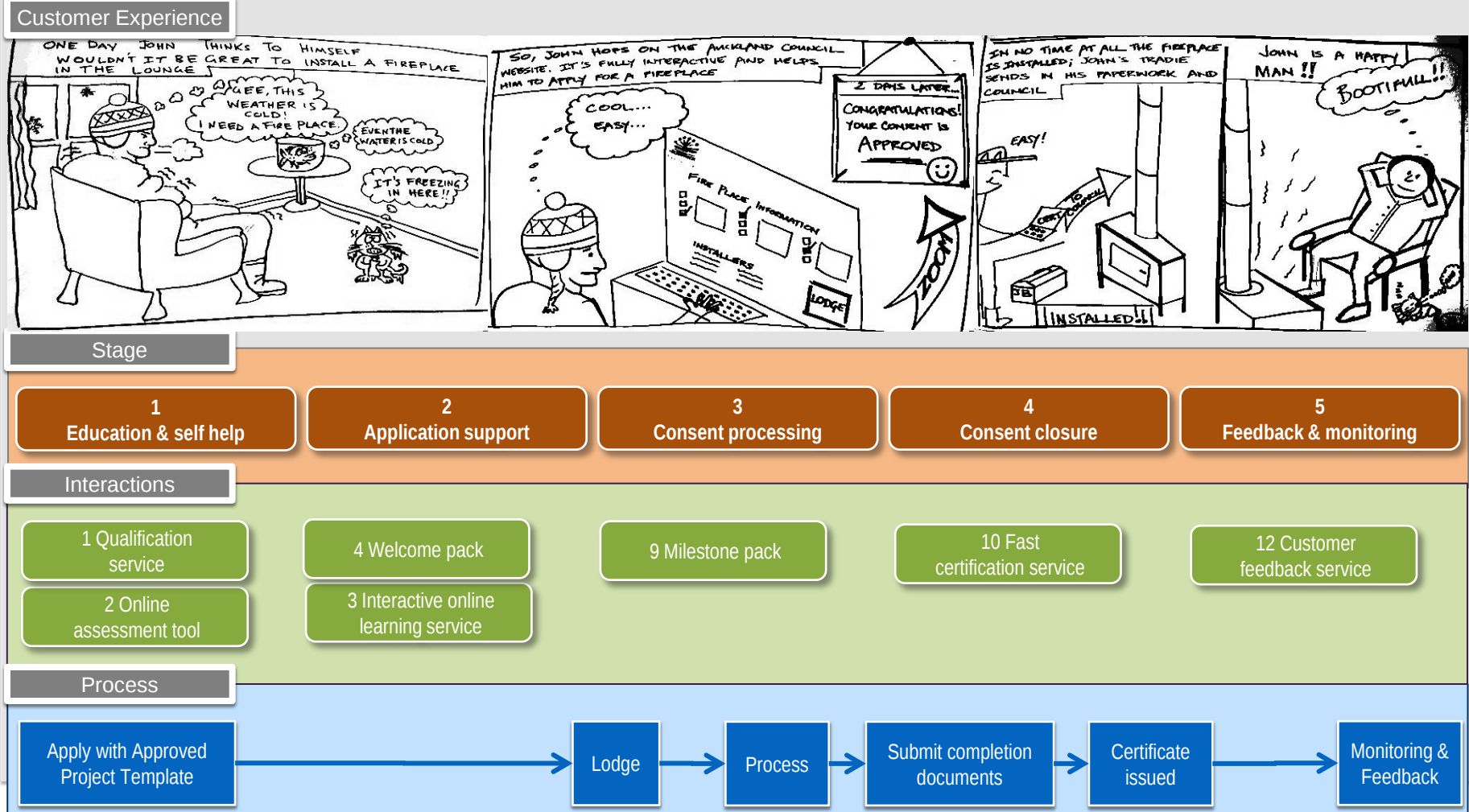
Performance mindset

- Customer KPIs
- End-to-end process review

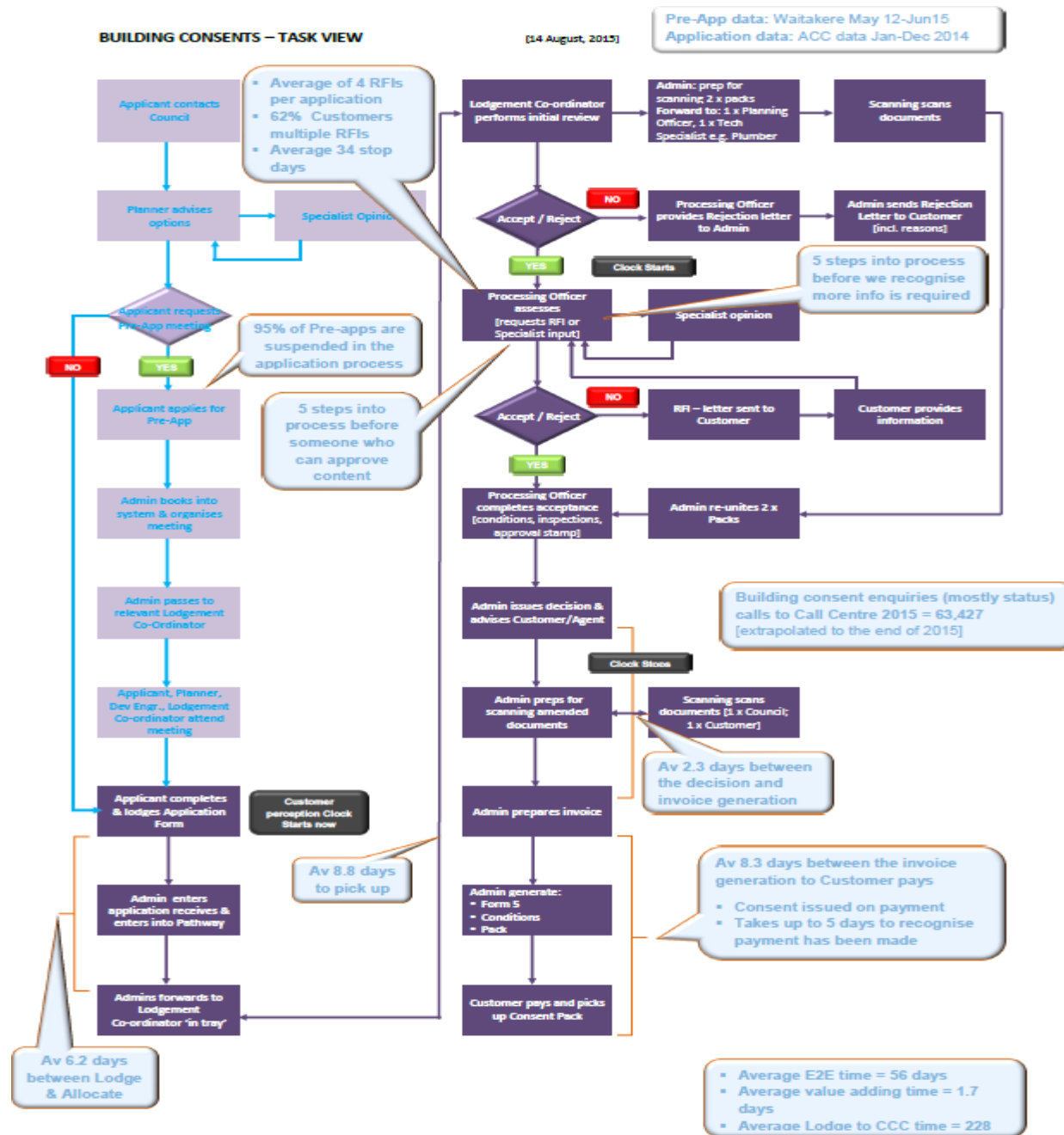
Use Design to blueprint a compelling vision of the service

Example – Fast consenting for Resource & Building Consents

A fast consenting approval service for low difficulty work that is approved within a short target time e.g. 2 days. Examples might be solid fuel heating, minor plumbing and drainage consents, plan changes, etc.



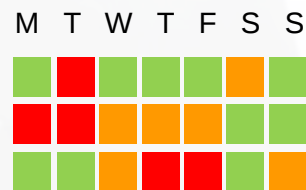
Using Lean to understand the opportunities/optimize processes



Staff culture

A culture of real-time learning & end-to-end performance management

- Weekly (and daily) performance meetings
- Realtime recognition

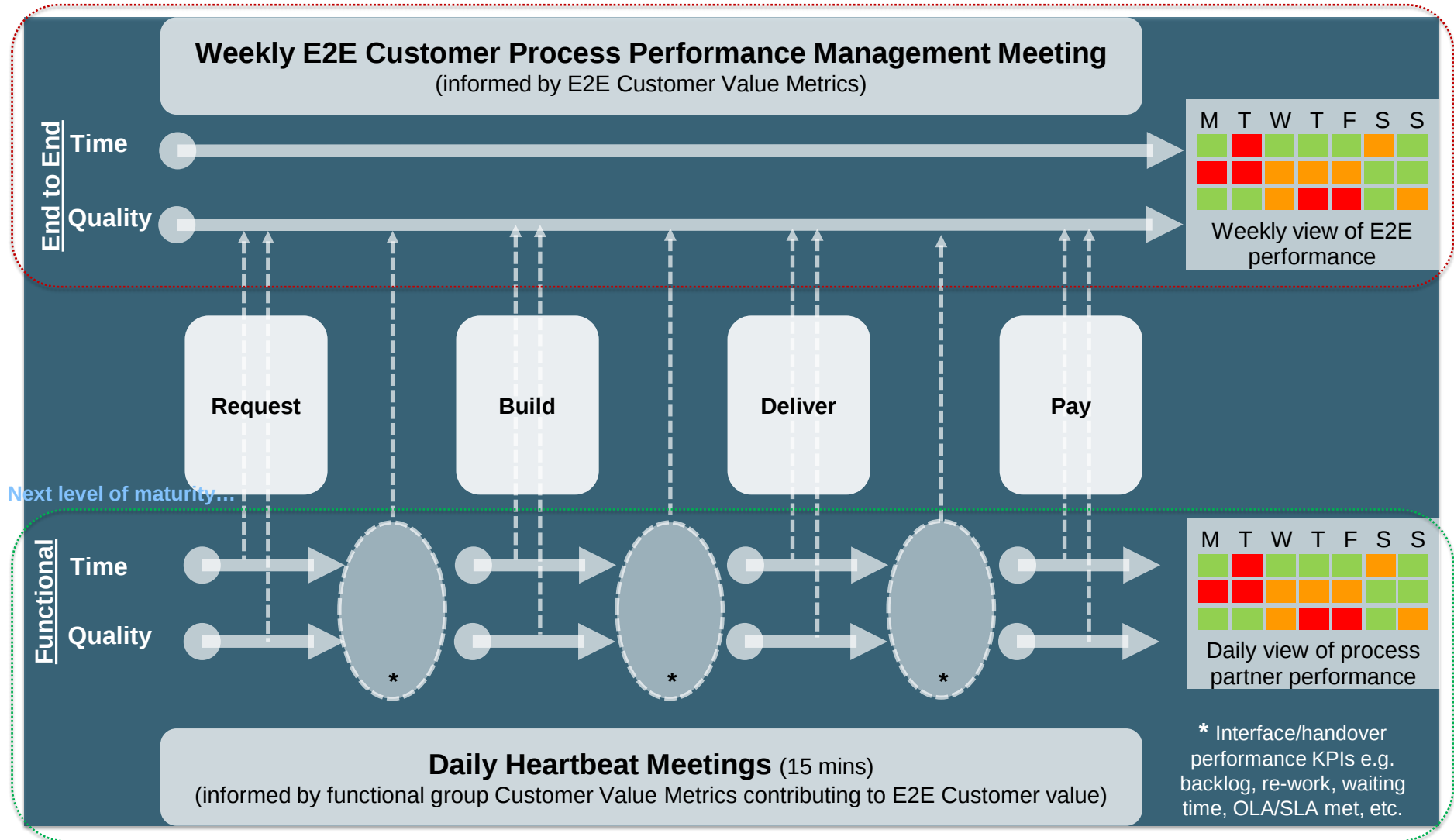


Weekly (& daily)
performance metrics

- Responsible for our performance; not our function

Using Customer Process management to improve quickly

First cab of the rank...





Developing Customer Process KPIs

1. Agree the Customer value proposition (reference Customer research)

e.g. The value of the online bookings process for the customer is that:

- a. There is enough information available for me to make a quick decision on the most suitable venue
- b. That I can promptly book and pay online with confidence that my booking has been secured

2. Define ideal metrics that reflects the Customer value

e.g. booking process metrics that reflect the Customer value might be:



Value Metric	KPI	Sub-set data
Demand	Booking volumes	- Capacity - People in the process
Completeness & clarity of booking information (e.g.: dates, beds, facilities, cleaning, rules, cost, etc.)	Queries per booking	- Query volumes - Query categories by volume
Prompt booking process	- Time to book - Booking failures	Failure categories by volume
Prompt Payment process	- Time to pay (submit) - Time pay (confirmed) - Payment failure	Failure categories by volume
Easy Change process	- Cancellation volumes - Amendment volumes - Payment change volumes - Payment change failure	Failure categories by volume
Feedback	- Ops support requests - Suggestions - Complaints	- Request type by volume - Suggestion categories by volume - Complaint categories by volume



Example - Going Places Online: Benefits for customer & organisation

A new process & customer experience for booking and paying for Council places and spaces online, with estimated benefits

Customer can
search, book &
pay online

Facilities much
more visible &
accessible

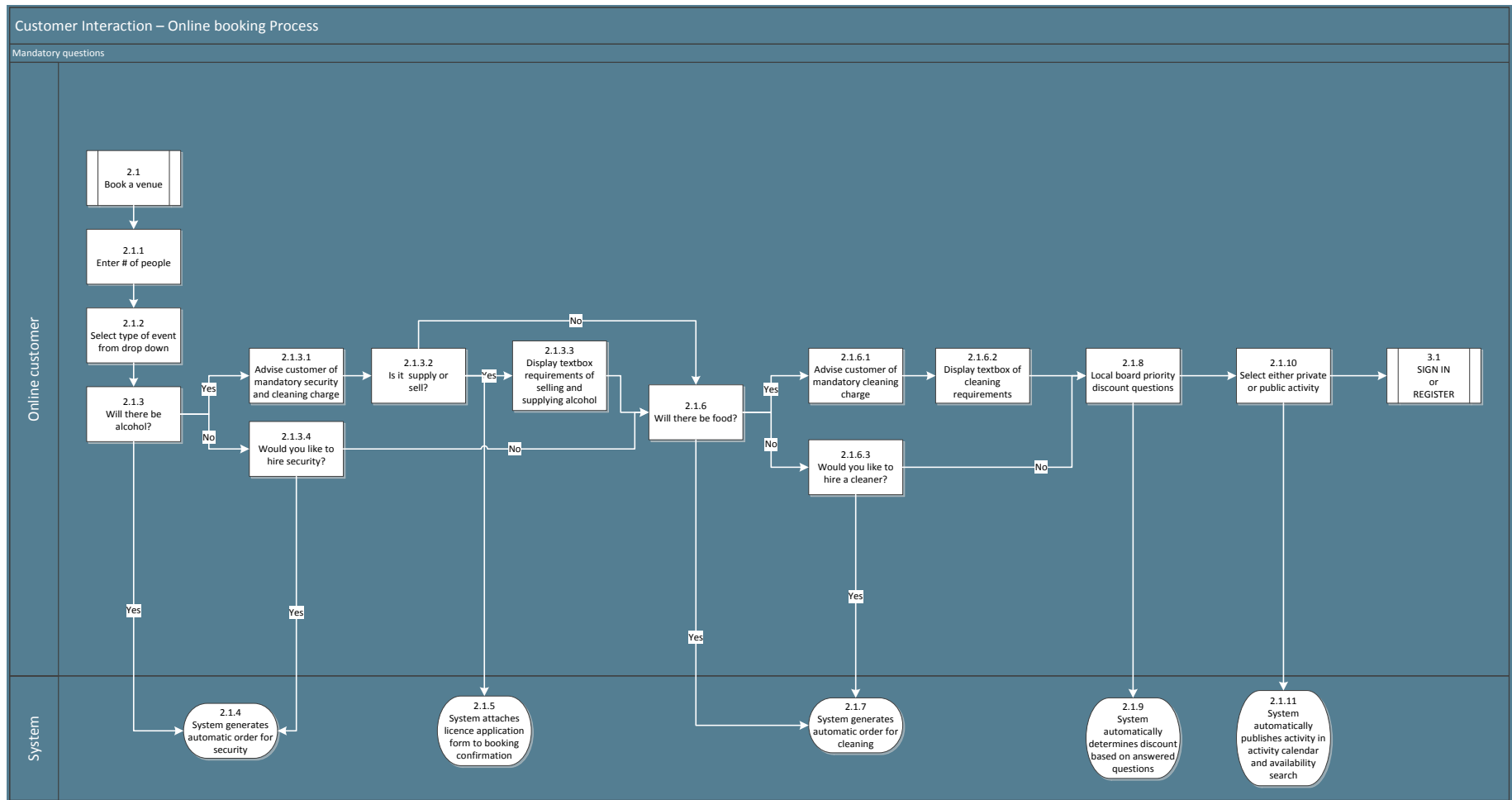
Customer & staff
take 70% less
time to book

Cost-to-serve
reduced by \$0.3
to \$0.5 million

Jay Farnworth | 2014

Example - Going Places Online: Develop & deliver the new service

- *Focusing on customers' desired experiences*
- *Building & testing minimal viable service at pace*





Example – Consenting Made Easy

A new process, specialist team & customer experience for simple building consents, with targets and estimated benefits

Average consent
takes 45% less
time

Up to 50% of
consents are
issued in 5 days

Staff time
reduced by 20%

- Leadership support
- Step change Vs Incremental change
- Change capability in the organisation
- Let the Facts tell the story
- Believing the facts
- Awareness of structural inhibitors to Customer Centricity
- Heavily silo'd organisation
- (Lack of) metrics
- The antibodies gather; fighting the inertia
- Online as a 'trojan horse' for change
- Lean VSMs to identify high level ROI
- Design & Lean are not mutually exclusive; leverage the benefits of both
- No-one is to blame



Summary



CREATING THE
WORLD'S MOST
LIVEABLE CITY

Commitment to:

- *Customer-centred design*
- *Service models that support self-serve & enhanced service*
- *Reducing the cost of delivery by improving (Lean thinking)*
- *Applying real-time management of end-to end performance to ensure quality of delivery (continuous improvement)*