

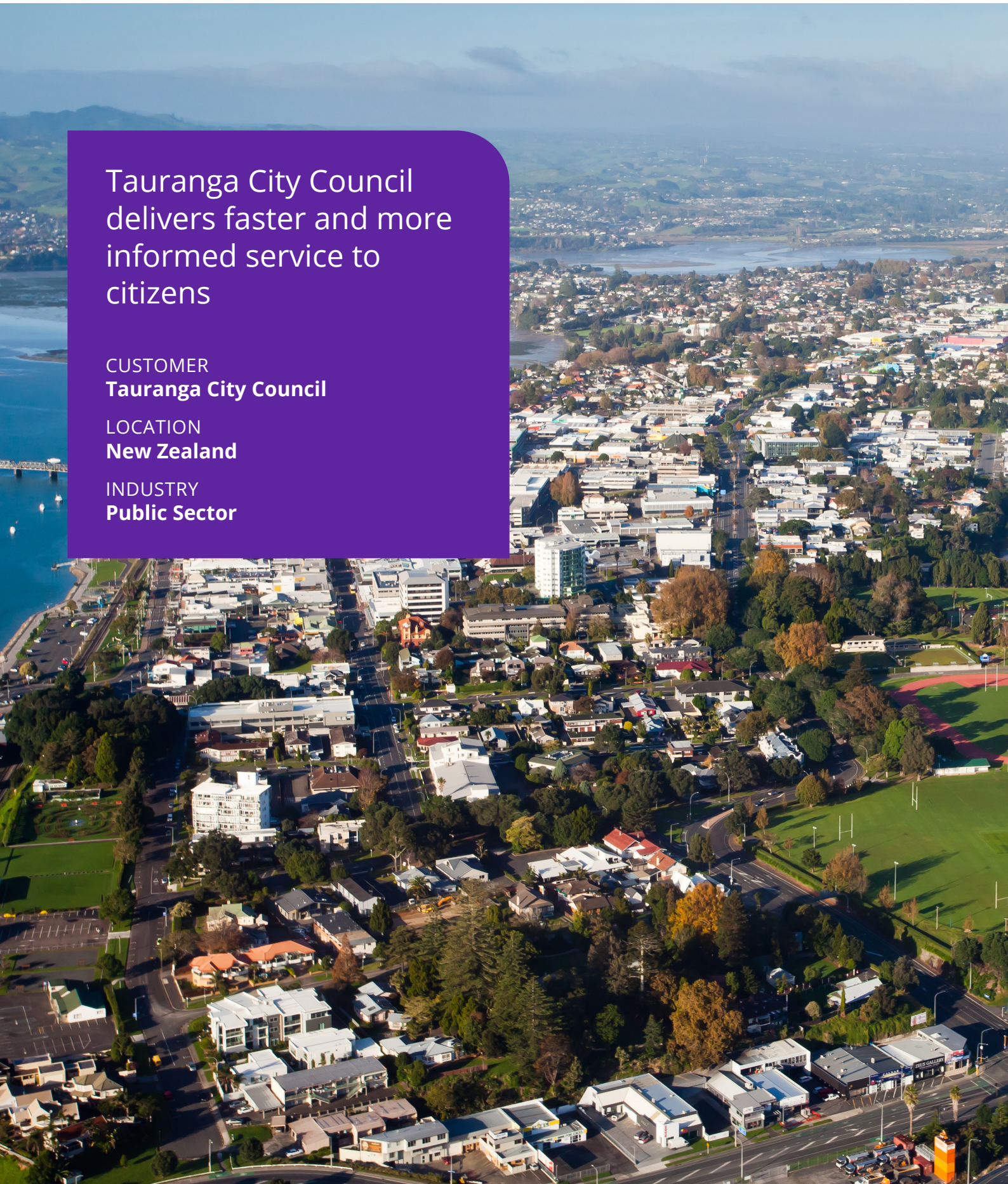


# Tauranga City Council delivers faster and more informed service to citizens

CUSTOMER  
**Tauranga City Council**

LOCATION  
**New Zealand**

INDUSTRY  
**Public Sector**







## Challenge

- Move away from manual processes and legacy software to streamline and consolidate the resource consent process
- Enable faster and more informed service to citizens
- Meet growing population demand for faster turnaround times and achieve mandated regulatory deadlines



## Solution

- Encapsulate resource consenting process into integrated electronic workflow using SAP Service Cloud
- Develop hybrid team model to deliver seamless service leveraging broader DXC expertise as needed
- Build sophisticated clock to accurately monitor time spent at each stage of the resource consent process and comply with regulations



## Results

- Improved oversight and visibility: Automating the resource consent process enhances visibility into every stage of operations, enabling better oversight and ensuring more accurate reporting
- Streamlined workflow and time savings: With improved workflow management and enhanced functionality reporting, teams can save time by efficiently tracking documents and approvals
- Increased efficiency and organisational alignment: The integrated solution ensures streamlined processes that enhance overall efficiency while upholding organisational objectives for accuracy and accountability



## Tauranga City Council delivers faster and more informed service to citizens

Tauranga City Council (TCC) is a local government authority in the North Island of New Zealand. Located on the Bay of Plenty with a population of over 160,000, it is one of the fastest-growing cities in the country. It has experienced, on average, 2.6 per cent per annum population growth over the past five years, compared to 1.3 per cent per annum in New Zealand overall.

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— **Scott Oehm,**  
Head of Digital Solutions  
Delivery, Tauranga City Council

Tasked with handling this growth effectively, TCC was under pressure to ensure the raft of community services it provides—from business licensing and inspections to authorising building developments—met citizen demands for timely service and regulatory mandates.

The resource consenting process, which enables people to use or develop a natural or physical resource or carry out activities that affect the environment, is one of the most complex activities TCC undertakes.

### Manual processes lack speed and efficiency

Recognising it wouldn’t be able to meet business demands using its legacy ERP system, the Council has, in partnership with DXC Technology for the last four years, undertaken a digital transformation, migrating processes iteratively into the SAP ecosystem.

After successfully moving licensing and registration onto SAP Service Cloud, Scott Oehm, Head of Digital Solutions Delivery for TCC, says resource consenting was the next critical process to address.

“The regulatory and compliance team didn’t have proper technology tools to manage resource consents,” explains Scott. “They were using spreadsheets and small bespoke apps and relying on manual processes.”

As a result, it was difficult for TCC’s customer service or resource consent teams to oversee the consenting process.

“From a legislative compliance point of view, this was a risk,” says Scott. “The consenting process is bound by a regulatory clock, which, depending on the consent type, varies in length and progress based on customer interactions.



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— **Panna Ramjee,**  
Delivery Manager - Customer,  
Tauranga City Council

There is pressure to turn resource consents around quickly and accurately—otherwise, penalties are applied.”

For external agents requesting updates about resource consents via the contact centre, it could take three to four days to receive a response. There was little oversight into how many resource consents were in the pipeline, making it challenging to coordinate team resourcing.

“Stopping and restarting the regulatory clock was difficult to manage using paper-based processes and email,” relates Scott. “Information flow between staff was not efficient. We needed a digital workflow to streamline the execution of consents and to automate the reporting we are obliged to undertake.”

## Partnership creates seamless digital workflow

Working with DXC, the Council moved the resource consenting process onto SAP Service Cloud. Panna Ramjee, Delivery Manager - Customer for TCC, says the project’s biggest challenge was ensuring the business process was defined and designed to work best with the technology.

“A key part of our ‘moving to the cloud’ strategy is to deploy standard software wherever possible. We didn’t want to customise the software to match our process as that has cost and maintenance implications further down the track.”

Having developed an excellent working relationship over the years, Panna says, meant DXC “understood our critical path

and could provide recommendations on how to design the process to get the best out of SAP Service Cloud, but also to ensure our data model and integration to back-end systems functioned correctly”.

Panna explains that DXC and the Council work as a hybrid team. “We operate as one integrated entity, which embeds DXC knowledge into the project but allows us to call on wider DXC resources when needed. Their experience gained at other local authorities ensured we adopted best practice processes.”

Scott Oehm says designing the clock was an excellent example of the success of operating an integrated team. “We had to use our Microsoft Azure tools to do that and ensure it worked seamlessly with SAP Service Cloud. It was more complex than just designing a stopwatch capability. It had to start, stop and be capable of being rewound based on how long certain steps in the consenting process took. The solution we conceived had to comply with regulations.”

## Setting new benchmarks for efficiency

Using Service Cloud for resource consents has allowed TCC to encapsulate the entire resource consenting process into one integrated electronic workflow.

“We can generate a case and make it available to all who need to work on it,” says Scott. “For example, our city planners, who are also involved in resource consents, can now easily see where and when they need to contribute.”

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Better internal coordination means the Council’s contact centre can provide more timely information to citizen enquiries. “It often took us days to respond to a customer enquiry, but now when a customer rings our contact centre, the agent can log in and see the status instantly without needing to refer the person to anyone else.”

The new digitised workflow has allowed TCC to reduce administration efforts and improve customer response times. It has also seen it meet its service level agreements without expanding the number of personnel.

In addition, management can extract reports from the system at any time. “We have to do regular reporting to the Ministry of Business, Innovation and

Employment, which the new system has made a lot simpler. We no longer need someone to compile all the data for this manually, and the final report can be produced in hours rather than days.”

The reporting also helps identify choke points in the resource consent process, says Panna. “We can extract data that tells us how long each step of the consenting process takes and use that to examine where we can improve. And having the backing of DXC means we can leverage their knowledge to optimise the system and ensure the changes we make don’t impact our longer-term digitisation journey.”

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