How Do You Amalgamate Eight Local Governments into One and Improve Citizen Services in the Process?

Engaging with seven city and district councils and a territorial authority was not only frustrating for the citizens of Auckland but also hindering the economic development of New Zealand’s largest city. When Auckland was established as a “super city” governed by a megacouncil and a single mayor, the newly established Auckland Council set out to deregionalize. To do this, it had to consolidate eight different sets of business processes, citizen service centers, and legacy IT systems, while at the same time maintaining and improving citizen services.

The Council turned to SAP, embarking on a transformational project that enabled what it calls “a seismic shift over four years” and establishing a unified, stable applications platform running on SAP® software. With that foundation in place, and with a newly acquired single view of the customer, the Council is transforming and digitalizing its citizen services to be more efficient and consistent. Digital service offerings now span property services, rates, infringements, permits and licenses, and a contractor portal, and the Council plans to transact over 70% of citizen services online by 2020. Citizens and businesses can now engage with government through any office in the city, and citizens have a digital identity that lets them access Council services anywhere, anytime, on any device. The new platform has brought digital citizen services to a new level and helped make life even better for a remarkable city of 1.4 million people.
“We were data rich but information poor. We had a lot of people-intensive processes and were getting feedback about how difficult we were to engage with. So we set out to make Council services better, faster, and more reliable.”

Ingrid McClymont, Head of Information Applications, Auckland Council

To consolidate seven city and district councils and a territorial authority, Auckland Council needed a radical overhaul of its business processes, citizen service centers, and disparate IT systems. Having implemented an array of SAP® solutions, it now has top-notch digital citizen services and a single view of the customer across all offerings.

1.4 million
Customers in 540,000 households (32% of New Zealand’s population)

175,000
People moved to Auckland in the 8 years since Auckland Council was created

#3
Ranked city in Mercer Quality of Living Survey (2012–16)
Engaging with People, Not Just Properties, with SAP® Solutions

Auckland Council knew it had to consolidate back-end systems to upgrade its digital citizen services. Plus, in a city where 40% of people are renting, it needed to interact with the person, not the property. Working with SAP, it has transformed itself from a data-rich but information-poor organization into an agile service provider that truly delivers for its citizens.

Before: Challenges and Opportunities
• No single view of the customer across council services
• Substantial data holdings on properties, but very little information about tenants themselves
• Different ways of looking at property across councils and inconsistent memorandums issued to citizens
• Different ways of calculating rates across councils, causing confusion for those with multiple properties
• Different IT platforms and business applications across councils, with functional overlap and data duplication
• People-intensive, region-specific services, limiting workforce deployment options and responsiveness

Why SAP
• Multiyear strategic relationship
• Comprehensive business solutions from consolidation of the back end to digitalization of the front end
• Public sector–specific solutions and industry-aligned subject-matter expertise

After: Value-Driven Results
• A single view and enhanced understanding of customers that provides new insights, enables delivery of new services based on commercialized data, and streamlines business processing
• Better service with a digital identity that allows citizens to serve themselves from the convenience of their home
• Greater customer engagement by using mobile devices and sensor technologies
• Flexibility to deploy the workforce in any region in response to current events, including working from home
• A modern digital platform that enables the ICT team to respond with agility to changing citizen needs and emerging business trends

“With a stable platform in place, we can stop looking internally so much and look outwards on how we can use technology to benefit the business.”
Mark Denvir, Director of ICT, Auckland Council

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