

Appendix 1: Projects Delivered Summary

Project	Outcome	Benefits
Auto capture of emails	Revenues and Benefits has experienced a 23% increase in workload from customer enquiries that would previously have been handled by Customer Services.	This increase relates primarily to general enquiries that are now being routed directly to the service without any increase in R&B FTE – so more efficient, but the workload has significantly reduced in the contact centre.
Hybrid Mail	All mail runs sent to a central location and issued at lower printing and postage cost	CDC doesn't have to do its own printing and postage – benefits through a reduction of workload in the post room. Potential for contract to be rolled out across entire organisation.
Arrangement Manager	Customers establish and manage payment arrangements through self-service functionality,	Reducing customer contact and routine administration
DD Automation	Automate the creation, amendment and maintenance of Direct Debit instructions	Further reducing customer contact and transactional activity
Taxi Vehicle Assessment Booking Process	The process for licenced drivers to book and have their vehicle assessed for private hire by CDC has been documented, standardised and reviewed. Online booking via the CDC website has been implemented.	Automated booking of taxi vehicle assessments means this new process should have no impact on customer contact levels and won't create any additional administrative burden.
Fly Tipping Resolution Process	The process for tracking a fly-tip, from receiving a report, through investigation to resolution and closure has been documented, standardised and reviewed. Roles & responsibilities have been clarified, leading to a more effective process. Teams across Regulatory and Environmental services are using the existing iDox system as a single data source.	The documented process will be used for training purposes and to identify further improvement opportunities. Time spent, and risk associated with manual data transfer has been removed. The team has learnt about principles of customer value add, and how to spot opportunities to increase effectiveness and efficiency, and has developed an improvement plan to help with standardising decision-making, balancing the need to remove fly-tips with the desire to identify offenders.

Building Safety Levy Implementation	Relevant CDC staff are trained in a documented new process, and systems have been adapted to handle new work, following central government's introduction of the Building Safety Levy for certain developments, which must be collected by all local planning authorities. CDC can now collect and process the new levy.	This new process has been set up effectively and efficiently so that staff roles are clear, staff are able to handle the new work, and CDC will be meeting the new central government requirement. The new process will be monitored to make sure it is delivering expected outcomes. (The right sum collected in relation to the right developments, and these funds directed appropriately)
Programme Governance Process	CDC has a programme governance framework prompting the right level of programme and project information to be available to decision-makers at the right time,	Informed decision-making is enabled, escalations are facilitated where appropriate, and senior leaders have the necessary assurance relating to programme and project delivery. CDC programme and project teams have increased understanding of why programme governance is important and how it can support them in meeting programme/project goals.
Capital Bids Process	Documented end-to-end capital bids process.	All roles involved can see and understand the end-to-end capital bids process, and their role in it. Following the standardised process will result in increased right-first-time decision making and reduced re-work, providing greater clarity on the exact nature of the capital works programme. The capital programme defined via this process will provide a clear input for the capital works board, helping them to monitor delivery.
Organisation Wide Process Catalogue	Listed over 900 processes carried out regularly across the council: Their start and end points, high level steps, roles involved (including external partners/stakeholders) systems used, volume, frequency, typical end-to-end process time.	We have a high-level understanding of what all the work is that we do. We have used this rich data source to identify the highest value and volume processes needing standardisation via more detailed mapping, and simplification via rigorous process review and improvement, as well as identifying processes with high levels of manual data transfer, which could be automated. The process catalogue will define our pipeline of process improvement and help us to develop a culture of effective

		process ownership & management, key for performance measuring and improvement.
Weighbridge Data Validation	Mapped the end-to-end weighbridge data validation process and conducted a Lean review. Identified multiple points of manual data transfer resulting in errors, re-work, lost time and poor use of skills, systems and resources.	The findings of the process review were handed over to the Environmental Services Transformation Programme, which has implemented solutions to make savings, ensure effective use of systems and increase right-first time results (correct data and payments processed)
Housing Register Applications	Mapped the end-to-end housing register applications process and conducted a Lean review. Identified multiple bottlenecks, risk of inconsistent decision-making, risk of error through manual data handling.	Mapped process and recommendations were handed over to the Customer Front Door Transformation programme. Processing Housing Register applications via the new Customer Front door will increase right-first-time applications (i.e. all required evidence and documentation present and correct on submission), reducing handing time and re-work currently carried out by CDC staff and meaning that applications can be processed more efficiently.
Taxi licence application and renewal process	Mapped the end-to end taxi licence initial application and licence renewal processes and conducted a Lean review. Identified multiple bottlenecks, risk of error resulting from manual data handling Designed future state with improved effectiveness and efficiency	Staff have a standardised process to refer to, ensuring consistent handling of applications and driving consistent, and effective and efficient decision-making. New staff will be trained using the documented process, removing risk of knowledge attrition and associated risk to business continuity. Specific improvements to parts of the process including developments to the online application form, English Language level checking and knowledge test administration have resulted in reduced administration time and increase in right-first-time applications.
Policy catalogue maintenance process	Mapped the end-to-end process policy catalogue review process, identified improvement opportunities and provided recommendations to the process owner. Produced documentation to support knowledge transfer and onboarding of a new team member.	Roles and responsibilities for reviewing and updating policies listed in the catalogue are standardised, to facilitate the annual policy catalogue review, ensuring policies are documented, accessible and maintained.

eCase Information Governance	Documented Freedom of Information and Standard Access Request process. Implemented use of eCase system.	Documented process clarifies roles and responsibilities, and defines where and how system use will improve effectiveness and efficiency. Implementation of eCase system provides a performance baseline, and will evidence the reduction of manual handling, faster processing times and monitor of data provided in response to requests, to ensure desired outcomes.
Annual Planning Process Improvement	High level process mapped. Standardised detailed steps allocated to owners and added to an online shared schedule with owners and dates and automatic reminders of deadlines etc.	The relationship between the related processes of horizon scanning and goal setting, budget preparation and service delivery planning and the ownership of each of these has been clarified, resulting in better defined outcomes and steps leading to those. The schedule in Microsoft Planner provides a version of the standardised process that drives progress through allocation of tasks to individuals, and automated notification of deadlines. The same schedule can be used in future years with revised dates and owners, if there are staff changes, but functional ownership is defined.
S106 Process Analysis	Mapped the high-level end-to-end S106 process, defining suppliers, customers, inputs, outputs and the high-level stages. Produced detailed cross-functional process maps of several subprocesses of the s106 process, including deeds of variation, obligation delivery monitoring and spending authorisation. Conducted Lean reviews and detailed root cause analysis activities. Produced an action plan for implementation of defined solutions.	Process documentation and improvement plan has been handed over to the Planning Transformation Programme. Discovery work with colleagues at Oxfordshire County Council identified the opportunity to re-use our work in a county-wide related piece of work, which has validated that all authorities across the county faces the same challenges and agree that the same solutions could provide appropriate solutions.

In addition, the benefits and outcomes realised from the following Digital and Innovation projects are currently being mapped for review by the Benefits Realisation Board:

- Eforms download and import into NEC Enterprise
- Download of Revs and Bens reports from Academy and automatic loading into SharePoint
- Download of Debtors files and import into NEC Enterprise
- Download of BACS files from Academy and email to Finance
- Taxi vehicle assessment bookings and assessments
- Taxi knowledge tests
- Street cleansing jobs now go directly to the team without E&C Admin needed to field/forward them
- Fixed Penalties process
- Listed Building Registerable Charges are automatically revealed in a Land Charges Search
- Sickness reporting for HR
- Insurance risk assessment reporting for Finance
- Planning performance and management information reporting
- Payout fees modelling
- Banbury BID reconciliation
- IT software packaging using inTune so users can install more software themselves
- Automated workload and performance reporting for the Conservation Team
- Members enquiries form and case management
- Automated the extraction of CT modelling data from Academy for Finance
- Automated the production of payment audit trails for the annual audit of accounts