Topic	Initiative	Grouping	We know that	We believe that	Will result in	We know we will have succeeded when	Number of votes	Rank to Service
Revenue & Benefits	**Bringing in APIs or Robotics to make forms transactional**	Transactional Forms	We know that forms are being processed manually.	We believe that bringing in API and robotics will result in faster end processes	Will result in improved customer transactions	We know we will have succeeded when we have fewer complaints, fewer return customers and time saved	12	1
Revenue & Benefits	**Implementation of Outstanding Civica Modules**	Civica Module	We know that we have bought a number of modules from Civica which have yet to be installed	We believe that installing these modules	Will result in enabling customers to track changes online, receive correspondence digitally and returns from enforcement officers to be automatically progressed without officer input	We know we will have succeeded when the modules are implemented and there is improved self-serve functionality and faster back office processing.	9	2
Revenue & Benefits	**Reworded letters and use of clearer language in customer correspondence**	Content Review	We know that a significant number of contacts into Revs & Bens are because customers do not understand the documentation sent	We believe that making our documents easier to understand including expected actions from our customers	Will result in increased collection rates, reduced contact, a quicker service and less customer dissatisfaction	We know we will have succeeded when we have reduced the number of days to process benefit claims and changes (speed of processing performance indicator), exceeded our collection rate targets, seen a reduction in complaints & reduced customer contact.	9	3
Revenue & Benefits	**People can agree payment arrangements online**	Payments	We know that customers cannot currently make payment arrangements online	We believe that we should have an online option for customers to make payment arrangements	Will result in – less calls, letters and emails, quicker payments, lower debt, increased collection rate, improved customer satisfaction, less recovery work and encourage use of other online options.	We know we will have succeeded when we have: reduced call numbers, increased collection rate, lower debt levels, fewer recovery cases & increased use of online options.	13	4
Revenue & Benefits	**All Info and advice relevant to service on website**	Website Content	We know that Stockport residents have problems accessing info and advice on the website and finding relevant forms	We believe that by building a website that is quick to access and has an efficient search facility to find specific items	Will result in citizens being able to find relevant information and complete transactions online for all council queries.	We know we have succeeded when there is less contact to council by traditional methods, more self service and hits on relevant sites.	4	5
Revenue & Benefits	**A simplified process to allow an earlier financial assessment**	Process review	We know that a delay in carrying out financial assessments leads to financial loss.	We believe that if we carry out the financial assessment earlier and simplify the process	This will result in quicker billing for customers	We know we will have succeeded by an increase in revenue and a decrease in debt	4	6

			We know that...	We believe that...	Will result in...	We will know we have succeeded when...		
Revenue & Benefits	**Customer portal fit for purpose and self-serves**	My Account	We know that customers have a restricted, limited service to view and manage their Stockport Account	We believe that customers should have more of a holistic access on their account and the ability to self serve and update their info	Will result in customer satisfaction, accurate records, reduced unnecessary contact	We know we will have succeeded when we see a reduction in progress chasing, an increase in the use and registration of my stockport account.	2	7
Revenue & Benefits	**Training Quality**	Learning & Development	We know that quality trained staff are essential to all aspects of services that the council delivers	We believe that properly trained staff will enable the council to deliver its priorities to Stockport residents	Will result in getting the right financial assistance to all residents providing quality services at an optimum.	We will know we have succeeded when we achieve improved performance, customer satisfaction and high accuracy, processing and collection targets are met.	4	8
Revenue & Benefits	**IT Workshop Training at libraries to make using forms easier**	Learning & Development	We know that customers find it hard to get assistance with forms at libraries.	We believe that assisting customers complete forms	Will result in customers self-service or getting assisted digital service	This will increase for take up, give us more accurate info and save processing time / resource.	4	9
Accounts Receivable	**Rip it out and start again - Blank canvas, decide what the step-by-step for serice invoicing should be**	Process review	We know that: our invoicing process & system has too many steps and manual transactions. It also relies on too many systems that don't integrate.	We believe that: ripping out and starting again with a new system and process	will result in more efficient income collection and better service to customers.	We know we will have succeeded when: reduction in written off debt; outstanding debt; staff costs to administer system; average cost of transaction & when we increase the speed of payment/income collection.	14	1
Accounts Receivable	**Introduce Direct Debit**	Direct Debit	We know that: DD is the preferred method of payment for Council Tax payers. This brings in a substantial amount of revenue to the authority each year.	We believe that: it is an easy to use facility that customers will choose to take up.	This will result in – a controlled source of income for the council and an additional method of payment for service users.	We will have succeeded when: alternative methods of payment reduce by at least 35% (based on the fact 70% of Council Tax payers use direct debit.	8	2
Accounts Receivable	**Implement an automated workflow**	Automated Workflow	We know that: there is currently no automated workflow off accounts receivable process, which causes segregation of duties, duplication, takes a long time – paper process.	We believe that: introducing an automated workflow	will result in reduced duplication, faster end to end processes. Managers have better view of budget; reduce activity loops; managers can only approve in own budget.	We will have succeeded when: reduced staff time; reduced time to complete process.	6	3

Accounts Receivable	**Eliminate Paper Forms**	Process review	We know that: outdated/manual master data request forms and invoice request forms are sent to the hub.	We believe that the forms can be more interactive and validate against existing master data,	this will result in increased efficiency	we know we will have succeeded when there is: reduced duplicate data, reduced duplication of effort, and forms which feed directly into the system.	2	4
Accounts Receivable	**Payment Agreement/Customer account creation before service**	Process review	We know that: a large number of people are being provided with a service before we know how we will bill them. This causes delays and uncollected income.	We believe that if we gathered enough information to enable them to be billed before the service is delivered,	this will result in the bills being issued more quickly and increased collection.	We will know we have succeeded when: the average number of days between the service being agreed & the payment being received has reduced by 50%.	2	5
Estates & Asset Management	**ELF System Upgrade**	System upgrade	We know that ELF is out of date, unsupported and there is a risk of losing functionality. There is also a risk of retrieving data in an unusable format.	We believe that a system upgrade will result in ELF being supported by the software company, and provide the council with comprehensive property data, increased functionality.	will result in improved reporting	We will know we have succeeded when the system upgrade is successfully tested and implemented	3	1
Estates & Asset Management	**Mobile solution for Surveyors; Building Data: Informed Asset Management Plan**	Mobile Working	We know that data is not collected effectively or stored appropriately.	We believe that this could be improved by a software upgrade and investment in technology training.	This will result in more accurate, timely collection of data, more meaningful, accessible data – more informed decision making.	We will know we have succeeded when we have an efficient use of resources, improved accuracy of forward planning.	4	2
Estates & Asset Management	**Case Management System for all tasks to be logged and assigned**	Case Management	We know that there is a lack of information about job requests (e.g. who's doing what, how long this will take).	We believe that a case management system in which all tasks are logged and assigned	will result in better assignment of jobs and job requirements	We'll know we have succeeded when we get more positive feedback from customers and better performance data	6	3
Estates & Asset Management	**Re-write or re-emphasise the role of a porter**	Service review	We know that old contracts no longer suit service needs.	We believe that re-writing or re-emphasising the role of a porter	will result in a more flexible workforce.	We know we'll have succeeded when spending on casual staff and overtime drops	2	4
Estates & Asset Management	**Rollout of Mobile Working to porters & caretakers where appropriate**	Mobile Working	We know that porters & caretakers currently have a lot of paper/manual processes	We believe that the rollout of mobile	will result in a more efficient distribution of work, a quicker response to tasks, real time information on tasks, more electronic records, and – by doing in where appropriate – capitalising on individual strengths and not discouraging valuable staff	We will know we will have succeeded when capable staff are using tablets/devices, there is improved process efficiency, and a minimised lead-in time for jobs.	4	5

Estates & Asset Management	**Community Buildings Bookings taken by 1 or 2 Admin who know the venue**	Service review	We know that there is a lack of knowledge on community buildings by those handling bookings. Customers do not receive all the information they require.	We believe that this could be resolved through training,	This will result in an improved customer experience, increased booking and fewer complaints	We will know we have succeeded when bookings increase, income increases, fewer complaints are made and customer satisfaction goes up.	2	6
Accounts Payable	**Relevant system linked consolidate information**	Sharing Data	We know that we have a large volume of paper invoices from suppliers who service multiple locations	We believe that consolidating e-invoicing.	will result in staff time being saved, faster approval and more invoices paid on time, and better vendor relations	We know we will have succeeded when payment statistics improve, customer complaints and the need for scanning both reduce, and staff are saving time.	13	1
Accounts Payable	**No PO No Pay**	Policy	We know that CIT receive a lot of invoices without PO numbers or budget codes.	We believe that introducing and enforcing no PO no pay	will result in a reduction in time taken to process and code invoices, and mean that vendors are paid more quickly.	We will know we have succeeded when 90% invoices are paid on time.	5	2
Accounts Payable	**Front end Scanning**	Process review	We know that the current scanning process leads to delays in the scanned image being available for the coder/authoriser to use. This results in payment delays.	We believe that by moving scanning to the front of the process will enable more invoices to be paid within the payment terms.	This will result in increased satisfaction from suppliers, help them to manage cashflow and provide SMBC with an opportunity to take advantage of discounts.	We will know we have succeeded when our current KPIs achieve/exceed targets.	9	3
Accounts Payable	**Upload the form into SAP**	Transactional Forms	We know that the payment request form requires the same information to be entered twice.	We believe that uploading the form directly into SAP	will result in the same information not being entered twice	We will know we have succeeded when the same information is no longer being entered twice.	4	4
Accounts Payable	**Comprehensive training for all employees**	Learning & Development	We know that there are gaps in knowledge.	We believe that comprehensive training	will enable people to be more efficient and improve their confidence in carrying out processes, and that this will result in fewer referrals of queries out to specialist teams.	We will know we have succeeded when email and phone-based workloads have been reduced.	5	5
Accounts Payable	**Consolidate invoice inputters**	Service review	We know that inputters are spread across the Councill and that knowledge, skills and levels of ability differ, resulting in inconsistencies within processes and an impact on speed of correct payment.	We believe that consolidating invoice inputters in a central role/function	will result in shared knowledge of service areas and process, better cover in absence, greater consistency and more efficient end-to-end processes.	We will know we have succeeded when 90% of bills are paid in a timely fashion and we have a more accurate picture of services and authority	1	6

Accounts Payable	**Introduce Lodged Cards/Payments with Suppliers**	Lodge Cards	We know that suppliers send multiple invoices when this could be consolidated into a periodic invoice	We believe that introducing a lodged payment card	will result in a reduction on the number of invoices received/input efficiencies gained.	We will know we have succeeded when we have fewer invoices per supplier, for example Egan Reid accounts for several hundred per month – this ought to be reduced to single figures	4	7
Procurement	**Dedicated corporate contracts manager/officer/liaison role**	Roles & Responsibilities	We know that there is a lack of clarity on who is responsible for spend contract between £5k-£50k	We believe that dedicated resource within business support to assist service and identify contract opportunities	will result in more timely and consistent processes and financial efficiencies	We know we will have succeeded when services are clear on process shorter time between identifying need and obtaining good service fewer complaints and delay	16	1
Procurement	**Proper budget/contract management responsibility**	Roles & Responsibilities	We know that there is limited budget/contract management responsibility.	We believe that proper budget/contract management responsibility	will result in a better understanding and ownership and greater value for money.	We know we will have succeeded when budgets and contracts are effectively managed	15	2
Procurement	**Compile register of contracts in use but not on STAR**	BI	We know that there is an information and data gap relating to procurement	We believe that by compiling a register of contracts across the Council	will result in clarity and increased choice of suppliers and VFM.	We know we have succeeded when all suppliers in PECOS/SAP are included on the register	11	3
Procurement	**Improved BI and reporting**	BI	We know that spend data is available and that there are issues with data quality and capacity to proactively analyse	We believe that building analysis and data capacity across the Council	will result in greater understanding of procurement gaps and will improve contract management. It will also improve CPR compliance.	We know we will have succeeded when the gap between "on contract" and "off contract" spend is aligned we would also see some monetary savings or efficiency savings	8	5
Procurement	**Intranet information (the HR policies) easy to find links to all info**	Intranet	We know that: SMBC colleagues are not aware of procurement process/support available from STAR & STAR website.	We believe that better communication of awareness of procurement processes and STAR support available.	Will result in – spend will be better controlled if staff follow procurement process with STAR support.	We know we've succeeded when STAR has more interaction with Council staff & stronger/accurate contract register	8	4
Procurement	**Procurement training package** 6	Learning & Development	We know that lack of understanding of the whole procurement process results in inefficiencies and delays.	We believe that introducing induction training to all levels of staff involved in process	will results in better support to budget holders to monitor budgets and procurement spend.	We know we will have succeeded when there is a quick turnaround of new vendors with STAR – quicker location of suppliers for needs – reduction in returned orders with incorrect information – services meeting compliance test.	6	6

Procurement	**Maximise e-catalogues**	E-catalogues	We know that not all catalogues are online and paper catalogued have incorrect prices out of date	we believe that if all catalogues were online and up to date the ordinary process would be quicker and more efficient	will result in reduction of mismatched invoices, better product selections.	We will have succeeded when time from identifying need to purchase to successful coup better of order and payment will reduce by x%.	4	7
People & Organisational Development	**Review Systems & integrate/join up/simplify where possible**	Sharing Data	We know that information is duplicated and staff need to interrogate multiple systems when processing work causing wasted time, increased error and poor customer service	We believe that identifying the top 5 systems then integrate and consolidate them where possible	will result in greater efficiency, reduced error and improved customer service.	We know we will have succeeded when: errors reduce by xx% and speed of processing increases by xx%.	6	1
People & Organisational Development	**Develop iTrent to upload documents and reduce other systems**	Transactional Forms	We know that we can't upload to the system and that we have multiple systems in use.	We believe that creating the ability to upload directly without manual input .	will result in saving staff time, resources and reduced duplication	We know we will have succeeded when there is no double handling, we have use of just one system and we increase the speed of processing, freeing up time to work on other tasks.	8	2
People & Organisational Development	**Pre-populated online forms that do it for you and prevent duplication of entry**	Transactional Forms	We know that we don't have enough online forms, the right forms and they don't all pre-populate information. It's not easy to get these created with IT.	We believe that pre-populated online forms to do it for you and prevent data entry duplication will save time for POD & customers, speed up processes, improve data accuracy and cut down errors.	This will result in a better service to customers, easier for POD to administer and result in a more efficient service.	We will have succeeded when there are a higher number of transactions through online forms, fewer mistakes, create staff capacity, meaning fewer people or doing other value work.	7	3
People & Organisational Development	**Online payments for DBS, Traded Services, invoicing & recharging**	Payments	We know that payments for DBS can't be done direct by the customer through an online system	We believe that a new online system	will result in citizens getting a better quicker service	We know we will have succeeded when all payments are made online eliminating phone calls and reducing processing time by ***90. In addition, it will eliminate the invoicing process for external clients and also reduce the recharging process.	6	4
People & Organisational Development	**Full on-boarding process – pay, log-in, HR & Training**	Process review	We know that currently there are gaps in the on-boarding process which means staff may not have access and information they need.	We believe that a more joined up service will enable us to be more effective more quickly	This will result in new starters being effective in the role more quickly.	We will know we have succeeded when staff are paid correctly and on time, have access to systems and hardware; calls to HR/IT are reduced by x%.	6	5

People & Organisational Development	**Manager responsible (new starter/mover/leaver process/access rights**	Roles & Responsibilities	We know that current processes for starters, changes and leavers are not integrated across HR/IT/Finance	We believe that integrating processes and making managers responsible and accountable	will result in employees having a smoother transition in the organisation, improve the efficiency and data accuracy, reduce data breaches and overpayment	We will know we have succeeded through employee feedback, and a reduction in late notifications and overpayments.	5	6
In-bound Mail	**Outsourcing Options Appraisal**	Service review	We know that our costs are high, we rely heavily on staff and manual processes to deal with inbound mail.	We believe that outsourcing inbound mail processing	will result in cheaper/faster processing, increased control, increased security, less staff liability and a better service/outcome for citizens/suppliers partner agencies.	We know we will have succeeded when we see x% reduction in running costs and an increase in customer satisfaction.	5	1
In-bound Mail	**Customers able to upload documents**	Upload Documnents	We know that customers send thousands of documents in via the post each year creating lots of work for the inbound mail team	We believe that enabling customers to upload documents securely will reduce the amount of incoming post that needs to be manually dealt with as the documents can be auto-referred	This will result in customers getting a better service, faster processing times, reduced costs, and increased accessibility	We know that we will have succeeded when we receive less normal post and more documents uploaded by customers	8	2
In-bound Mail	**Integrated online forms**	Transactional Forms	We know that the current North forms take a long time to process because of a lack of integration	We believe that cutting out the back office process/reducing the back office process	will result in a speedier, more accurate service to the customer & service. . This will also allow staff to work on more complex cases by having the time currently used on simple tasks.	We know we will have succeeded when processing time has reduced for specific tasks relating to online forms.	9	3
In-bound Mail	**'Open Text': look at opportunities**	System upgrade	We know that there are lots of unused solutions that should be investigated.	We believe that looking at opportunities in Open Text will provide better service and less errors,	will result in a better performance and user experience	We know that we will have succeeded when we have more efficient working allowing users to contrite on their daily duties.	5	4
In-bound Mail	**Auto-capture recognition/OCR (optical character recognition) System**	System upgrade	We know that the manual process for incoming documents is resource intensive and reliant on experience and knowledge	We believe that by investing in auto capture recognition and/or OCR	will result in a reduction in errors, less staff intervention, quicker processing.	We will know we have succeeded when we see the time taken to process documents reduced errors in significant time & numbers.	5	5
In-bound Mail	**Better infrastructure (speed of connection being an issue)**	System upgrade	We know that network issues restrict our ability to provide a high quality service	We believe that investing in better infrastructure	would result in a more stable system, increasing system performance.	We know we will have succeeded when less items go into fail tray and system speed increases by x%.	3	6

Discretionary Payments	**Greater integration of systems, to give a single view of all payments/applications**	Single View	We know that greater integration of systems to give single view of all payments.	We believe that making all the information available in one system	will result in more cross-departmental data sharing of families	We will know we have been successful when finding dependency across Stockport is reduced via business intelligence.	16	I
Discretionary Payments	**One application process that meets all needs**	Transactional Forms	We know that there are several routes to request a discretionary award.	We believe that a common application process	will result in less duplication of payments, greater integration between services and an holistic view of customer circumstances.	We will know we have succeeded when total expenditure falls.	9	2
Discretionary Payments	**Business intelligence around expenditure made**	BI	We know that data is held on a number of systems and not in a way that makes it easy to extract or manipulate.	We believe that if information is held in one system and available to view and analyse we will be more efficient and better able to make informed decisions.	This will result in a reduction in the number of duplicate payments and better ways of supporting families.	We know we will have succeeded when spend is reduced and applications reduce due to needs being met.	9	3
Discretionary Payments	**More people self-funded through affordable credit**	IAG	We know that financing excluded households either rely on the Council or high interest lenders in a financial crisis.	We believe that providing access to affordable credit	will reduce long-term hardship and dependency on services, and further result in financially resilient homes who save in case of future crises.	We will know we have succeeded when loans are repaid alongside savings which will reduce dependency on services.	4	4
Discretionary Payments	**Civica DHP module and equivalents**	Civic Module	We know that the current system that administers DHPs does not enable us to work efficiently.	We believe that the Civica DHP module (or equivalent)	would improve statutory reporting of profiling payments and outcomes and would result in tracking all application and decision-making by frontline staff and possible customers.	We will know we have succeeded when we can produce automated profiling and budgeting reports and frontline workers and customers can self-serve, reducing demand on the team.	4	5
Procure2Pay	**E-Invoicing**	E-Invoicing	Electronic invoices is the preferred approach to receiving invoices in to the Council. This will move the scanning of invoices to the front of the invoice processing process and reduce the amount of data input completed by the Central Invoicing Team.	This will be easy to implement as suppliers will already be using e-invoicing for other Authorities and will improve and reduce transactional processes relating to invoice processing.	Improvement in the workflow of invoices through the finance system, reduce transactional (data input) processes, front-end scanning of invoices, improve the achievement of supplier invoice payment terms (particularly the requirement to pay local suppliers within 10 days of the receipt of the invoice).	The supplier invoices received by the Council are received and processed electronically	10	I

Procure2Pay	**Requisition form - including drop-down list of suppliers, codes from PECOS - form link to procurement guidelines**	Transactional Forms	The completion of the requisition form can be improved to limit the free fill form options to reduce the opportunity for coding errors that can delay the approval of invoices for payment and improve the processing of forms by Business Hubs.	This will be easy to implement using the functionality of other self-service forms such as those used in HR and IT and support the roll out of the No PO No Pay Policy. This will remove a blocker to raising Purchase Orders which can impact on the invoice processing processes (see above)	Simplification of the process, reduction in coding errors, faster processing of forms by Business Hubs, possible automation of the form in to the PECOS (ordering) system rather than manual data input.	There is an increase in the use of Purchase Orders to order goods and services from suppliers.	7	2
Procure2Pay	**Make STAR accountable**	Roles & Responsibilities					6	3
Procure2Pay	**Define the role of hubs - are they administrators or experts**	Roles & Responsibilities					6	4
Intranet & Manager Support	**Deliver enhanced flexible search facility**	Search feature	We know that the current search functionality isn't a true reflection of the data available	We believe that creating a more intelligent search feature and requesting customer feedback	Will result in more accurate results in a more efficient manner.	We will know we have succeeded when phone calls and emails are reduced.	8	1
Intranet & Manager Support	**Create knowledge database, including effective search and which is quick and easy to update**	Intranet	We know that there are currently inconsistent levels of information available, not all is up to date and search facilities are not fully effective.	We believe that by creating a knowledge database that includes an effective search facility that is quick and easy to update	will result in less time spent in trying to find the required information and reduced queries to other staff overall	We know we will have succeeded when staff satisfaction levels increase (reduced phone contacts?)	5	2
Intranet & Manager Support	**Introduce Webchat**	Live Chat	We know that colleagues email other colleagues to find out information and resolve queries but it can take several days to get a simple response	We believe that having Web Chat available to internal colleagues	will result in queries being dealt with more promptly and help with signposting colleagues to IAG, plus a more tailored response if needed.	We know we will have succeeded when email correspondence (internal) reduced by 20% (to IT helpdesk/HR Helpdesk), queries are resolved more promptly, Web Chat take-up is popular.	3	3

Intranet & Manager Support	**Create a more detailed profile (in addition to contact details) to include skills, where they work and what team/directorate so colleagues can search according to the team, location or skill they are looking for**	IAG	We know that people waste time trying to find the right person if they don't already know their name.	We believe that a detailed searchable profile/page with photo, skills, phone, team, department, location (including floor/south/north) info on responsibility	will result in less wasted time, better utilisation of in-house skills, a better understanding of what people and teams do and a handy list for facilities management to notify correct people if a problem with a section of a building	. We will know we have succeeded when estate & facilities management can better target staff messages, % of successful searches for people increases, customer satisfaction on person/team search increases	9	4
Intranet & Manager Support	**More online transaction capability/replace frequently used PDF forms with online forms**	Transactional Forms	We know that more online transaction capability and replacing forms that currently generate PDFs with those that are integrated with systems.	We believe that it will reduce the need to re-enter information, re-key and duplicate work	will result in end-to-end processes being processed quicker and at a lower cost, freeing up staff time to do other activities.	We will know we have succeeded when we have achieved a 90% reduction in processing times.	4	5
Intranet & Manager Support	**Training and support for content owners re:style guides, search optimisation**	Learning & Development	We know that users need training and support to load & update intranet content.	We believe that this will result in higher quality content, following style guides and better search results	will result in a better intranet with increased user satisfaction and more up-to-date content.	We will know we have succeeded when intranet use has increased by xx%.	3	6
Intranet & Manager Support	**Single log-on – enable to view personal and relevant info**	Single Sign-On	We know that people struggle to remember multiple logins and have to login to multiple systems taking time	We believe that by providing a single sign on (where possible)	will result in fewer password issues, smoother login and faster access/less time taken to login in.	We will know we have succeeded when we don't get any password re-sets.	3	7
Receptions & Access to buildings	**Self-scanning**	Upload Documents	We know that staff are having to carry out processes for customers which take a lot of time. Reallocation of staff resource.	We believe that enabling customers to help themselves and to gain transferrable skills	will result in staff having more time to carry out other tasks and more skills for customers.	We know we will have succeeded when 95% scanning is carried out by customers.	11	1
Receptions & Access to buildings	**Working online booking system that involves all partners**	Online booking system	We know that a customer arrives in reception and it is sometimes not possible to identify or contact the person they are meeting	We believe that this would be resolved if there were an online booking system which included all partners	will result in better customer service and the more efficient reception of people into our buildings	We will know we have succeeded when all customers arrive and are immediately connected with the person they have come to meet.	18	2

Receptions & Access to buildings	**Online collections database to reduce collection enquiries and make it more accessible**	IAG	We know that museum customers contact in high volumes enquiring about whether specific items are in the collection	We believe that an online collections database for museum customers	will result in a significant reduction in collection enquiries (staff time), make collection information more accessible and potentially increase visitor footfall to view LOWRYS (for example.	We will know we will have succeeded when we view the number of visitors to the database and see staff time freed up from calls etcetera to improve the customer experience and analyse footfall.	5	3
Receptions & Access to buildings	**Centralised budget for receptions e.g. PCs and proxy click**	Service review	We know that not all venues or receptions have digital visitor systems or public access PCs.	We believe that in some areas having these would	create efficiencies where visitor numbers are high or common queries could be dealt with via online resources – however, service does not have sufficient budget to buy IT equipment or develop system.	We will know we have succeeded when there is an increase in enquiries being dealt with at first point of contact (e.g CCs currently signpost to libraries to access PCs), and an increased use of online resource/applications	14	4
Receptions & Access to buildings	**Better internal Phonebook includes contact numbers for individuals in partner agencies**	IAG	We know that people struggle to find the appropriate colleagues	We believe that a better internal Phonebook that includes all contact numbers for staff and partner agencies	will result in customers being dealt with quicker and on the first attempt	We know we will have succeeded when less than 5% of customers have more than a 5 minute waiting time	5	5
Receptions & Access to buildings	**Robust business intelligence. Can software capture customer data?**	BI	We know that MI informs service direction but current application software doesn't capture useful data about customer usage/visits/access to services.	We believe having a universal, enhanced and assisted way of capturing BI will enhance the services management processes and use of resources.	This will result in better management decisions and information use to improve services.	We will know we have succeeded when services can demonstrate a saving in management time in collating existing data	12	6
Receptions & Access to buildings	**Centralise all room bookings**	Service review	We know that there are rooms in the Town Hall, FPH and Stopford which are available but which can't be accessed	We believe that centralising all room booking .	will result in less time wasted looking for rooms and moving about buildings finding rooms	We know we will have succeeded when staff have full view of all rooms and room use increases.	4	7
Receptions & Access to buildings	**Standardised check-in system**	Check-In System	We know that a number of different booking systems are being used in the Council	We believe that a standardised check-in system would support consistency and efficiency	will result in consistent practice across the Council, a more efficient workforce and improved customer service	. We know we will have succeeded when check-in time has reduced by x%.	10	8

Services for Businesses	**Create/improve website WITH businesses, with a tab so it's easy to find all business-related information including an improved search facility**	IAG	We know that our website is not very user-friendly for businesses as they are unable to find the information, so resort to email/phone calls instead.	We believe that improving the website with businesses with a tab so it is easy to find all business-related information including improved search facility	will result in more available back office resources making these resources available for other aspects of work	We know we will have succeeded when we receive fewer inbound enquiries for information that is available online. We could track this progress by monitoring website usage (clicks). Reduction of bounce vote; increase of page view time; increase of people viewing the business pages of the website (including COBRA)	13	1
Services for Businesses	**Create a single business portal that shares information across departments and supports a single business contacts database**	Sharing Data	We know that the Council holds a lot of information about business that is not shared in the best interest of the Council and businesses	We believe that creating a single business portal that shares information across teams supporting a single contact database	will result in a reduction in duplication of effort by teams, business will bet correct support at the right time, enable the effective billing and collection of business rates or services, will become more joined up	We will know we have succeeded when we see a reduction in the time it takes to resolve the relevant business issue, and lead to a better use of resources and that officers across the Council act as a business team.	10	2
Services for Businesses	**Increased automation updating of business rates accounts**	Process review	We know that manual input on business rate accounts can lead to delays, customer sharing program and potential revenue loss	We believe that increased automation of changes to business rates accounts	will result in customers getting a faster service, quicker collection, reduced costs and increased staff time to divert to other areas	We know we will have succeeded when increased automation helps us to divest staff to increasing business rates recovery and increasing the business rates property base rate by finding lost revenue	6	3
Services for Businesses	**Reduce/eliminate duplication of effort by restructuring Council by outcomes instead of the current departments**	Service review	We know that there is a disconnection across the various Council services who support/interact with local business	We believe that interaction with local business would be better served by all colleagues working together in one unified business-centric service.	This will result in lack of duplication of effort, shared resources and outcomes, engaged businesses and sharing of business growth/related information.	We know we will have succeeded when the Council no longer has a disconnect between business centric services sharing information and when business interaction with the Council increased by x% (and colleague workload reduced by x%? due to joined-up thinking. Furthermore, we believe that this reorientation of Council services should be replicated across all areas of business – focusing on the ends and not the means.	3	4

Services for Businesses	**Additional capacity in growth – help businesses to help themselves**	Roles & Responsibilities	We know that we don't have enough people to help businesses help themselves and we don't have enough time to progress Council initiatives.	We believe that appointing o identifying an additional person who is focused on progressing initiatives and giving advice to businesses	will result in businesses having better access to SMBC services.	We know we will have succeeded when there is xx% increase in usage of business pages on the website and xx% increase of new successful businesses to Stockport (use: HMRC or Companies House data) VAT or PAYE reg.	4	**5**