



‘Stop planning & start acting’



Who am I?



Antony Owen

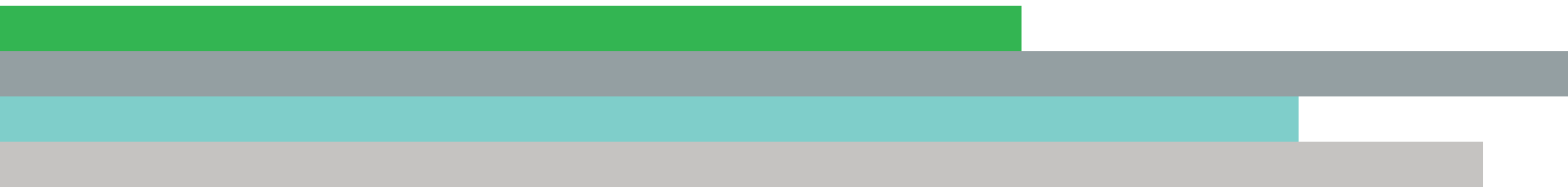
Contact Centre Manager



...and, who are we?



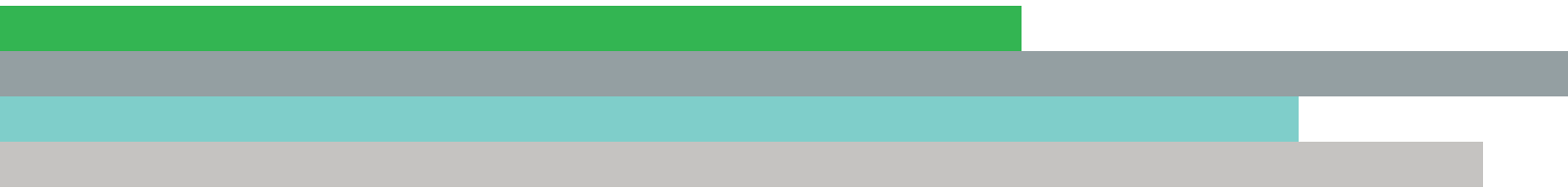
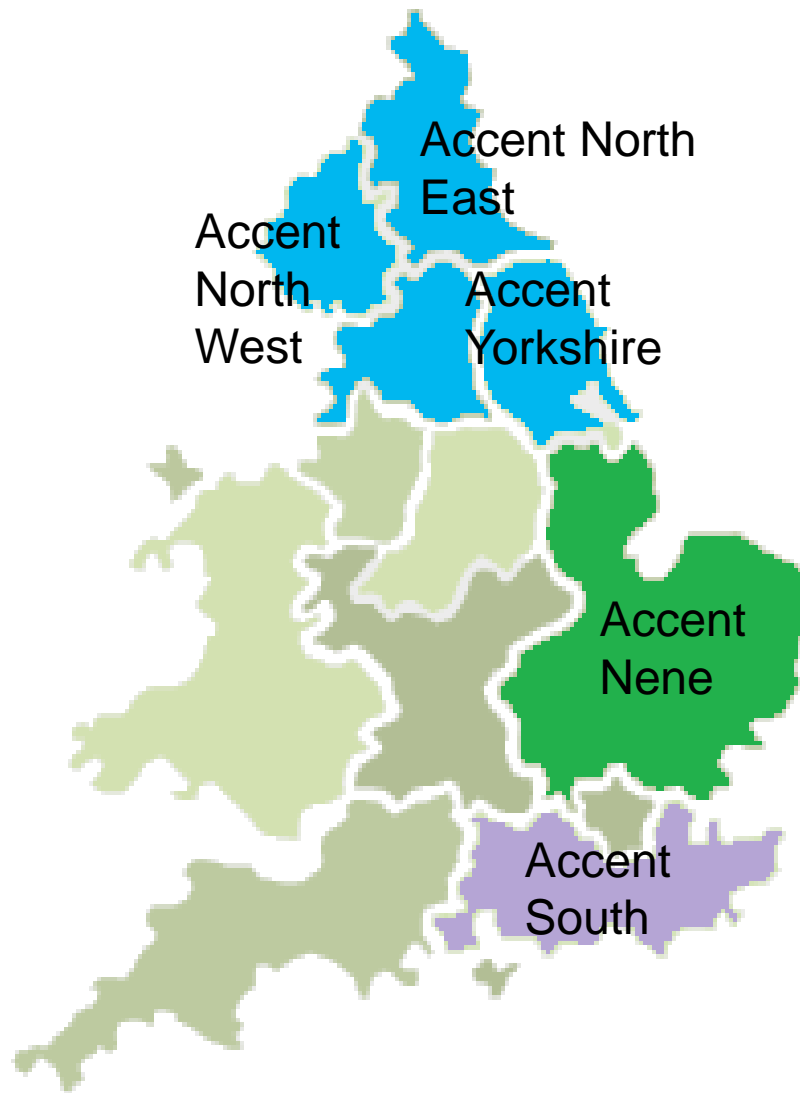
- ✓ Formed in 1966 as Bradford & Northern Housing Association.
- ✓ A 'not-for-profit' registered social landlord providing homes for rent to people in housing need.
- ✓ Established in Yorkshire, the North East & the North West.
- ✓ Rebranded Accent in 2004.
- ✓ Merged with Nene Housing Society in 2005 (moving east).
- ✓ Merged with Peerless Housing Group in 2006 (moving south).
- ✓ Over 21,500 homes owned and managed.



Accent Group Ltd



- ✓ Accent Group Ltd -
- ✓ Charlestown House
- ✓ **Five regions**
- ✓ Accent North East
- ✓ Accent Yorkshire
- ✓ Accent North West
- ✓ Accent Nene
- ✓ Accent South



- ✓ Single Housing Management Solution 2012
- ✓ Decentralised customer contact arrangements
- ✓ Regional hubs
- ✓ Local Delivery



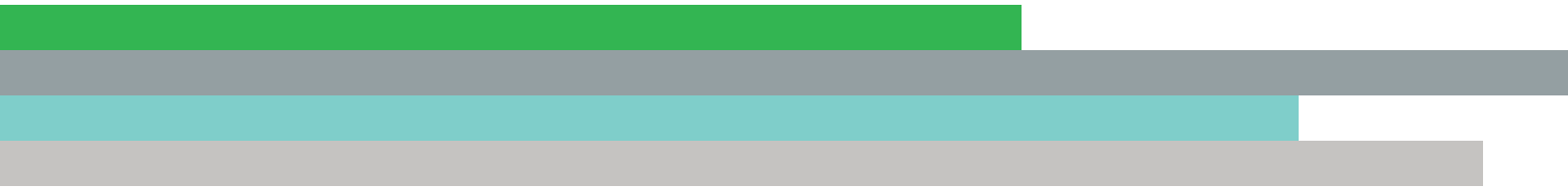
Drivers for change

- ✓ Requirement for future proof/scalable operations
- ✓ Quality of first contact resolution and the development/retention of staff
- ✓ Tailored skill sets required (Home Owner, Repairs, Arrears)
- ✓ Standardise and simplify processes and procedures – one way of doing things
- ✓ Maximise automated solutions alongside our people
- ✓ Optimise use of customer insight and our CRM
- ✓ Links with ICT transformational projects:
 - ✓ Mobile working, Computer Telephone Integration, self-service website
- ✓ Exploit emerging technologies: smart phones, cloud computing, mobile working and social media
- ✓ Exploit existing technology within the organisation (Housing Contact Company)
- ✓ Office strategy – reduce under utilised office space
- ✓ Value for money – more for less



Other strategic decisions

- ✓ One centre or two – efficiency vs. resilience?
- ✓ Timescale:
 - ✓ - Big Bang – end 2015
 - ✓ - Staged integration over 12 month (March to April 16)
- ✓ Phasing and timing of major ICT projects
- ✓ Programme / project resourcing, management and governance
- ✓ Risk Management
 - ✓ - Business continuity / disaster recovery
 - ✓ - Recruitment and retention of staff



Major ICT projects



Mobile Housing Teams
Mobile Surveyors

Expectations are changing and fast!



50%

Regularly phone call centre & look at web on smartphone



81%

Organisations should always offer different channels to meet my needs



51%

Would like to switch from web-chat to video-chat (62% - switch from web-chat to phone)



3 in 4

Any advisor should be instantly familiar with my contact history



67%

Would like visual IVR on their smartphone

Less than 1 in 3

Agree organisations make it easy to switch between different channels

Source: BT consumer survey

Expectations are changing and fast for organisations too!



- ✓ Rent reduction puts pressure on income
– must focus/mobilise right now!
- ✓ Greater need to become more efficient and reduce operating costs

‘In short both customer and organisational expectations are changing at speed given many influencing factors’



STAY IN LANE

A green rectangular highway sign with a white border. It features the text "STAY IN LANE" in white, bold, sans-serif capital letters. Below the text, there are two white arrows: one pointing to the left and one pointing to the right.

FUTURE

A green rectangular highway sign with a white border. It features the text "FUTURE" in white, bold, sans-serif capital letters. Below the text, there are two white arrows pointing downwards.

PAST

A green rectangular highway sign with a white border. It features the text "PAST" in white, bold, sans-serif capital letters. Below the text, there are two white arrows pointing downwards.





- ✓ Quality
- ✓ Consistency
- ✓ Efficiency

above

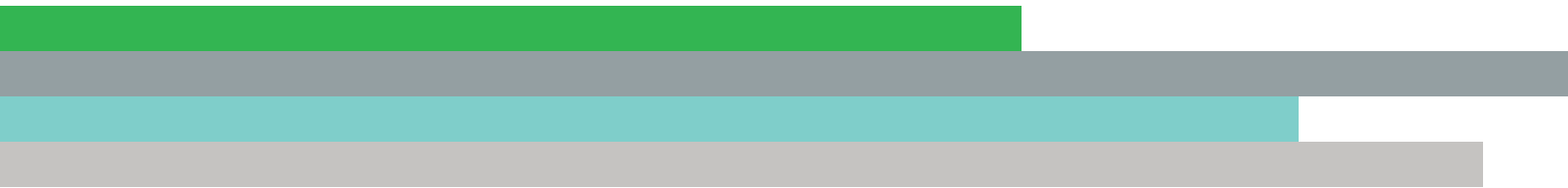
- ✓ Cost savings

Proposition



- ✓ Aim to have a single contact environment by April 2016

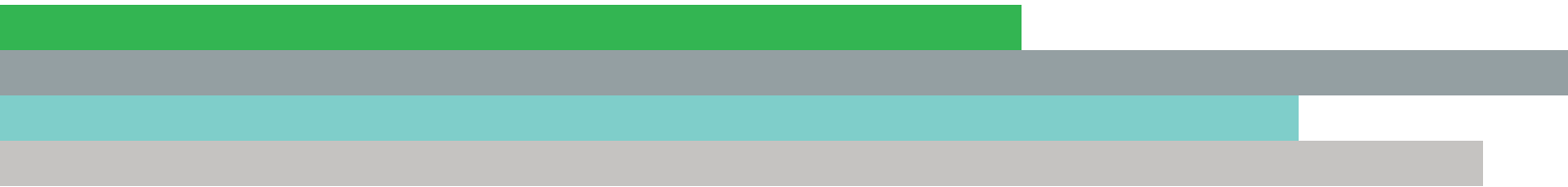
- ✓ Objectives
 - ✓ Existing six contact centres into a single* centre based at Charlestown House
 - ✓ Improve the quality of customer interactions for both Accent and residents
 - ✓ Improve customer satisfaction KPI's
 - ✓ Expand channels of communication between contact centre and residents, e.g. via self-service website, twitter complaints, email, chat (“digital by degrees”)
 - ✓ Develop scalable future proof operations
 - ✓ Develop channel strategy
 - ✓ Make £x's savings



In a digital world



- ✓ Make every conversation count
- ✓ Get it right first time
- ✓ Take advantage of automation
- ✓ No excuse not to appropriately target your resource



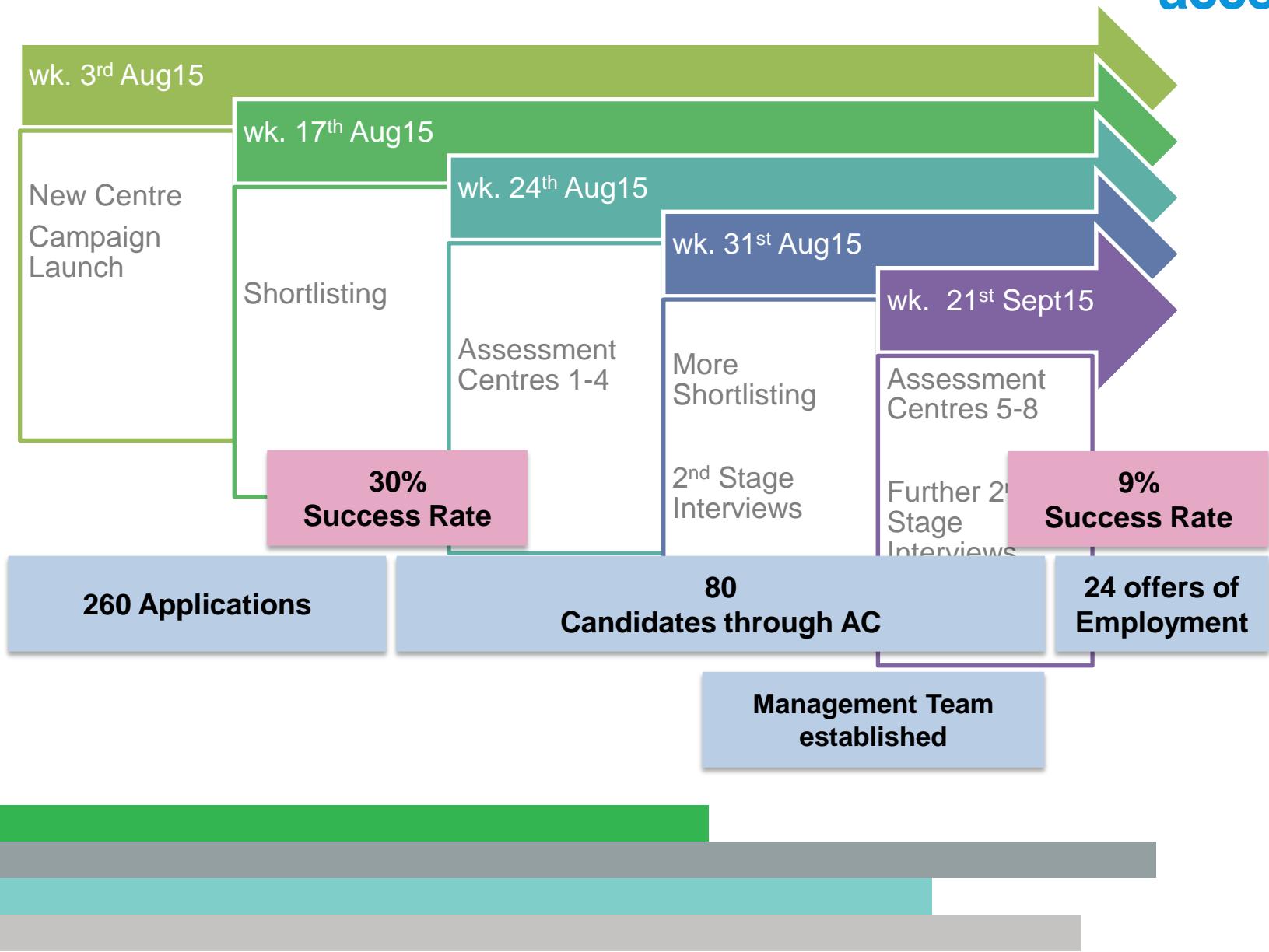
82%

of consumers say the number one factor for great customer service is having issues resolved first time





Recruitment



Induction for new staff



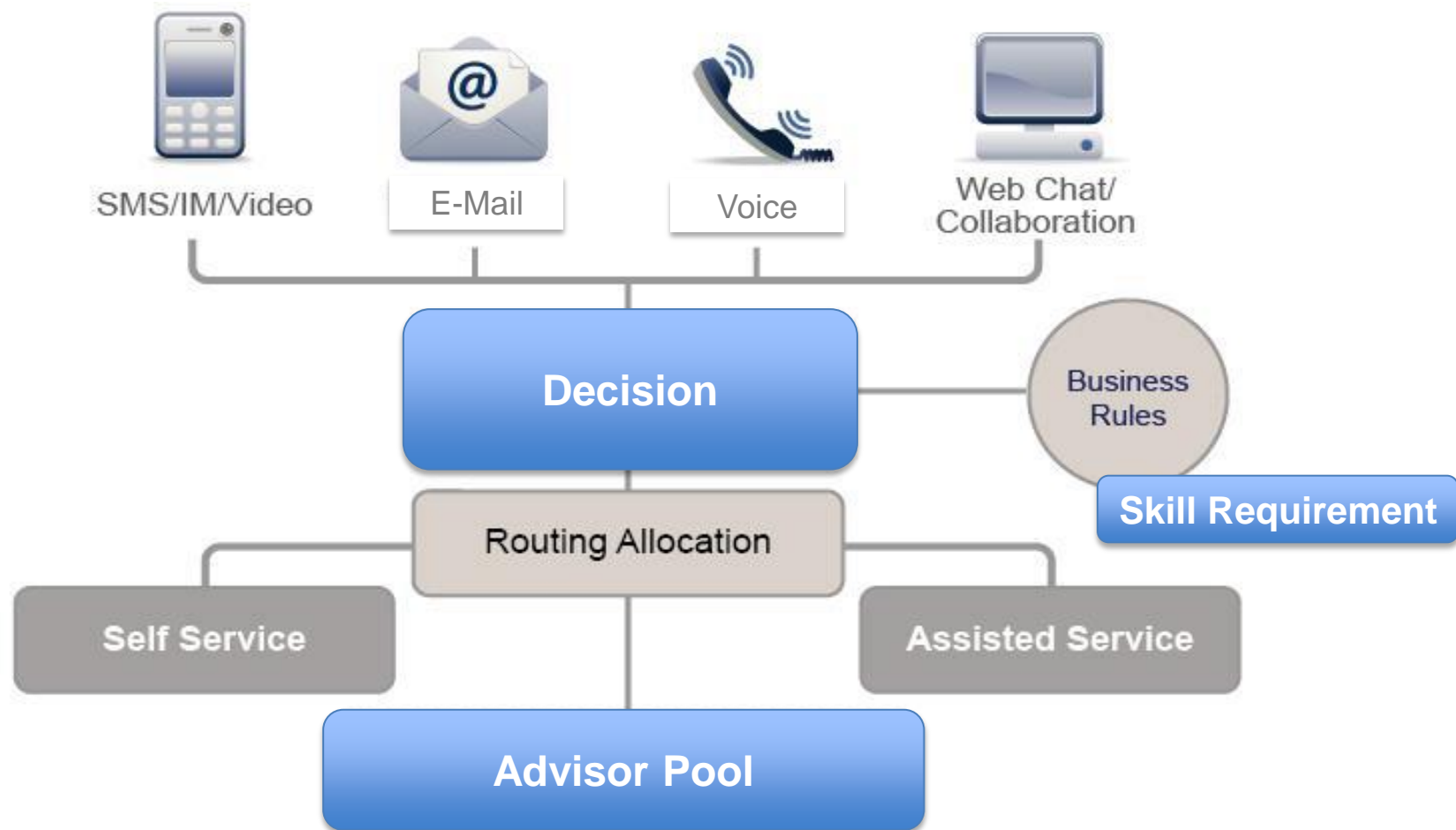
- Assessment Centres & Interviews focussed on:
 - Attitude & Empathy
 - Team working
 - ICT Literacy
 - Maths

- Induction Programme:
 - 3 weeks intensive learning
 - Accent & Sector History
 - Systems & processes
 - Role specific training
 - Live environment





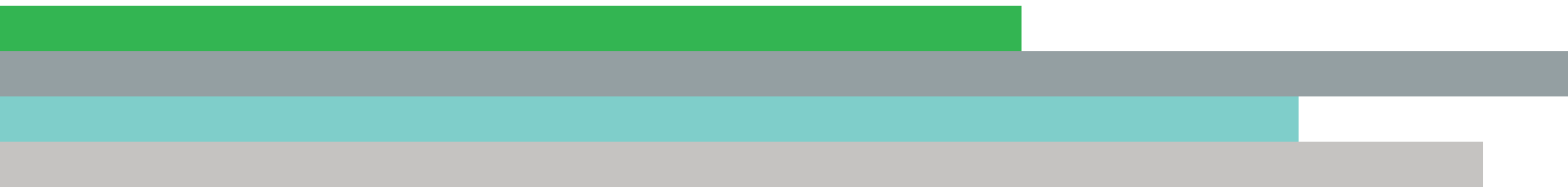
Scalable and flexible



The New Contact Centre



- ✓ Essentially it's a 'Repairs and Income' Centre!
- ✓ Plenty of insight (CRM) enabling Accent to target regional resource & efforts
- ✓ In/outbound & automated services working collaboratively
- ✓ Pushing self service offer through staff and automated solutions
- ✓ Quality of customer service and customer engagement



The role of existing tech

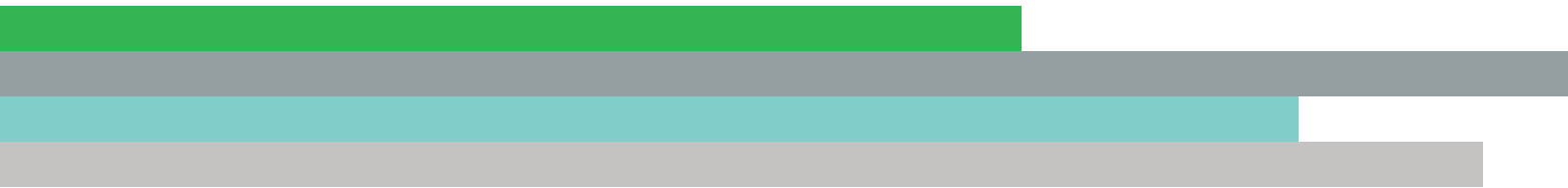


- ✓ Automated satisfaction
- ✓ Rent arrears – relentless activity
- ✓ First Call Resolution

- ✓ Visibility
- ✓ Accuracy of data
- ✓ Speed of and increased engagement



Housing Contact
In touch with tenants



So what !



- ✓ Some cash savings
- ✓ Opportunity to re shape office space (further savings)
- ✓ Doubled arrears activity over the first 3 months
- ✓ Re focussing of skill sets
- ✓ Increased customer engagement
- ✓ Savings re invested
- ✓ Scalable (increase and decrease)
- ✓ Pressure on the business – we have much more clarity
- ✓ Insight into tangible action plans
- ✓ Digital future

Stop planning...start acting!

