

Making a generic call centre work



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The proposal

- Centralised service
- Improved consistency of delivery
- Facilitate local working
- Control of costs



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Corporate commitment

- Top driven process
- Part of full scale service review
- Allowed to “do the job”
- Not designed by committee



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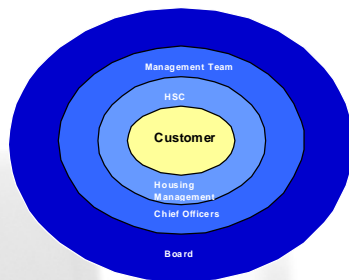
Consultation

- Residents
- Staff
- Contractors
- Thorough preparation to pre-empt and address issues
- Ideas taken on board but concept driven through



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Restructure



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People

- Recruit for attitude
- Recognise who doesn't fit
- Empower and support
- Develop for the future
- Monitor performance
- Low staff attrition



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Processes

- Full review of all processes
– clean sheet
- Avoid assumptions
- Identify opportunities
- Kill the sacred cows



Technology

- Flexible telephony
- Appropriate scripting
- Local knowledge
- Good business system
- Ongoing developments
- Constant review



Culture

- Customer first
- Develop the “can do” mentality
- Identify and make the quick wins
- Listen to the team
- Play to people’s strengths
- Coach not Tell



Communication

- Appropriate methods
- Links with housing management
- Talking to the customer
- Contractor relationships
- Keeping the centre informed
- Intra team communication

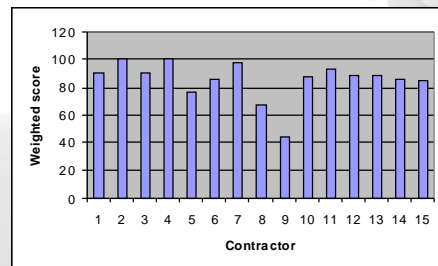


Joint development

- Working with partner contractors
- Contractor performance measures
- Aligned goals
- Customer focus



Contractor performance



Feedback

- Customers
- Staff
- Team
- Contractors

- Most important.....act on it!



Maintenance savings

- £138k below 04-05 spend at YTD

- £82.5k below budget at YTD



The future

- Ongoing review and development
- Partnering
- Self service repairs ordering
- Alternative communication channels



Why has it worked

- Clear vision of the future
- We have the right team
- Empowered HSC staff to provide a first class service
- Leadership and management style
- Culture change
- Performance orientated
- Become customer centric
- Corporate commitment
- In from the start



Lessons learnt

- Local worker profile
- Maintenance structure
- Middle manager buy in
- Breadth of roles
- Understanding existing culture
- Career development centre process
- Training
- Expect a drop off in performance

