

# RAISING THE BAR

## ANNUAL SUMMIT



EXPLORING HOW LEADING ORGANISATIONS ARE  
REDEFINING EXCELLENCE THROUGH CULTURE,  
LEADERSHIP AND INNOVATION

23 SEPTEMBER 2026

THE LOWRY HOTEL, MANCHESTER



PLATINUM PARTNER



BREAKFAST PARTNERS

KURA



BRONZE PARTNER



# INTRODUCTION



## CCA RAISING THE BAR SUMMIT 2026

### Leading the Future of Customer Operations

Standards shape trust. They influence how customers feel, how colleagues perform and how organisations are judged.

Across every sector, expectations continue to evolve. Advances in technology, changing customer needs, workforce transformation and increasing operational complexity are challenging leaders to rethink what excellence looks like and how it is achieved.

The organisations that will thrive in the years ahead will be those that balance innovation with humanity, empower their people to lead through change, build cultures of trust and accountability, and continually strive to improve.

At CCA, we believe raising standards is not about perfection. It is about creating a culture of continuous improvement, sharing knowledge openly and learning from one another to build stronger organisations and better customer outcomes.

The **CCA Raising the Bar Summit** brings together senior leaders from accredited organisations, recognised brands and industry innovators to explore the ideas, experiences and leadership practices shaping the future of customer operations.

Through keynote presentations, case studies, strategic debate and peer discussion, delegates will gain practical insight into how leading organisations are strengthening capability, embracing transformation and redefining excellence across customer experience, culture, leadership and operational performance.

Together, we will explore how to continue raising standards in an increasingly complex and fast-moving world.

# AGENDA



**23 SEPTEMBER 2026**



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## **REGISTRATION**

**09:30**

Registration opens from 09:30am. Morning coffee, tea and refreshments served and informal networking with peers.

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## **BREAKFAST BRIEFING – BY INVITATION ONLY**

**09:30**

An intimate round-table breakfast discussion, in partnership with Kura, focused on exploring the critical challenges faced by leaders today.

**KURA**

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## **BREAKFAST BRIEFING – BY INVITATION ONLY**

**09:30**

Fraud & Risk specialist discussion exploring the shifts and trends as to how fraud is presenting itself at the front-line. In partnership with Smartnumbers.



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## **WELCOME & INTRODUCTION**

**10:40**

Customer operations are evolving faster than ever before. Advances in technology, changing customer expectations and increasing operational complexity are creating new challenges and new opportunities for leaders.

The Raising the Bar Summit brings together industry experts and practitioners to share practical insight, real-world experiences and fresh thinking, helping organisations raise standards, strengthen capability and prepare confidently for what's next.

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# AGENDA



23 SEPTEMBER 2026



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## KEYNOTE: WHY RAISING STANDARDS MATTER

10:50

**Anne Marie Forsyth, Executive Chair, CCA Global**

Standards shape trust, confidence and the experiences people have every day. As expectations continue to evolve, maintaining high standards has never been more important—or more challenging. In this opening address, Anne Marie will reflect on why raising standards matters, the role of leadership and collaboration in driving continuous improvement, and why CCA believes customer operations have a unique opportunity to help rebuild trust through consistently excellent service.



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## INDUSTRY DEBATE: THE NEW STANDARDS OF EXCELLENCE

11:15

Senior leaders from accredited organisations and award-winning brands discuss what high performance looks like in today's rapidly evolving environment.

### Discussion themes include:

- Raising standards while managing change and uncertainty
- Sustaining employee engagement as expectations continue to rise
- The role of leadership visibility, trust, and communication
- Embedding recognition and continuous improvement into culture
- Measuring the relationship between engagement, performance, and customer outcomes

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## KEYNOTE: PURPOSE IN ACTION: BUILDING COMMUNITIES THAT THRIVE

12:00

**Greg Reed, Group Chief Executive, Places for People**

A personal and practical perspective on leading with purpose, creating trust, and building resilient communities through periods of challenge and transformation.

Greg Reed will explore how aligning values, people, and organisational purpose can strengthen engagement, performance, and long-term societal impact and why leadership culture matters more than ever in uncertain times.



# AGENDA



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## EXCELLENCE IN ACTION

12:30

Practical and inspiring case studies from CCA Accredited and award-winning organisations demonstrating how leadership, engagement, and innovation are driving measurable impact.

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## NETWORKING LUNCH & LEADERSHIP EXCHANGE

13:15

Lunch will be served and attendees have an opportunity for informal networking with fellow delegates and the opportunity to meet and learn more about Convention partners.

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## KEYNOTE: EMPOWERED PEOPLE. EXCEPTIONAL EXPERIENCES

14:30

**Alan Stott, Director of Customer Service, Virgin Media O2**

How Virgin Media O2 is strengthening employee empowerment, customer excellence, and operational performance through culture, leadership, and digital capability.



Alan will share lessons from the organisation's transformation journey, including how the business is building connected, engaged teams equipped to deliver exceptional outcomes in a rapidly evolving customer environment..



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## LEADERSHIP DEBATE: PERFORMANCE, PURPOSE & BELONGING – THE COURAGE TO LEAD

15:00

As customer operations continue to evolve, leaders face increasing pressure to deliver performance while creating environments where people feel connected, valued and able to thrive.

In this candid leadership discussion, senior executives and CCA partners will explore how organisations can sustain resilience, engagement and high performance, build cultures of trust and accountability, and lead teams confidently through ongoing transformation.

23 SEPTEMBER 2026



## SUPPORTING THE PEOPLE WHO SUPPORT YOUR CUSTOMERS. WHY GREAT CUSTOMER EXPERIENCES BEGIN WITH GREAT LEADERSHIP, MANAGEMENT AND SERVICE DESIGN

15:45



### Turtles All the Way Up – Dan Holloway

In this thought-provoking session, Dan Holloway explores how customer outcomes are shaped by an interconnected system of leadership, management, colleague experience and organisational design.

Drawing on lived experience and practical examples, he'll challenge traditional thinking about empathy, vulnerability and what it really takes to create environments where both customers and colleagues can thrive.

In this session we will explore:

- Why customer, colleague and manager experiences are inseparable
- The role – and limitations – of empathy in customer service
- Practical approaches to supporting vulnerable customers without relying on disclosure
- How accessible service design can improve outcomes for everyone
- Management techniques that build confident, empowered teams
- The communication principles that create trust, clarity and psychological safety
- How small changes in organisational design can have a significant impact on customer experience.

## CLOSING REFLECTIONS

16:20

Key insights, emerging themes, and leadership priorities shaping the future of customer experience and workforce performance. **Session close 1630.**





# PARTNERS



**With thanks to CCA Raising the Bar partners for openly sharing their ideas, insights and expertise.**

## PLATINUM PARTNER



QStory has transformed the lives of tens of thousands of contact centre employees over the past 10 years by providing our customers a solution that gives them radical autonomy in their jobs whilst at the same time improving the service they deliver to their customers.

QStory optimises resources across the organisation; front office, back office and branch/field services, giving all employees flexible working conditions, customers better service and delivering previously unrealised productivity gains.

Find out how we do it, visit [qstory.ai](https://qstory.ai) – Get in touch: [hello@qstory.ai](mailto:hello@qstory.ai)

## BREAKFAST SESSION PARTNER



Kura is an independent customer experience outsourcer built on a simple belief: care drives performance.

For more than 30 years we've hired people who genuinely care about customers, invested in them for the long term, and kept them, our advisors stay an average of seven years.

That depth of experience allows us to build each operation around our client's business rather than hand over a fixed model.

From customer service and complaints to sales, collections and vulnerable customer support, we deliver measurable outcomes across regulated sectors – evidenced by a +91 average client satisfaction score.



# PARTNERS



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## BREAKFAST SESSION PARTNER



Prevent fraud, protect the customer journey. Smartnumbers provides a cloud-hosted platform designed to prevent fraud and authenticate customers quicker, leading to better customer experiences and practical fraud prevention efforts. With Smartnumbers, banks, financial services and other organisations can quickly and accurately identify high-risk callers before they reach the IVR, protecting your customers and contact centre from fraud.

[www.smartnumbers.com](http://www.smartnumbers.com)

## BRONZE PARTNER



NSN makes it simple for brands to support customers facing personal life challenges by signposting them to trusted external services.

Home to the UK's largest human-vetted directory of support providers, NSN creates co-branded and fully customisable "one-stop-shop" support websites that enable organisations to:

- Signpost customers to the right help when issues fall outside their own expertise
- Showcase their own initiatives and partnerships that strengthen customer support
- Gain valuable insight into customer support needs, outcomes and preferences

Visit [nsn.org.uk](http://nsn.org.uk) for further information.





# TICKETS



## Who should attend

- CX, Contact Centre and Customer Operations leaders
- Digital, Transformation and Technology leaders
- HR, Workforce and Capability leaders
- Senior executives accountable for customer experience and service transformation

|                                     | Included in Membership | Rate until 21 Aug | Rate from 22 Aug |
|-------------------------------------|------------------------|-------------------|------------------|
| Platinum & Accredited Members       | 2 passes               | £299              | £349             |
| Members                             | 1 pass                 | £349              | £399             |
| Non members                         | n/a                    | £699              | £799             |
| BPO/<br>Outsourcing                 | n/a                    | £799              | £899             |
| Consultant/<br>Industry<br>Supplier | n/a                    | £799              | £899             |

NB Prices displayed are exclusive of VAT

Group discounts are available for bookings of 5 or more places.

Contact [katie.white@cca-global.com](mailto:katie.white@cca-global.com) to find out more.

## Venue:

The Lowry Hotel,  
50 Dearman's Place,  
Manchester,  
M3 5LH

NB. CCA reserves the right to change the content and timings of the programme at any point in advance of the event.

