



New BPO Director planning for growth

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NSL attracts people from a wide range of backgrounds, all of whom have different skills and experience which can be relevant to our business.

But few come from as unusual a professional background as Dale Wood, our new Business Process Outsourcing Director.

Dale takes over the division including contact centres at Croydon and Coventry having previously worked in the nightclub business, managing clubs all over the UK.

"It may seem odd but one of the things that has impressed me since I joined the company was the focus on customer service. That is something that nightclubs also have to be very good at – someone who is just trying to get into a club on a Saturday night doesn't especially want to have a conversation with the doorman; likewise, when someone is appealing a penalty charge notice they don't really

want to be talking to a customer service representative. "Good customer service is essential in both those instances to ensure that the interaction is handled properly."

Dale left the leisure industry and then worked for a company called Liberata, which delivers outsourced services such as payroll for private and public clients, among them many local councils.

So he joins NSL ready for the challenge of growing our PCN processing operation.

"There is no doubt whatsoever that we can save clients money, and do the job as well if not better than they can, because of the economies of scale we can bring. We are already the biggest processor of PCNs in the country but there are a lot more clients we could be working for."

With that in mind, Dale has started a charm offensive with current NSL clients. "We recently transferred the PCN

processing from Oldham and it went very well. We've been able to deliver real savings and an improvement in quality to the client. There is huge potential for us to do that elsewhere."



Our approach of outsourcing services has been widely appreciated in leading trade magazines such as Parking Review

Indeed, the Oldham transfer went so well that Dale has now decided to open a shared service centre there, transferring Local Authority PCN processing from Croydon for the eight LA clients currently serviced in the south London office.

"The new Oldham SSC will enable us to more efficiently demonstrate our capabilities, and the cost effectiveness of our solution, to many more local authority clients," said Dale.

To get NSL in the right shape to grow the BPO business, Dale has reorganised, so that the BPO operation is separated into "front office" - telephone calls - and "back office" - letters and email.

"Currently we are separated by geography, with the main centres of operation being Croydon and Coventry, but if we divide up our activities

by front and back office it's so much easier to scale up our activities in any location.

"What you have across all our UK operations is a 'virtual' shared service centre, which we can provide for any client anywhere in the country."

The front office is run by Wendy Flinn and the back office by Kerrie Cummins, Stella Osibona and Steve Larden.

And Wayne Crew has been appointed as BPO Head of Operations looking after the front and back office across the country. "Wayne began his career as a Civil Enforcement Officer so he is a great example of someone who has progressed his career at NSL. And he knows the enforcement business inside out" commented Dale.



MY WORKING DAY



Diane Taylor, Representations Team Leader

Managing a busy representations department of 20 plus correspondence officers can be demanding. As team leader, I am responsible for ensuring all correspondence we receive is responded to in a timely fashion by the team. Correspondence can be received regarding contraventions that took place in a bus lane, a yellow box junction, on red routes or for a banned turn at any stage of the PCN life cycle so I have to ensure that the officers are fully trained and have an excellent understanding of the business rules specified by the client. We have many perform-

ance indicators to meet and I have to ensure that we are always working within these parameters at all times of the day. Quality responses are very dear to the client and as team leaders we work closely with our internal QA team and Trainer to ensure that the team is meeting the required high standard in each letter they produce, whilst at the same time meeting their daily productivity targets. The Representations department is the key department within the officer and how we perform directly impacts our Appeals department and the Call Centre.



Wayne Crew, BPO Head of Operations

A BPO operation sounds simple and straightforward but it is anything but. Across Croydon and Coventry we receive around 1,500 telephone calls per day and 1,000 items of correspondence. Each call has to be answered with a specified time and all calls are recorded and can be checked for quality. In a similar vein, correspondence has to be answered within a certain number of days and to a measurable and exacting quality standard. All-in-all there are 36 KPIs across the two operations and add to this the complex and variable nature of the various road and parking schemes we process PCNs for and you get

a dynamic operation that can throw up a unique challenge at any minute of the day and night. My job is to knit all this together and ensure that we have enough trained resource on a daily basis to manage the volume of inbound calls and correspondence without breaching any of the 36 KPIs. More long term, I have to ensure that training and staff development is keeping pace with the service requirements and that any upgrades or service improvement initiatives that the clients desire are properly impact assessed and implemented so that there is no disruption to the service.