REPORT OF CICM EAST OF ENGLAND BRANCH

WHAT MAKES A GREAT SHARED SERVICE TEAM WEBINAR

14th October 2026





Stacey Smith MCICM **Darren Fowkes FCICM**

In this well attended webinar BIFFA credit managers Stacey Smith & Darren Fowkes explained how BIFFA runs their successful Shared Service Centre. They have well managed policies and procedures which are reviewed at least quarterly and they have a central repository for templates and forms. Strong stakeholder relationships, knowledge sharing and regular account management were key, as were clearly defined escalation routes.

Cross training is carried out across shared services to ensure everyone understands their role, with monthly updates of stats and performance for all. Recognition and praise for success is practised in various ways as part of an open-door leadership culture.

Power BI dashboards and KPI visibility is available 24/7. There is an innovative, very successful, "buddy" system for leave cover - covering emails and splitting the workload fairly to avoid team members coming back to a backlog. Flexible and hybrid working promote trust, ownership and independent working and help wellbeing and mental health.

Workload trackers, SLA monitoring, and strong performance management identifies the need for remedial action. Where training and up skilling is not enough PIPs are used, with HR led advice.

Change and new ideas are encouraged, along with team involvement in transformations.

Automation is maximised and data is collated in Power BI pulling together various sources and compiling them into one document to produce one version of the truth . From there a paginated Report is updated at least daily. Darren shared some fascinating examples of Power BI in use.

AI powered automated dunning has been introduced, optimising the timing and effectiveness of AR. The solution analyses a £2 trillion global data lake of customer payment information to determine the optimum time for each follow up action, using Aimee, BIFFA's AI agent.

Stacey and Darren answered the many questions posed during the webinar but if you missed the event it was recorded and can be seen on the CICM website at **Nevin please insert link** and copies of the presentation can be obtained from **Stacey.smith@biffa.co.uk or Darren.fowkes@biffa.co.uk**

CICM East of England Branch would like to thank Stacey & Darren for this informative and thought provoking webinar.

If you missed this informative webinar it was recorded and can be seen at:

CICM What makes a great Shared Services Team

Richard Brown FCICM

CICM East of England Branch Vice Chairman 23rd October 202&