



# Case Study

## Surrey Police set standards on customer service

**“Business Systems learnt our unique call centre requirements quickly and adapted their experience of the commercial sector well to our environment working closely with us to ensure the end result was what was required.”**



Karen Morris,  
OSC Customer Services  
Manager,  
Surrey Police

**In line with the Home Office initiative to be more responsive to the public, Surrey Police decided to improve the quality of service they provided in their Contact Centre. The Surrey Police management team then looked to the commercial sector for high quality service delivery procedures, which could be applied specifically for the police requirement.**

### **The requirement**

The aim was to set Best Practice guidelines and develop a method of recording results. As experienced providers of solutions that help Contact Centres measure, analyse and improve service, Business Systems was chosen to help establish a new quality monitoring programme.

Surrey Police's Contact Centre has 155 call-handlers who are responsible for receiving 1.5 million calls per year, consisting of non-urgent calls, calls to the Crime Reporting Bureau and emergency '999' calls. Surrey's Contact Centre experiences similar challenges to those of a commercial centre. As many as ninety five percent of inbound calls requesting a police officer are not classified as genuine emergencies. As call routing cannot be used, each call has to be evaluated as to whether it is a genuine emergency, and the appropriate level of response decided upon.

Call-handlers must be able to manage the expectations of callers, offering appropriate reassurance, so they feel they have had satisfactory service. A variety of different skills need to be measured throughout the Contact Centre, for example ensuring a high quality of data input in the crime-reporting bureau.

### **The solution delivered**

A specialist quality-monitoring consultant from Business Systems spent 2 weeks in the Surrey Contact Centre assessing needs and produced a Development Needs Analysis report (DNA). This outlined clearly which areas should be measured and what overall objectives should be achieved. The next step that Business Systems carried out was the creation of Best Practice Guidelines, including creating scoring sheets which would be used by supervisors when listening to recorded calls. Measurement criteria were established including looking at





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the call-handlers' use of IT systems, along with assessment of soft skill areas such as their ability to manage expectations.

Positive feedback quickly followed: *"Business Systems learnt our unique call centre requirements quickly and adapted their experience of the commercial sector well to our environment working closely with us to ensure the end result was what was required,"* commented Karen Morris, the Surrey Police OSC Customer Services Manager.

Training was delivered to call-handlers and supervisors, which outlined the new call handling procedures. This included offering helpful ideas on ending calls positively, building rapport, controlling conversations using 'bridging techniques' and language to be avoided.

*"Business Systems demonstrated the ability to adapt throughout the project according to changing needs. For example, it was identified that a change of format in training would be beneficial. The outcome was to train both operators and supervisors together as this was received more positively by staff."* Karen Morris continued.

Useful management reports were implemented, one of which helped identify common areas requiring development. This report now acts as a guide pointing out which training courses are to be run for staff.

## Benefits of the new call-handling procedure

The Best Practice Guidelines developed in this project have now become the accepted standard approved by the Home Office for all 43 police forces throughout the UK. What Surrey Police has achieved in consultation with Business Systems is being used as an example of best practice. Many forces now visit Surrey Police's Contact Centre to learn from their example.

*"The program has eliminated confusion by setting clear standards."* commented Karen Morris, OSC Customer Services Manager. Staff have become more customer-focused since the introduction of the new program. For example, callbacks are now made to customers to keep them informed of progress.

The information provided by the quality reports has proved to be very beneficial and this will now be used in staff appraisals to give evidence of good performance.

There are measurable improvements since the introduction of the program. External Customer Satisfaction surveys have indicated improvements and Surrey Police have also noticed improvements in the reduction of exception/complaint reports.

Since the introduction of the program, Surrey Police has received the accolade of Best Improvement in Performance at the European Call Centre Awards at the end of 2004 and Best in Public Sector at the Call Centre Association Excellence Awards in 2005.

## About

### Business Systems UK Ltd

Business Systems is the UK's largest independent provider of market leading call recording solutions and associated voice and speech technologies such as quality monitoring, analytics, workforce management and customer feedback.

The company offers unbiased advice on the 'best fit' solution from industry leading manufacturers accompanied by fully project managed implementation, consultancy and maintenance services.

Professional services include assistance in implementing quality monitoring and advanced analytics programmes or enhancing existing ones whilst setting up measurable objectives to ensure a speedy ROI.

Business Systems services and maintains tens of thousands of channels in the largest call recording installations across call centres throughout the UK and in over 1/3 of London's Financial Institutions.

All professional services are offered directly from in-house service personnel certified by various partners including NICE systems and Red Box Recorders. Business Systems is also ISO 9001: 2008 accredited ensuring all services delivered are of the highest quality.

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