



**Briefing Note: For Members of the Performance and Resource  
Management Sub Committee in response to OR No 10 (30/11/16) and  
OR No 12 (23/02/17)**

**Background**

1. This note is in response to two Outstanding References from this Sub Committee. The first OR (no 10) from the Sub Committee meeting on the 30<sup>th</sup> November 2016:
  - The Sub-Committee sought an update at a future meeting from the Commissioner exploring approaches to collating survey data and for those showing satisfaction to be asked to complete a more detailed surveyand the second OR (NO 12) from the Sub Committee meeting on the 23<sup>rd</sup> February 2017:
  - The Commissioner noted that a complete re-vamp and review of the survey methodology had been taking place and would **circulate a note** to the Sub-Committee.
2. These both related to queries raised by Members regarding the use of Surveys as a means of gauging effectiveness as it was noted that the number of responses was diminishing thereby calling into question the value of the results. The Commissioner tasked the CoLP Corporate Communications Director (CCD) to review the Force's approach to using surveys and make recommendations for further action as appropriate.
3. The CCD duly undertook a review of this area of business and submitted a report to the Force Strategic Management Board (SMB) in July 2017. This update is based on that report and is for Members information.

**Context to the Review**

4. Within the Force historically and to date, quantitative feedback from the public on how the Force has performed and to identify community views have been gathered via free survey tools (Survey Monkey and Mailchimp). Until late 2016, officers and staff had access to the tool and were able to construct and issue surveys as they deemed necessary, with no point of central co-ordination.
5. Over 2016, responses received to surveys published decreased significantly, with the last survey on Security receiving only four responses. This was a good indicator that the frequency the Force was surveying had led to survey fatigue amongst our audience and we had exhausted all good will that may have existed in relation to providing feedback. In addition, some surveys were repetitious and some questions were poorly constructed and/or misconstrued by audience groups resulting in the survey results being less valuable as an indicator of good performance or satisfaction.

**Current Position**

6. It was clear that there was an over-reliance on free internet-based surveys which has led to degradation in the data they provide. As a result it was agreed Corporate Communications

would review how quantitative surveys were conducted and until a viable solution was identified, the force Survey Monkey account would only be accessed by Corporate Communications.

7. The review included consulting and considering options that the City of London Corporation Economic Development Office (EDO) had already explored. The EDO had previously engaged extensively in surveying stakeholders within the City both quantitatively and qualitatively. This activity has been suspended although a broad City survey may be re-instated in the future.
8. Using the recommendations provided by the EDO, a number of research companies were approached to establish if they could offer a comprehensive and cost effective solution that would meet the needs of the Force.
9. Available solutions range from the in-depth with face-to-face interviews (more qualitative in nature), to the internet-based (quantitative) that are significantly cheaper.
  - All agencies approached mentioned defining a research group that only covered those who live or work in the City would be an issue, although it was suggested this could be overcome by partnering with other agencies and utilising their candidates.
  - Prices ranged from £22,000 to £4,200 per survey.
  - Whatever solution we select, the ability to use our own channels and networks will be incorporated and different approaches will be examined such as the layered approach of giving those surveyed the chance to opt out or opt in to complete a fuller survey

#### **Options to be explored**

10. If an agency is to be appointed, a full procurement process would need to be undertaken. (The Corporate Communications Director has advised that due to delays with getting the procurement process underway, it may be necessary to use Survey Monkey one more time this year for the customer service survey).
11. The Force will look to exploring opportunities to work with City of London Corporation Teams in order to reduce costs.
12. Alternative methods of measuring feedback outside of the survey mechanism will also be explored in more depth, such as social media sentiment analysis.

#### **Conclusion**

13. The Force recognises that feedback from the public is a valuable but also recognises that the traditional methods may not be the best. The Forces Strategic Management Board accepted a recommendation from the CCD that management of all future surveys be managed centrally within the Force Corporate Communications Dept. This will ensure consistency of questioning, and reduce survey frequency. In the meantime opportunities to combine survey needs will be further explored.

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