



## CITY OF LONDON – CREATING A SAFER CITY: UNDERSTANDING CUSTOMER INSIGHTS & ACHIEVING DESIRED CULTURE CHANGE

### Background

As part of their City Futures Strategy, the City of London Police, working with the Corporation, identified a key stream of work entitled “Improve our service to the public by better understanding their needs”. One of the key objectives was to improve Listening, Trust, Perception and Confidence and establish baselines from which improvement can be measured. They chose to partner with Transcend (through its former trading name McLaren Solutions) to gather opinions on key topics from the community and then shape their plans for culture change.

### Better working with customers

The following outcomes were identified as critical to ensure better working with businesses, residents, visitors and other key stakeholders (our customers):



- Understanding of the public requirement for the services provided and aligning processes to meet that requirement
- Increased public confidence in the police and more positive and helpful engagement with them
- Resources and processes that are targeted on what the public wants / needs (so costs can be optimised)
- Awareness of areas that are important to the public so that focus can be put on the right areas of work
- Customer segmentation so that specific services can be tailored to meet their needs rather than one size fits all
- Understanding of key enablers in terms of skills, data, processes and measures that are required to better meet the public need
- Understanding of the customer experience from different groups of the public
- Improved efficiency and reduced inconsistencies in the customer’s experience
- Encourage a “one Team” approach, giving a seamless experience across the Police and Corporation, with no functional silos

## Research Programme

A key element to establishing a meaningful basis for the Customer Service Strategy was the direct engagement with customers and staff through research.

The objective was to provide first hand external information on both the current state and insight into the desired state that best meets the needs of the customer.

The research took the form of a survey based on pre-agreed questionnaire(s) with some variations depending on the audience. It was delivered via web-forms, telephone, face-to-face meetings and street-surveys.

Respondent recruitment took various forms and included pre-empted communication from the Police and the Corporation.

Respondents were split into 4 distinct groups

- Residents
- Business community
- Short Stay (tourists, students, workers and night time economy)
- Staff

## Presentation & Reporting

A presentation was delivered at a meeting where findings were presented and key issues were highlighted and discussed.

The senior management team had carried out a number of face to face interviews and was therefore able to give first hand insight into the findings.

A full confidential report carrying a comprehensive set of results in graphical format with accompanying insights was given to senior members of staff and this was used to drive action and communication plans across the force.



*“ The customer focused feedback has been used effectively in our project working with the Corporation on customer service and customer relationship management. This has been focused on redesigning some of our front facing services such as website and messaging. In addition, the work has also had a positive impact on a more complex project to move us, in line with our accommodation programme, to one joint contact and control room between the two organisations.*

*The insight the project gave us will allow us to move forward with other activities on changing attitudes, staff performance and talent development over the coming years in line with our broader culture change aspirations “.*

**Commissioner Ian Dyson**

## Positive Outcomes

The findings of the research were used to ensure that service delivery met the needs of customers and that non-essential facilities and services could be reviewed accordingly.

In addition, there was a major public relations benefit, in that the Police could illustrate that they were taking the needs of the rate payers and customers into account when streamlining their services.

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YOU CAN ALSO MAKE USE OF FURTHER SOLUTIONS OVER TIME FOR A BROADER SOLUTION IF REQUIRED.

**FOR MORE INFORMATION, PLEASE CONTACT US:**

[www.wetranscend.co.uk](http://www.wetranscend.co.uk) – [getintouch@wetranscend.co.uk](mailto:getintouch@wetranscend.co.uk)

# 020 7410 7420