

Meeting: Legal Services Board

Date: 22 October 2019

Item: Paper (19) 48

Title: Plans for a stakeholder survey

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Status: Official

Introduction: Purpose of the paper

1. This paper outlines the plans to conduct a stakeholder survey supported by a number of additional one-to-one stakeholder interviews. The purpose of the stakeholder survey is to:
 - a. Help evaluate the effectiveness of the LSB's communications
 - b. Gather views about the LSB and its impact.
2. The stakeholder insights obtained from the survey and one-to-one interviews will help the LSB to optimise its communications and engagement strategy so that it has the greatest impact and best supports the delivery of the organisation's strategic objectives.
3. The survey will focus on gathering the views of stakeholders the LSB has engaged with in the last 24 months.

Recommendation

4. The Board is invited to note the plans set out in this paper for conducting the proposed research.

Timing

5. We plan to issue the survey to stakeholders by email following the October Board meeting and give stakeholders four weeks to complete it. Based on our review of other stakeholder surveys (see below), this is the standard period of time for keeping surveys open and we expect it will be sufficient for our stakeholders. We will send a reminder to those who have not completed

the survey after the first two weeks.

6. Depending on the issues identified in the survey, we would intend to conduct stakeholder interviews to gain more in-depth insights.
7. We expect to present a report and recommendations to the Board at the February Board meeting.

Background

The current communications strategy

8. The Board agreed its current Communications Strategy in January 2019.
9. The strategy outlines how effective communications will:
 - Help build better understanding in our stakeholders of who we are and what we do and introduce us to new stakeholders
 - Equally importantly, it will contribute to our policy direction, including by feeding in intelligence about external developments, understanding stakeholders' points of view and building networks of contacts and support.
 - In addition, it can:
 - Amplify our impact beyond those directly affected or involved
 - Explain our contribution and build our legitimacy, including with those who fund us and those who hold us to account.
10. The Strategy confirmed the LSB's desire to adopt a bolder tone in its communications work and to increase its influence.
11. As part of the discussion around assessing the impact of the Strategy, a stakeholder survey was proposed by the Executive team, to help measure the effectiveness of the ways the LSB engages with stakeholders and provide insights into how communications could be further developed and improved.

Proposal

12. The proposed stakeholder research has two strands:
 - a. An online survey of all stakeholders; and
 - b. Depending on the issues identified in the survey, we would intend to conduct in-depth interviews with a smaller number (TBC) of stakeholders

Development of the stakeholder survey

13. The stakeholder survey has been developed by the communications team with input from colleagues in the research team.
14. The survey will ask questions to help us:
 - a. Gauge levels of awareness about the LSB and its role
 - b. Understand perceptions of different stakeholder groups about the LSB
 - c. Gather views about communications at the LSB
 - d. Understand stakeholders' preferred communications channels
15. The stakeholder surveys conducted by the Legal Services Consumer Panel and Legal Ombudsman were reviewed along with stakeholder engagement approaches and surveys conducted by other organisations, including the CMA, HM Inspectorate of Probation, HM Courts & Tribunals Service and NHS England to identify any best practice.
16. The survey will be hosted online using the free survey software Survey Monkey. Responses will be treated confidentially and will not be attributable.
17. The LSB's key stakeholders will be sent the survey and asked to complete it. These include regulators, MoJ colleagues, universities and law schools, people employed in legal services, consumer groups, parliamentarians and organisations the LSB has had contact with in the last two years. We will liaise with colleagues to produce a mailing list and issue the survey centrally. We will identify key contacts in organisations and ask them to share the survey too.
18. The survey results will be analysed in-house.

In-depth interviews with stakeholders

19. We are looking at options for conducting a number of telephone interviews with stakeholders to gather more in-depth information.
20. A plan for the in-depth interviews will be developed once the survey results have been analysed, as this will enable us to identify topics and themes that would benefit from further exploration.
21. We are looking at the potential costs for undertaking these interviews.

Using the stakeholder insights

22. The findings from the stakeholder research will be combined with other insights (e.g. social media insights, website performance data, and colleague survey) to refresh the communications strategy, and prioritise communications activity, channels and resources to maximise the LSB's impact.

23. If this approach proves successful, we will consider re-running the process regularly. This would allow us to use the first survey as a baseline for KPIs that can be used to monitor how the impact of the LSB's communications and stakeholder engagement activity is developing over time.

Conclusion

24. The Board is asked to note our plans.
25. The survey will be emailed to stakeholders following the Board meeting. We will then consider whether to conduct in-depth interviews.
26. We expect to report the findings of the research to the Board at its meeting in February 2020.

Risks and mitigations	
Financial:	The cost of in-depth interviews and analysis will need to be understood and controlled using the LSB's normal business processes.
Legal:	No personal information will be made public and the use of personal data will follow the LSB privacy policy and the GDPR.
Reputational:	With careful communication, the stakeholder survey is an opportunity to enhance the LSB's reputation by showing that it is listening to and concerned about stakeholder feedback, keen to understand how it is perceived externally and what it can do to improve its effectiveness.
Resource:	The research will be completed using existing staff resources along with the support of an external research consultant.

Freedom of Information Act 2000 (Fol)		
Para ref	Fol exemption and summary	Expires
None	N/A	N/A