

Record of Executive Decision

13 May 2013 – [xps-130513-r02-lan](#)

Portfolio:	Policy, Strategy and Finance
Subject:	Improving Customer Satisfaction
Report of:	Chief Executive Officer
Strategy/Policy	Efficiency Plan
Corporate	Dynamic, prudent and progressive council
Objectives:	

Purpose:

To outline a new management approach to improving services to the Council's customers, using the "Vanguard method."

The Chief Executive Officer has recently been exploring methods of improving the customer experience when dealing with the Council, and has been particularly impressed by the work of a company called Vanguard. At the core of the Vanguard approach to 'systems thinking' is the belief that all services and procedures should be designed from a customer's perspective.

A number of informal discussions were held with representatives from the Vanguard Consultancy, and Executive Members were briefed accordingly. It was felt that if the Chief Executive and Senior Managers were to fully understand the 'systems thinking approach' known as the "Vanguard method" then it would be necessary to participate in a three day familiarisation session.

This took place in the Civic Offices from 18 to 20 March 2013 and involved all senior managers experiencing customer transactions on the 'front line', learning how customers felt in their dealings with the Council, and identifying areas for improvement.

It was clear from this brief exercise that there are many opportunities where customer transactions could be improved. It is therefore recommended that the Vanguard Consultancy be appointed to lead managers and employees through a longer term approach to transformational change.

Options Considered:

As recommendation.

Decision:

That the Executive waives contract procedure rules and approves the appointment of Vanguard Consultancy to provide guidance, expertise and support in implementing a fundamental change to the way the Council delivers its services to customers.

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Reason:

Whilst the Council's customer satisfaction levels are high, there is still room for significant levels of improvement, and as customers become both more demanding and discerning, it will be necessary to work harder to maintain or increase levels of satisfaction.

Confirmed as a true record:

Date: 15 May 2013

Councillor S D T Woodward
(Executive Leader)

Note: this decision will come into force at the expiration of 7 working days from the date of publication, subject to any review under the Council's 'call-in' provisions.

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