



# Teignbridge District Council

## Overview

Gunn Stewart Solutions were asked to support a review of the processes that underpin the Assets Team, which comprises an Estates Team, Repairs and Maintenance Team and the Technical Team who support administrative tasks for the other two teams.

With some changes in staffing within the team, and the ongoing budget pressures within the local authority sector, Teignbridge District Council felt it was the right time to explore opportunities for improvements. Areas of focus included increasing revenue, reducing operation costs and improving efficiency through detailed mapping of processes.

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## The brief

The initial scope was to undertake a detailed review of the Estates Team processes.

We were then invited back after completing the Estates Team Review to undertake:

1. A piece of scoping work with the Repairs and Maintenance Team to ensure that resource was targeted in the most productive way to achieve best value for the council's spend.
2. As a result of the detailed scoping, we undertook a review of the Repairs and Maintenance Team processes focusing on responsive repairs and planned maintenance.

Input from the Technical Team was collected as part of the above reviews.



# Taking an holistic approach

At Gunn Stewart Solutions, we always recommend taking a holistic approach to reviewing business areas, which encompasses: People, Processes, Technology, Data, Governance. This makes best use of staff time and delivers the biggest benefits whilst identifying potential risks.

Our experience, both in house with employers and as consultants, has demonstrated that trying to assess one area in isolation will leave gaps in the data collected for the review and also frustrates staff involved. People don't think in silos so activity tends to capture information across all 5 areas with the expectation that this feedback will be reviewed and acted upon.

People by their nature will always want to share their knowledge and ideas, so whilst a review in one area is underway, it makes sense to open it up to incorporate other areas.

## Practical steps

To deliver the reviews we:

- Undertook in-depth interviews with key managers.
- Reviewed existing process and procedure documents
- Analysed available data
- Ran As Is and To Be process mapping workshops with team members and wider stakeholder teams like finance and legal.
- Introduced sessions in the workshops to identify challenges and opportunities in the areas relating to people, technology, data and governance.
- Produced detailed, and where possible, costed process maps.
- Produced a recommendations report with clear actions categorised as DO Now, Do Next and Do Future.

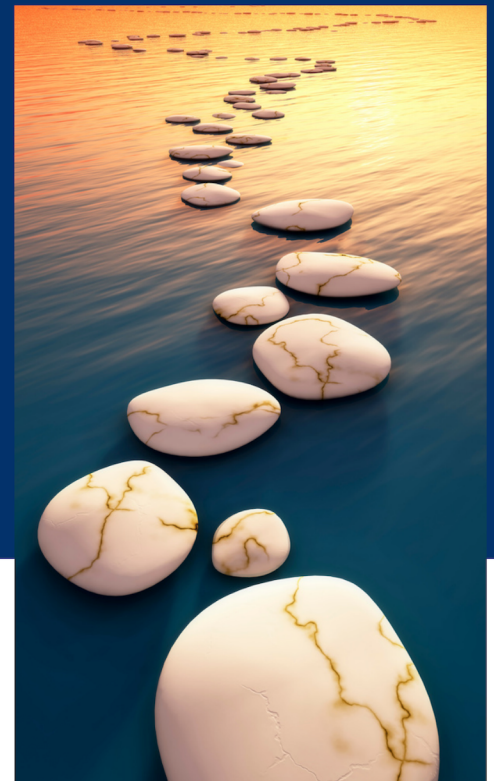
## Potential savings

The review identified:

- Time savings
- Cost savings
- Efficiency savings

## Additional benefits

- Identified areas to strengthen governance.
- Identified areas to reduce corporate risk.
- Identified 'quick wins' for improving teamwork and communication.
- Identified areas to improve customer service.
- Supported the development of requirements for the asset management system to enable improvement conversations with the supplier.
- Developed structure for an online form to reduce administrative burden for logging responsive repairs, using the technology available within the council.



# Attitude and cultural change

As with most reviews of this nature, staff involved can often be sceptical. However, as the workshops progressed, the staff got involved in the process and started seeing the benefits that they would achieve in their own areas of work.

*"I thought I'd hate all of this, I really did – all the workshops and everything – but I've found it really useful and worthwhile. I've already implemented some of the recommendations like the daily stand ups and it's changed the way I'm working as well as the team. Really helps get you focused. We're getting an action plan in place for the other recommendations; the layout of the report with the do now, next and future was very helpful."*

Tom Phillips, Assets Manager

## Client comment

*I can't thank Esther enough for the work she has delivered for the Assets Service. She took the time to really understand the brief and made helpful suggestions about how to get the best results for our budget. From the outset, Esther achieved a good rapport with the team and fostered a positive working relationship throughout.*

*She has a real talent for challenging the status quo and getting to the nub of any problems quickly and effectively. Her output reports are comprehensive with well thought out, deliverable recommendations.*

*These are helping us to redesign our processes to support future service delivery and improve the customer experience.*

Tracey Hooper, Workstream Lead for Customer Design

For further information on this case study or to discuss your own project, please contact: [Esther@gunnstewart.co.uk](mailto:Esther@gunnstewart.co.uk) or [Sara@gunnstewart.co.uk](mailto:Sara@gunnstewart.co.uk)