

**South Ayrshire Council**

**Report by Director of Housing, Operations and Development  
to Cabinet  
of 21 January 2025**

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**Subject: Property Maintenance – Multiskilling and Structure Implementation**

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**1. Purpose**

- 1.1 The purpose of this report is to seek Members' approval to implement the proposed new structure for Property Maintenance (PM) and a new operating model with a multiskilled workforce.

**2. Recommendation**

- 2.1 It is recommended that the Cabinet.**

**2.1.1 approves the proposed restructure of the PM management team;  
and**

**2.1.2 approves the implementation of the multiskilling operating model.**

**3. Background**

- 3.1 Property Maintenance is an award-winning department regarding performance and has been recognised in the UK by the Association of Public Service Excellence (APSE) on a number of occasions being voted best maintenance department in the UK in 2021 and 2022. As part of service continuous improvement we are proposing multiskilling for our employees.

- 3.2 Multiskilling is where a skilled trade operative will have a primary single trade in which they are highly proficient and fully qualified and will be trained in additional skills. This means they will be assigned tasks outside their traditional trade descriptions and work boundaries.

- 3.3 The service has consulted with other local authorities where multiskilling has already been implemented with regards to their operating models. In addition the service has also consulted the private sector to understand how their multiskilling projects work, how it benefits their performance and how all trades work as a unit.

This has enabled Property Maintenance to create a detailed multiskilled matrix (Appendix 1).

- 3.4 Multiskilling will impact 89.5% of the workforce including all non-trade employees from stores and driver labourers. Following updating and evaluation of job descriptions to incorporate the multiskilling element (Appendices 2, 3 and 4). Non Trade employees will move from level 4 to level 5, with our Craft employees on level 6 moving to level 7.
- 3.5 Staff engagement sessions have taken place with all front line staff and office-based staff over the past six months where all proposed changes have been discussed. At the sessions discussion has taken place on how this will make the department more efficient, more effective, and provide a better service to all our customers by completing more jobs at the first visit by the craft operatives where applicable.
- 3.6 Skills shortages, employee productivity, access to appropriate training and attracting new craft employees to local authority all present critical challenges to our industry. The implementation of a multiskilled workforce aims to mitigate these issues.
- 3.7 We have discussed the use of multiskilling in other local authorities and the private Sector and we have been advised that productivity can increase up to 20% in both trade and non-trade employees and this is because of more efficient use of labour resources, time, and travel to work locations, this will also require less vehicles being sent to the same job, and this will also generate a saving in fuel costs and ultimately the reduction of the number of vehicles in the department.

### **3. Proposals**

- 4.1 It is proposed that the Cabinet approves the new employee structure and operating model, with the implementation of a multi skilled workforce. This will enable Property Maintenance to deliver an efficient service across its range of services by targeting resources in the areas that will deliver a more effective service and reduce the need to rely on external contractors.
- 4.2 A 12-week training programme for all trade and non-trade employees will be undertaken on-site and delivered by employees within the service. It will be carried out in void council properties, starting with non-trade employees, then on a trade by trade basis until all are complete. It will then be approved and signed off by the Service Lead Property Maintenance.
- 4.3 The service currently uses external contractors on our approved minor framework contract to support in delivering a service to the council. With the introduction of multiskilling the use of external contractors should reduce and will be monitored over the first year of implementation..
- 4.4 The introduction of multiskilling and the new Property Maintenance structure requires the deletion of 2 Operational Team Leader posts, 2 Maintenance Officers posts, 1 Admin Assistant post and 1 Work Scheduling Planner post. It will also require a change in job title for the current Service Coordinators to Lead Officer (Operations) with an additional 2 Lead Officer (Operations) posts being created.
- 4.5 This new structure enables a change from the current 2 business units to 4 Operational Business Units and ensures our multiskilling is both managed and implemented. The restructure has ultimately resulted in the deletion of 6 FTE posts

with the creation of 2 new FTE positions and the overall employee structure reducing from 190 to 186 FTE.

4.6 The new service delivery model will also operate with 24 craft apprentices and 4 adult apprentices providing opportunities for people living in South Ayrshire and beyond.

4.7 The current and proposed structures are set out in (Appendices 5 and 6) with associated employee costs in (Appendix 7).

## 5. Legal and Procurement Implications

5.1 There are no legal implications arising from this report.

5.2 There are no procurement implications arising from this report.

## 6. Financial Implications

6.1 The cost of the proposed multiskilling/restructure is [REDACTED] (Appendix 7). In addition, Council approved a saving 'AMCT-02' of £50,000 as part of the 2024/25 revenue budget of which [REDACTED] relates to Property Maintenance, with the balance being met through the deletion of a vacant level 3 FTE post in our finance support team.

6.2 The overall cost of this proposal of [REDACTED] and the saving of [REDACTED] will be met through the reduction of the sub-contractors budget by [REDACTED] which equates to 10.9%. As noted at para 3.5 above, this can be achieved by this proposal delivering a more efficient in-house workforce thus reducing the need for sub-contractors as shown in the table below.

Subjective	Budget £
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

## 7. Human Resources Implications

7.1 Six posts are being deleted from the current structure which will result in five employees being displaced, with one of these posts currently vacant, where the Council's Framework for Managing Workforce Change will apply.

7.2 The new structure will see a job title change for the two current Service Coordinators to Lead Officer (Operations) with two additional posts of Lead Officer (Operations) are being created.

7.3 The Technical Officers post in the current structure will change to new title of Technical Officer (Operations).

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## **8. Risk**

### **8.1 *Risk Implications of Adopting the Recommendations***

8.1.1 There are no risks associated with considering the options outlined.

### **8.2 *Risk Implications of Rejecting the Recommendations***

8.2.1 The risks of rejecting the recommendations are that the service will be more use of external contractors to meet our objectives.

## **9. Equalities**

9.1 An Integrated Impact Assessment has been completed regarding the introduction of multiskilling and changes to the current structure considering the change of how we are going to operate as a department from April 2025 (Appendix 8).

## **10. Sustainable Development Implications**

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme, strategy, or document otherwise described which could be considered to constitute a plan, programme, policy, or strategy.

## **11. Options Appraisal**

11.1 An options appraisal has not been conducted in relation to this review.

## **12. Link to Council Plan**

12.1 The matters referred to in this report contribute to the Council strategic objectives of 'Ensure the Council is structured to make the best use of resources' and 'We will continue to develop organisational structures that will ensure we can deliver positive change through a workforce with the right skills and flexibility to meet future demands.'

## **13. Results of Consultation**

13.1 There has been no public consultation on the contents of this report.

13.2 Consultation has taken place with Councillor Martin Kilbride, Portfolio Holder for Buildings, Housing and Environment, and the contents of this report reflect any feedback provided.

13.3 Consultation has also taken place with the Trade Unions with regards to these proposals and they fully support these changes to Property Maintenance, in addition to this we have also consulted with our tenant participation group to advise of our proposed multiskilling change and they also support these new ways of working.

## **14. Next Steps for Decision Tracking Purposes!**

14.1 If the recommendations above are approved by Members, the Director of Housing, Operations and Development will ensure that all necessary steps are taken to ensure full implementation of the decision within the following timescales, with the

completion status reported to the Cabinet in the 'Council and cabinet Decision Log' at each of its meetings until such time as the decision is fully implemented:

<b><i>Implementation</i></b>	<b><i>Due date</i></b>	<b><i>Managed by</i></b>
Implement approved Property Maintenance Structure and Multiskilling Project	April 2025	Service Lead - Property Maintenance

**Background Papers**    **None**

**Person to Contact**    **William J Andrew Service Lead – Property Maintenance**  
**McCalls Avenue Business Centre, Ayr, KA8 9AE**  
**Phone 01292 612899 / 07722 598519**  
**Email [william.andrew@south-ayrshire.gov.uk](mailto:william.andrew@south-ayrshire.gov.uk)**

**Date:**    **13 January 2025**



### Multitrade Matrix

Property Maintenance  
McCall's Avenue Business Centre, Ayr

<b>Trades</b>		<b>Multiskilling Description</b>
<b>Joiner</b>		Removing and refitting sanitaryware in bathroom, removing shower connecting to wet wall, removing sink top, remove only electrical items connected to ceiling / walls / splashback, remove and refit radiators when replace Gyproc walls, drain down void properties, isolated water supply in emergency situation.
<b>Plumber</b>		Fitting plywood on bathroom floors while installing sanitaryware, remove and replace electric shower, floorboards uplift and refit / replace, boxing in bath when install new bath, remove and refit kitchen units for pipe access, sealing pipes going through concrete floors.
<b>Electrician</b>		Installing electric shower including plumbing connection, floorboards uplift and refit / replace, small plastering repairs connected to electrical work, isolate water in emergency situations, drain down void properties.
<b>Plasterer</b>		Remove and refit radiators, refill heating system, air radiator all when carrying out plasterwork, remove electrical fittings only connected to plasterwork, small areas of Painterwork, small areas of Joinerwork if it is also connected to plasterwork, taping and filling ceilings.
<b>Slater</b>		Removing Chimney, removing and replacing gutters and downpipes, leadwork connected to chimney or valley, lead burning, small Joinerwork repairs connected to roof work, slabbing and small roughcast repairs connected to slating work.
<b>Bricklayer</b>		Removing and replacing gutters and downpipes, small Slating repairs, small rendering repairs, small plastering repairs connected to internal brickwork screeding floors with cement finishing, fencing repairs.
<b>Painter</b>		Small plasterwork repairs, removing and refitting radiators fill system and air radiator, screeding floors, fitting coving, taping and filling ceilings and walls.
<b>Driver Labourer</b>		Slabbing repairs, clothes poles / rotary dyers, cleaning gutters and downpipes, removing kitchen units in void properties and cap and seal water and waste supplies during removal.
<b>Storeman</b>		Painting work on all timber from Joinershop, external & internal painting lines in depot, graffiti removal on buildings delivery of material to site for all craft operatives when required.

	Notes		
			All employees will only be instructed to carry out multiskilling work if and when it is connected to work in their own trade in the department.
			The removal of all electrical sockets, switches, light fittings, smoke / heat alarms, showers will have training from an outside approved electrical company with certification to all employees.

## Appendix 1



## Job Description

**Job Title** Multiskilled / Stores Operative

**Level** New Post

**Service** Property Maintenance

### Job Purpose

To participate in the effective store's operation within Property Maintenance Service and to carry out craft related works while based in the store's environment after the required training. Ensuring compliance with Health & Safety at Work Act and any other relevant legislation and Polices of the Council.

Date: May 2024

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## Post Responsibilities:

- To carry out multi skilled works working with craft operatives as part of a team and while working in the store's environment with the required and necessary training.
- To ensure orders are placed with suppliers for all stock and non-stock materials in accordance with procurement authorization procedures.
- To assist with a counter-based materials service to meet operational requirements.
- To receive, receipt, issue, transfer stock, non-stock materials in accordance with proper procedures, including quarantined goods and enter all relevant data to appropriate IT systems.
- To maintain a stock catalogue and register of approved suppliers / contractors and to assist with the implementation of any new technology systems in stores.
- To undertake and ensure correct stock control procedures and implemented (including annual stock-take), in all stores and Imprest vans and to be involved in monthly stock checks.
- To ensure that all stores, the yard, and workshops are maintained in a clean, safe, and tidy manner and good housekeeping procedures are in place.
- To comply with all current and relevant Health and Safety legislation within area of responsibility.
- To ensure appropriate security measures are in place and adhered to within the store's environment in accordance with Council procedures.
- To operate and maintain the stores forklift in a safe and responsible manner and to undertake appropriate training as required.
- Corporate work wear will be supplied and will require to be always worn and kept in good condition, to a good standard of cleanliness, replacements will be made available on an agreed frequency as required.
- Ensure safe working practices in which health, safety and welfare of colleagues are not jeopardized.
- To participate and ensure sufficient out of hours service provision are in place.
- Employees will demonstrate a flexible modern approach to their employment and carry out secondary work in allocated craft trade where skills, knowledge, training, health, and safety permits to ensure continuity of work and improved customer service.
- Participate in the implementation of effective operational plans to meet the objectives of the service.
- Assist in meeting appropriate operational and other statutory targets.
- Expected to participate in all job relevant training / retraining requirements in line with business needs.
- Carry out duties consistent with the post as may be required by Stores Supervisor, Service Lead and Service Co-ordinator.



## Possession of:

- Basic knowledge and awareness of health and safety awareness.
- Health & Safety qualifications including Asbestos awareness.
- Basic problem solving skills.
- Ability to work as part of a team member or lone worker as required.
- Good Health, mobility, and physical fitness.

## Proven Record of:

- Working in a local authority environment as a Stores Operative and working with other craft operatives.
- The ability to meet target dates for all works in a reactive repairs service.
- Providing a customer focused repairs service.

## Substantiated ability to:

- Be proactive with the ability to prioritise work, deliver results and achieve deadlines while carrying out trade work after the necessary training.
- Self-motivate with skills to motivate others, with a positive approach to teamwork.
- Articulate with good manners and willingness to help others.
- Work on own initiative, prioritise workload, deliver results against agreed timescales and achieve deadlines.
- Fluent communicator, both verbally and written.
- Meet the standards required under the Values and Behaviours of South Ayrshire Council.

## Demonstrable experience of:

- Customer care with a strong commitment to providing a high standard of service delivery.
- Manual Handling skills and experience.
- Literacy and numeracy skills with the ability to complete basic records.
- Being able to carry out any trade requirement after the required and necessary training.





## Proven Technical Understanding of:

- A sound knowledge of Property Maintenance Services.
- Microsoft Office packages
- The ability to carry out trade related work in the department.

**In terms of the Protection of Vulnerable Groups (Scotland) Act 2007, this post is designated as Regulated Work. Consequently, in order to undertake the duties of this post, you must hold Membership of the Protecting Vulnerable Groups (PVG) Scheme.**

**If you are charged with any offence or are involved in any activity which may have implications for your membership of the PVG Scheme, you must immediately notify your Line Manager.**



## Job Description

**Job Title** Multiskilled Driver / Labourer

**Level** New Post

**Service** Property Maintenance

### Job Purpose

To participate as a member of Property Maintenance Team in delivering a comprehensive building maintenance service to the Council, carrying out craft trade works after training while working with your craft operative or being allocated other trade works to be completed within your own abilities in both Housing & Non Housing repairs.

Ensuring compliance with Health & Safety at Work Act and any other relevant legislation and Polices of the Council.

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## Post Responsibilities:

- To carry out multi skilled works working with craft operatives as part of a team and while working on your own after the required training carrying out trade work along with general labouring duties and the operation of all relevant power tools.
- To participate as a member of Property Maintenance in delivering a comprehensive building maintenance service to the Council.
- To carry out the duties of a competent multi trade driver / labourer in all aspects of the business.
- Where applicable, determine and measure work required to be carried out in a trade environment, advising on the scope of works and the sequencing of materials, plant, transport to complete all works.
- The postholder is responsible for being part of a multi - disciplined work team within the Housing & Property repairs function.
- Accurately and timeously complete all paperwork / online tablet required supporting the needs of the business.
- Operate IT equipment to carry out repairs as necessary in the conduct of business.
- Corporate work wear will be supplied and will require to be worn at all times and kept in good condition, to a good standard of cleanliness, replacements will be made available on an agreed frequency as required.
- Multi skilled Driver / Labourers will participate in training to have a different skill enabling them to do allocated craft jobs.
- All tools / plant required to carry out secondary multi trade will be provided by council department.
- Employees will demonstrate a flexible modern approach to their employment and carry out secondary work in allocated craft trade where skills, knowledge, training, health, and safety permits to ensure continuity of work and improved customer service.
- Drive vehicles, operate machinery and plant provided by the council during operational hours for business related activities. (Provided you are a holder of a full UK driving licence or appropriate certification)
- Employees assigned to vehicles will ensure driver daily checks are completed and complete vehicle logbook in accordance with the Councils Transport departmental requirements including vehicle cleanliness inside and outside.
- Employees will also be responsible for the security of any plant, transport, machinery, or materials they have been issued with.
- Expected to participate in all job relevant training / retraining requirements in line with business needs.
- Carry out duties consistent with the post as may be required by your Line Manager.

## Possession of:

- Basic knowledge and awareness of health and safety awareness.
- Health & Safety qualifications including Asbestos awareness.
- Basic problem solving skills.



- Ability to work as part of a team member or lone worker as required.
- Good Health, mobility, and physical fitness.

## Proven Record of:

- Working in a local authority environment as a Driver Labourer and working with craft operatives of all different trades.
- The ability to meet target dates for all works in a reactive repairs service.
- Providing a customer focused repairs service.

## Substantiated ability to:

- Be proactive with the ability to prioritise work, deliver results and achieve deadlines while carrying out trade work after the necessary training.
- Self-motivate with skills to motivate others, with a positive approach to teamwork.
- Demonstrate relevant work experience relative to the role of multi trade Driver Labourer.
- Articulate with good manners and willingness to help others.
- Use IT equipment in connection to complete trade and non-trade jobs paperless.
- Work with limited supervision to deliver quality standards in a multi trade discipline.
- Driving license essential.
- Meet the standards required under the Values and Behaviours of South Ayrshire Council.

## Demonstrable experience of:

- Good Communication Skills.
- Manual Handling skills and experience.
- Commitment to excellent customer service.
- Being able to carry out any trade requirement you have experience in.





## Proven Technical Understanding of:

- A sound knowledge of Property Maintenance Services.
- Customer Care.
- The ability to carry out trade related work in the department.

**In terms of the Protection of Vulnerable Groups (Scotland) Act 2007, this post is designated as Regulated Work. Consequently, in order to undertake the duties of this post, you must hold Membership of the Protecting Vulnerable Groups (PVG) Scheme.**

**If you are charged with any offence or are involved in any activity which may have implications for your membership of the PVG Scheme, you must immediately notify your Line Manager.**



## Job Description

**Job Title** Multiskilled Craft Operative

**Level** New Post

**Service** Property Maintenance

### Job Purpose

All craft employees will have a trade / skill suitable for the work for which they are employed. Employees will assist in taking jobs from inception to completion based on integrated and self-directed work practices. The particular responsibilities attached to this post may vary from time to time without changing the general character of duties entailed. This multi trade craft operative will be responsible for carrying out a wide range of maintenance, responsive repairs, void works, property repairs connected with all aspects of their own trade and secondary trade allocated to them after the required training provided. The post holder may therefore be required to perform duties appropriate to the post other than those detailed in the job outline. It is also noted in exercising the duties of this post, the post holder shall comply with the Health and Safety at Work Act and any other relevant legislation and policies of the Council.



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## Post Responsibilities:

- To undertake tasks across a wide range of different trades such as plumbing, joinery, electrical, bricklaying, painting, roofing, and plasterwork.
- To participate as a member of Property Maintenance in delivering a comprehensive building maintenance service to the Council.
- Manage their day to day workload on work made available by Technical Officers / Work Scheduling Planners in the most efficient and cost effective manner.
- To carry out the duties of a competent trade employee and another trade after required training.
- This role is key to the delivery of a professional and highly reactive repairs service that our tenants can feel satisfied with.
- Where applicable, determine and measure work required to be carried out in more than one trade, advising on the scope of works and the sequencing of materials, plant, transport to complete all works.
- Requisition and organize the supply of materials, plant and transportation required to complete job.
- The postholder is responsible for being part of a multi - disciplined work team within the Housing & Property repairs function.
- Liaise with Client representative / tenant base to identify, where appropriate needs and requirements.
- Accurately and timeously complete all paperwork / online tablet required supporting the needs of the business.
- Operate IT equipment to carry out repairs as necessary in the conduct of business.
- Corporate work wear will be supplied and will require to be worn at all times and kept in good condition, to a good standard of cleanliness, replacements will be made available on an agreed frequency as required.
- Employees will be responsible for the security of any Imprest stock carried in vehicles driven by them. (Including stock checks)
- Multi skilled employees have a different skill enabling them to do more than one kind of work connected to their own trade.
- All tools / plant required to carry out secondary multi trade will be provided by council department.
- Employees will demonstrate a flexible modern approach to their employment and carry out secondary work of other trades where skills, knowledge, training, health, and safety permits to ensure continuity of work and improved customer service.
- Drive vehicles, operate machinery and plant provided by the council during operational hours for business related activities. (Provided you are a holder of a full UK driving licence or appropriate certification)
- Employees assigned to vehicles will ensure driver daily checks are completed and complete vehicle logbook in accordance with the Councils Transport departmental requirements including vehicle cleanliness inside and outside.
- Employees will also be responsible for the security of any plant, transport, machinery, or materials they have been issued with.
- Expected to participate in all job relevant training / retraining requirements in line with business needs.
- Provide all necessary training and guidance to apprentices assigned to them during the term of the





apprenticeship.

- Carry out alternative duties as and when required, when there is limited availability of work in their main trade or multi trade.
- Carry out duties consistent with the post as may be required by your Line Manager.

## Possession of:

- Must be time served tradesperson and have relevant trade / apprenticeship, qualifications, and certification.
- Health & Safety qualifications including Asbestos awareness.

## Proven Record of:

- Working in a local authority environment as a craft operative.
- The ability to meet target dates for all works in a reactive repairs service.
- Providing a customer focused repairs service.

## Substantiated ability to:

- Communicate effectively, both verbally and written.
- Ensure timeous job priority completions.
- Required to be confident handling tasks out with your own trade and be fully multiskilled in another trade after the necessary required training provided.
- Use IT equipment in connection to complete jobs paperless.
- Maintain, and improve their personal performance level, participate in their personal development, and contribute effectively and efficiently to the delivery of all services provided to our clients.
- Driving license desired but not essential.
- Meet the standards required under the Values and Behaviours of South Ayrshire Council.

## Demonstrable experience of:

- Direct service delivery and customer care.
- Be able to identify asbestos awareness in all aspects of this post.
- Ability to work to target dates in all repairs within the department.



- Commitment to excellent customer service.

## Proven Technical Understanding of:

- A sound knowledge of Property Maintenance Services.
- Be able to carry out technical work in another craft trade and have the knowledge of how-to delivery this as part of the service provided to all customers.

**In terms of the Protection of Vulnerable Groups (Scotland) Act 2007, this post is designated as Regulated Work. Consequently, in order to undertake the duties of this post, you must hold Membership of the Protecting Vulnerable Groups (PVG) Scheme.**

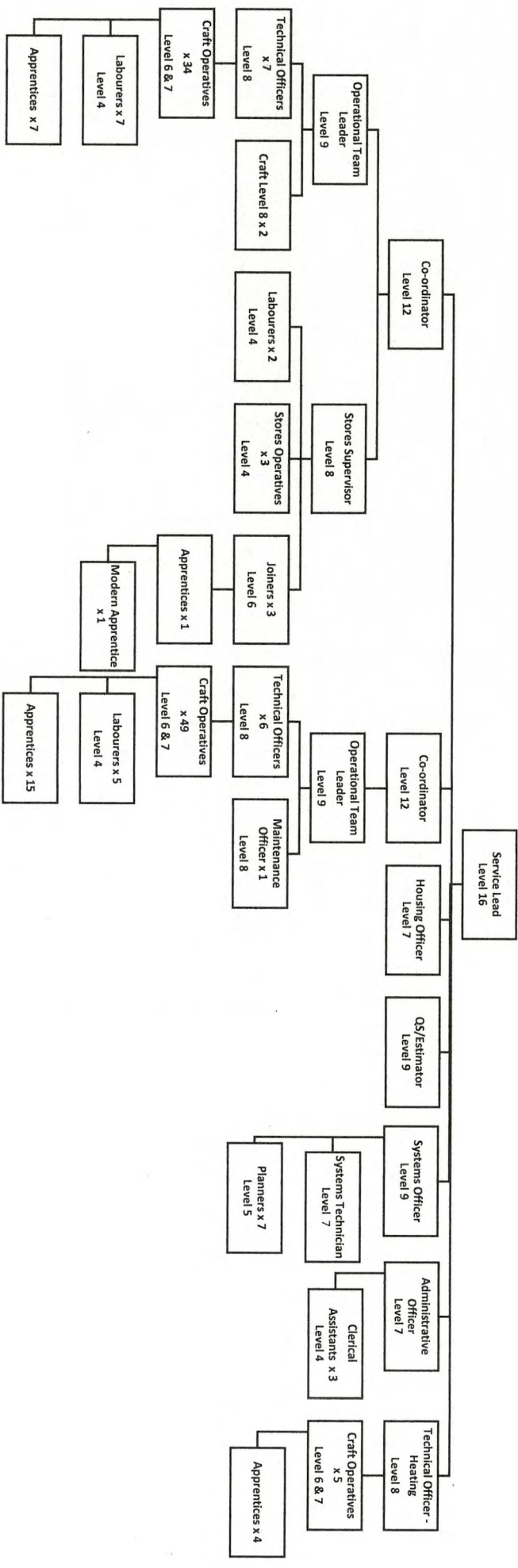
**If you are charged with any offence or are involved in any activity which may have implications for your membership of the PVG Scheme, you must immediately notify your Line Manager.**

**Applicants must be able to recognise, and report concerns about the wellbeing of children and vulnerable service users and be able to maintain appropriate professional relationships with service users.**

**Must be able to travel efficiently and effectively between various locations.**



Property Maintenance – Current Structure Chart  
 Total FTE = 190

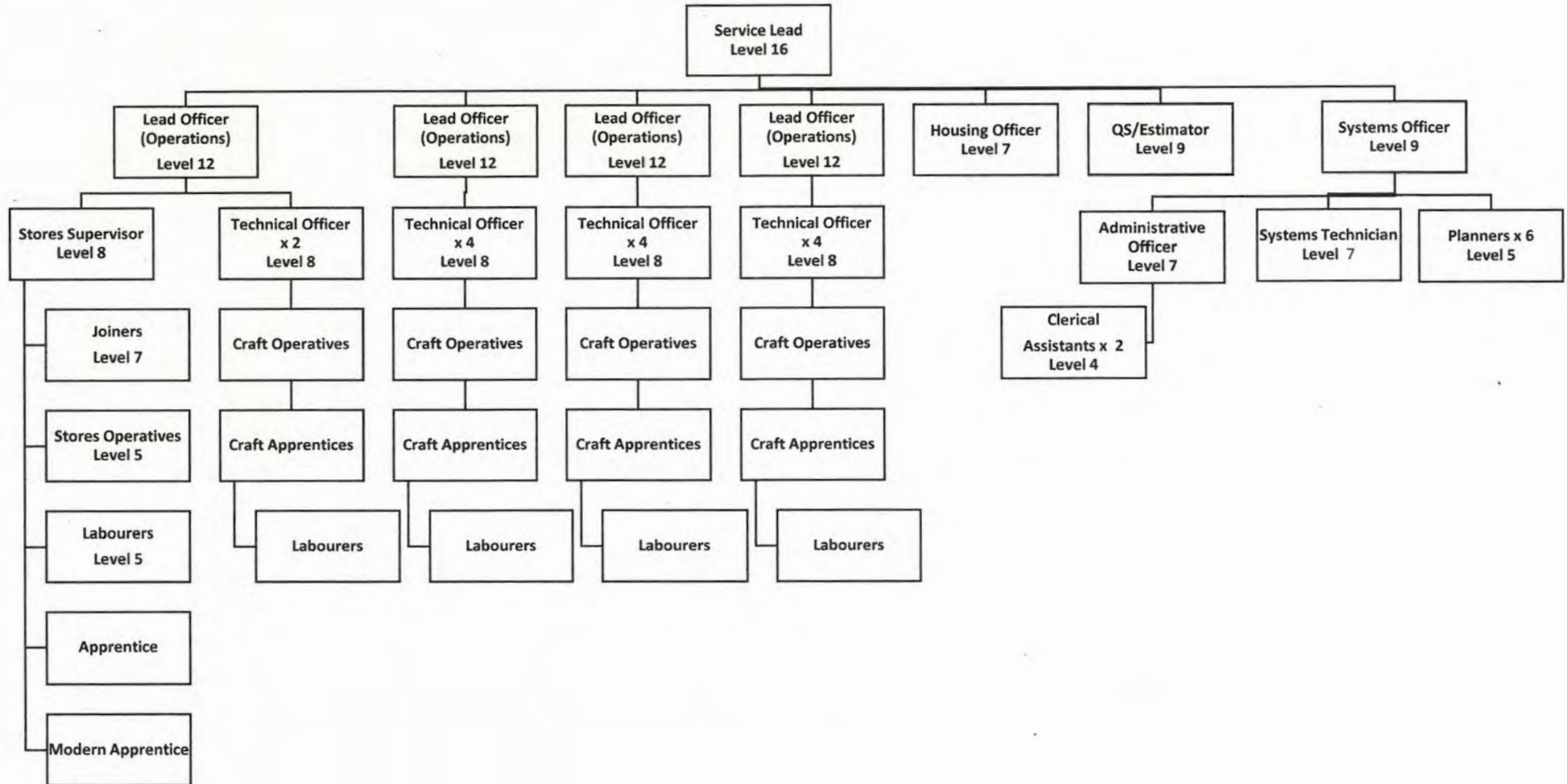


Appendix 5



Property Maintenance – New Proposed Structure Chart  
 Total FTE = 186

Appendix 6



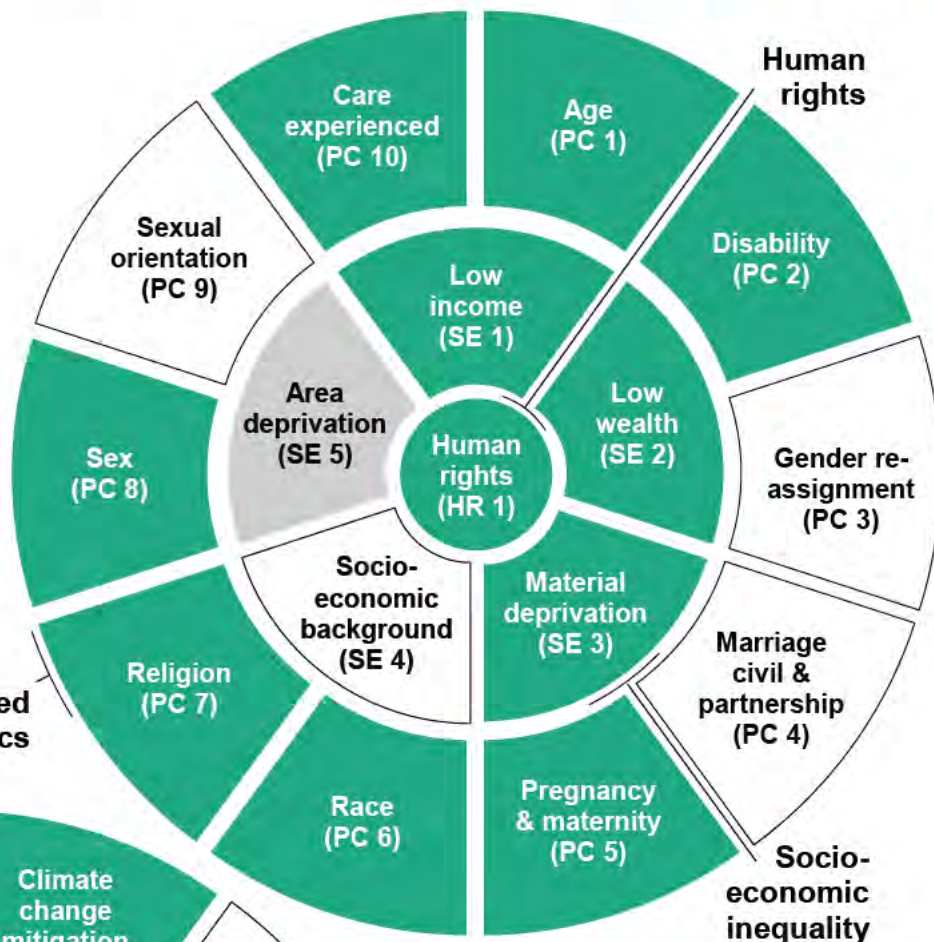
# Integrated Impact Assessment Summary Report



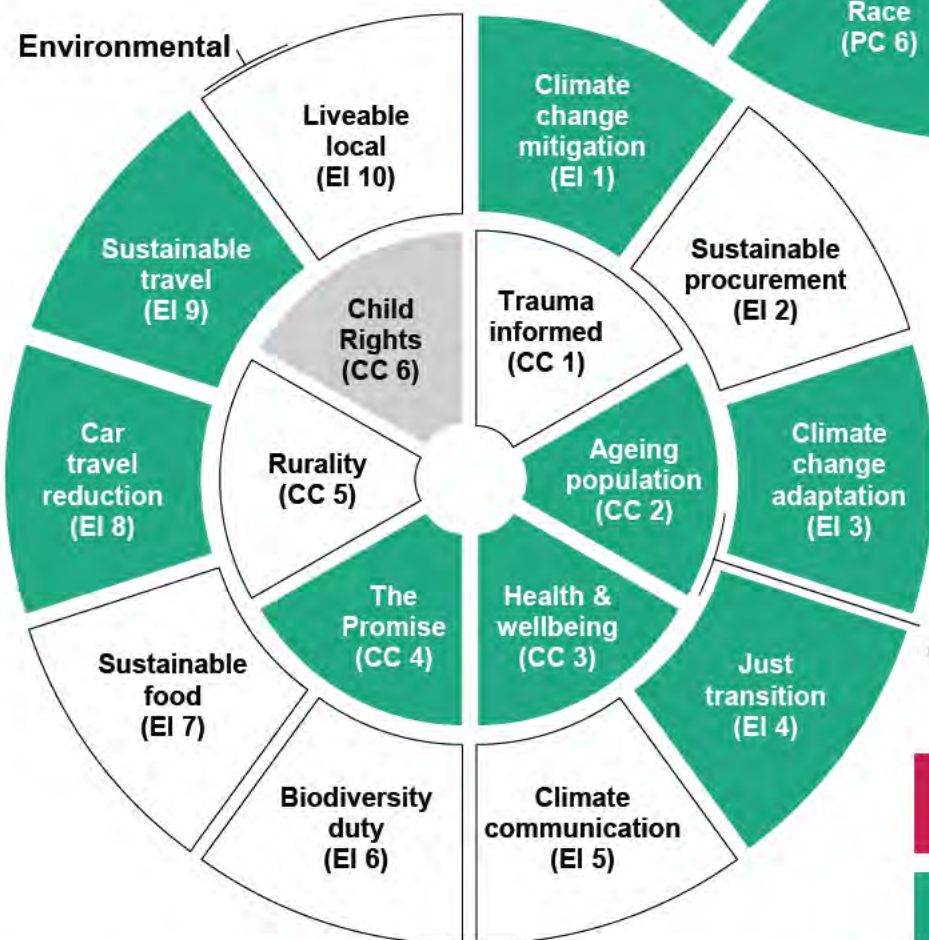
Property Maintenance multi-skilling pilot and staffing re-structure.

Completed by:  
William Andrew,  
Service Lead,  
Property Maintenance

Date started: 08/12/24



Protected characteristics



Environmental

Cross-Cutting

To be implemented on:

01/04/25

Review date:

01/04/26

Oversight Panel:

Elected Members Cabinet





**Public sector equality duty**

Eliminating unlawful discrimination, harassment, and victimisation?

When creating the Property Maintenance new operating model proposal, impact on various groups have been considered to ensure the proposed outcomes benefit as many groups as possible. It has been crucial to ensure the department moves forward to improve Service Delivery ensuring efficiency is improved whilst further creating a safe inclusive environment for all individuals internally and externally. Regular training, reporting mechanisms, and compliance monitoring will also be additional formed components to effectively prevent any instances of discrimination, harassment, or victimisation

Advancing equality of opportunity?

The proposed new operating model will ensure performance is improved to assist with housing demand and housing standards despite budget restraints, by reducing costs via use of multi-skilled workforce. It will also ensure our care home residents, school pupils and public building users continue to have a safe place to live work and learn. Our apprenticeship and various in-house work experience programmes will be enhanced through this new operating model resulting in advancement of opportunities. The opportunities for staff within the department will increase with the offer of financial gain when multi-skilled training is complete. Further creation of 4 Team Lead posts will also create career development opportunity for staff within the Council

Fostering good relations?

Creating 4 business units is a strategic move to foster better collaboration among departments, external organisations, and service users such as tenants. By facilitating participation groups and multi-organisational engagement events, the department will continue to strengthen its relationships and enhance overall communication and partnership opportunities. These initiatives are essential for maintaining positive inter-departmental relations and building a strong network both internally and externally.

**Consultation declaration**

We confirm consultation has been carried out as part of this process.

**Mitigating Actions Required (re **negative** / unclear impacts)**

**EQUALITIES: impact on socio-economic inequality**

<b>SE 5</b>	Area Deprivation	not applicable
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Mitigating Actions Required (re **negative** / unclear impacts)

CROSS-CUTTING IMPACTS

CC 6

Child Rights & Wellbeing Assessment

Please detail here

Does this proposal require a Child Rights and Wellbeing Impact Assessment (CRWIA)? no