

## APPENDIX 3

### Organisational Design and Restructuring

Principles to inform decisions on staffing levels.

The Council will:

1. Seek to protect critical operations
  - (a) Public service delivery examples
    - Care Acts
    - Mental Health Acts
    - Children's Acts
    - Health & Safety of Public (Environmental Health, Health protection, Public Health, Waste, Highways, Licensing, Planning)
  - (b) Council functioning and business continuity which support:
    - Sound corporate governance
    - Safe and transparent decision making
    - Efficiency and VFM/BV
    - Protect our people and core assets
2. Reduce and refocus "senior" capacity (i.e. Grade F and above) to reflect corporate priorities, build organisational cohesion and agility and promote authority to act and accountability.
3. Integrate and centralise cross-council functions to maximise efficiency and link capacity to corporate priorities. Examples: marketing, communications, I.T, Training, Health & Safety etc.
4. Integrate and streamline all business support functions – could be Department based or Cross-Council to reduce spend, standardise core processes and increase efficiency.

5. Rationalise and secure effective use of existing office accommodation so that use of key sites is maximised.
6. Actively Promote “Digital by Choice” to minimise F2F and transactional telephone calls to promote self-service, make savings and protect service areas where F2F is critical.
7. Adopt a strategic commissioning approach to deliver options to:
  - Commercialise
  - Divest
  - Share
  - Reduce
  - Stop

All non-critical services over 2018-20 financial years.

NB: (3) and (4) can include work with the clinical commissioning group

### **Exemptions from VR and savings targets**

The following roles are excluded from expressing an interest in voluntary redundancy and have been excluded from savings targets calculations due to the front-line nature of the work and the difficulty or circumstances around recruiting to these positions:

- Social worker (to include Senior Practitioners, Approved Mental Health Practitioners, Best Interests Assessor, Child Protection Chair, Independent Reviewing Officer, LADO, Safeguarding and Quality Assurance Team Manager, Reviewing Officer) and Therapists.
- Waste Operatives/ Drivers (collection, recycling, recycling centres, trade crews)
- Avon Pension Fund staff
- Apprentices
- Cemetery operatives, crematorium attendants
- Security staff (eg CCTV operatives)
- Modern Libraries Review
- Traded services
- Heritage frontline staff