

13 April 2012

Ms Helen L Whiting  
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Human Resource Management Division  
Resources Group, Room 310e  
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Dear Helen

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## Darlington Council Senior Management Restructure: Impact on role grading

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### **Approach**

Following changes to the structure of the senior management team, we have re-evaluated the roles within the new structure and made a number of recommendations – taking account of changing accountabilities and impact. These are based on reviews of the new structure, job descriptions and budgets made available by the Council.

Roles were previously evaluated by ourselves and presented to the Council in November 2011. The changes brought about by this review form part of the Strategic Options for Place and People Collaboration Projects and assist the Council to identify who is best placed to deliver key council services in the future.

### **Structure and role changes**

We have detailed our rationale for the changes in the Appendix, but having reviewed the new structure and evaluated the roles using the Hay Group Job Evaluation method, we propose the following:

<b>Role</b>	<b>Grade</b>	<b>Proposed change</b>
Chief Executive	Chief Executive	No change
Director of Resources	Director 2	No change
Director of People	Director 2	No change
Director of Place	Director 2	No change
AD – Community Services	AD1	No change
AD – Children’s Families & Learning	AD1	No change
AD – Resources	AD1	No change
AD - Development & Commissioning	AD1	No change
AD - Adult Social Care	AD2	New role at AD2
AD - Policy and Regeneration	AD2	No change
AD - Highways, Design and Projects	AD2	No change
AD - Finance	AD2	No change
AD – Housing and Building Services	AD2	New role at AD2
AD - Transformation	AD2	No change
<i>AD – Building Services</i>	<i>AD3</i>	<i>Role deleted</i>
Head of Strategic Commissioning and Partnerships	AD3	No change

**Summary of changes**

- The AD Building Services role has been deleted and functions and services distributed.
- The AD Adult Social Care now reports to the Director People role, and has increased in size to AD2 level.
- The AD Housing and Building Services is a new role, and has been sized at AD2.

A detailed summary of these changes is in the Appendix.

Our recommendations are fair and reasonable considering the relativities between roles at Darlington, and have been considered in light of similar roles elsewhere in the sector.

Please do not hesitate to contact me should you need further clarity.

Kind regards,



**M Dodds,**  
**Hay Group**

13<sup>th</sup> April 2012 0161 831 2460



**HayGroup**

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APPENDIX: Darlington Council Senior Management Restructure: Impact on role grading

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Hay Group recommended changes to Job Size and Grade 13<sup>th</sup> April 2012

Following changes to the structure of the senior management team (outlined below), we have re-evaluated the roles within the new structure and made a number of recommendations – taking account of changing accountabilities and impact.

The changes in April 2012 reflect the impact of the removal of the AD Building Services.

**M Dodds,**  
13<sup>th</sup> April 2012  
0161 831 2460

These tables show the previous and proposed senior management roles. Table 1 shows the outcome of the Hay Group review in November 2011 (taking account of the increase to the AD Transformation which was resolved in March 2012), and Table 2 shows the new structure following the deletion of the AD Building Services role (changes in bold).

Table 1: Existing Structure and evaluations

Chief Officer Grades	Job Evaluation Level	Pre-restructure – as at March 2012
Chief Executive	800KH	<ul style="list-style-type: none"> <li>Chief Executive</li> </ul>
Director 2	608KH	<ul style="list-style-type: none"> <li>Director of Resources</li> <li>Director of People</li> <li>Director of Place</li> </ul>
AD 1	528KH	<ul style="list-style-type: none"> <li>AD – Community Services</li> <li>AD – Housing and ASC</li> <li>AD – Children’s Families &amp; Learning</li> <li>AD - Resources</li> <li>AD - Development &amp; Commissioning</li> </ul>
AD 2	460KH	<ul style="list-style-type: none"> <li>AD Policy and Regeneration</li> <li>AD Highways, Design and Projects</li> <li>AD Finance</li> <li>AD Transformation</li> </ul>
AD 3	400KH	<ul style="list-style-type: none"> <li>AD Building Services</li> <li>Head of Adult Social Care</li> <li>Head of Strategic Commissioning and Partnerships</li> </ul>

Table 2: New Structure and evaluations

Chief Officer Grades	Job Evaluation Level	Structure from April 2012
Chief Executive	800KH	<ul style="list-style-type: none"> <li>Chief Executive</li> </ul>

**For information purposes– Assistant Director of Building Services Post is to be deleted**

Post and Post Holder	Current Grade	Services to be Changed	Recommended Grade Outcome	Hay Group comments
<p><b>People Group : Assistant Director - Children, Families and Learning (Jenni Cooke)</b></p>	<p>AD1</p>	<p>In addition to existing evaluation the post will also take on Adults Safeguarding function and Adults and Children’s Transport Commissioning &amp; Delivery.</p> <p>Financial change include Transport £2.5m and Safeguarding £0.3m. Staffing increased by approx 40fte.</p>	<p>AD1</p>	<p>No change to existing score and grade, role size and breadth not changed significantly enough to increase score – role large enough to absorb additional functions.</p>
<p><b>People Group Assistant Director - Adult Social Care (Ann Workman)</b> <b>(Formerly Head of Adult Social Care)</b></p>	<p>AD3</p>	<p>Maintaining the responsibility for the statutory officer responsible for Adult Social Care and reporting direct to the Director of People Services (formerly reported to Assistant Director of Housing and Adult Social Care).</p> <p>Budget Responsibility (gross) £41m and (net) £27 million.</p>	<p><b>AD2</b></p>	<p>Position the role at AD2, based on the following rationale:</p> <ul style="list-style-type: none"> <li>• The role of Head of ASC existed previously in its own right, the role holder now reports to Director People as the statutory lead.</li> <li>• The post which this role reported to previously was AD Housing and Adults (AD1), this role has accountability for Adults only and consequently is smaller than AD1. It is less diverse and complex than the previous joint ASC and Housing role.</li> <li>• The role has statutory accountability, and appears comparable in size and scope to the Assistant Directors for Highways Design and Projects; and Regeneration and Policy.</li> <li>• The new Adults role is not as complex as the Children/Family/Education AD – considering the complexity of education, safeguarding and ASC/CYP transport.</li> </ul>

Post and Post Holder	Current Grade	Services to be Changed	Recommended Grade Outcome	Hay Group comments
				<ul style="list-style-type: none"> <li>The functions of Safeguarding and Commissioning sit elsewhere, factors which contribute to the view that this role sits below AD1.</li> </ul>
<b>People Group Assistant Director - Housing and Building Services (Pauline Mitchell)</b>	AD1	<p>Removal of Adult Social Care responsibility and take on all aspects of Building Services including Asbestos but excluding highways related construction and maintenance. Therefore role will be responsible for Maintenance and Construction Trade Staff and management associated with these areas (approx 75/80 FTE);</p> <p>This role will also maintain Lifeline Services and Extra care which are linked services to sheltered housing;</p> <p>Reduced budget responsibility for adult social care but increase of building services housing budgets likely to balance ASC budgets;</p> <p>Housing General Fund £48m (gross) and £0.5 (net) Housing Revenue Account £20m (gross) Building Services turnover £13.5m;</p>	AD2	<p>Position the role at AD2, based on the following rationale:</p> <ul style="list-style-type: none"> <li>The removal of the Adult Social Care accountability has a considerable impact on role size, even with the addition of a major portion of the Building Services functions.</li> <li>Housing and Building Services are more related in nature, and ASC represented significant complexity and diversity from Housing.</li> <li>Some complex aspects of Building Services (highways etc) sit elsewhere, justifying the role at AD2</li> <li>The role appears comparable in size and scope to the Assistant Directors for Highways Design and Projects; and Regeneration and Policy.</li> </ul>
<b>Resources Group Assistant Director - Transformation (Brian Boggon)</b>	AD2	<p>Taking the assessment based on the additional Appeal information, this post will also take on the function of Corporate Landlord responsibility of all Council properties. Within the restructure this gives the post an additional 100 FTE's (predominately a manual workforce of</p>	AD2	<p>No change to existing score and grade, role size and breadth not changed significantly enough to increase score – role large enough to absorb additional functions – which are largely operational.</p>

Post and Post Holder	Current Grade	Services to be Changed	Recommended Grade Outcome	Hay Group comments
		Cleaners, Caretakers, direct trades – Joiners, plumbers etc as well as management posts associated with these areas). In terms of budget this will mean an increase of £1m cleaning budget plus a further £1.5m trading budget. The role will also take on the purchasing trade accounts and services which was formerly part of the AD Building Services.		
<b>Place Group Assistant Director - Community Services (Ian Thompson)</b>	AD1	<p>Whilst this role is reducing in scope it is not anticipated to reduce the grade due to the complexity of the services in scope and nature of the transformation projects that this post is pivot in driving forward.</p> <p>This role will continue to cover;            Culture and Commercial Services            Environmental Services and Vehicle Maintenance            Quality and Health and Safety            Transport Fleet</p> <p>The following services will transfer out of this role;            Building Cleaning (£1.5m)            Adults and Children's Transport            Commissioning &amp; Delivery (£2.5m)            CCTV (£0.5m)</p>	AD1	No change to existing score and grade, role size and breadth not changed significantly enough to change score – role breadth still significant.
<b>Place Group Assistant Director - Highways Design and Projects (Dave Winstanley)</b>	AD2	<p>In addition to existing functions this post will take on Highways Construction and Estimating and Surveying formerly part of the AD Building Services remit and Rights of Way.</p> <p>Highways Finance - £4.4million</p>	AD2	No change to existing score and grade, role size and breadth not changed significantly enough to increase score – role large enough to absorb additional functions.

Post and Post Holder	Current Grade	Services to be Changed	Recommended Grade Outcome	Hay Group comments
<b>Place Group Assistant Director - Policy and Regeneration (John Anderson)</b>	AD2	Gain CCTV function (13 FTE) Gross Budget £0.5m	AD2	No change to existing score and grade, role size and breadth not changed significantly enough to increase score – role large enough to absorb additional functions.