

COMMITTEE: JCC

DATE: 14/03/2023
[EXEMPT PARA X]

SUBJECT:

Commercialisation Project Manager Role

DIRECTORATE:

DHI

REPORT AUTHOR:

M Hillman

CONSULTATION CONFIRMATION – PLEASE DO NOT DELETE THIS BOX

DEPARTMENT	CONSULTEE NAME	CONSULTATION START	CONSULTATION COMPLETED
Legal	Becky Scott	14/11/22	November 2022
Finance	Colleen Warren	January 2023	January 2023
Human Resources	Ali Thacker	23/01/23	January 2023
Policy (Equality and Diversity)			
Land, Property and Accommodation			
Procurement	Heather Carmichael	16/09/22	October 2022
Lincoln Tenants Panel (Housing reports only)	Mick Barber	February 2023	February 2023
Corporate Health and Safety			
Communications			

PLEASE NOTE:

The consultation table must be completed before the report is submitted to Democratic Services

Legal and Finance should be consulted on the final version of all reports.

1. Purpose of Report

1.1 To add the post of Commercialisation Project Manager to the HRS Establishment.

2. Executive Summary [This must be completed if your report is detailed and exceeds six pages]

- 2.1 The report seeks to add the post of Commercialisation Project Manager to the HRS Establishment.
- 2.2 The post is Grade PO1C and is a part time post at 22.5 hours per week. The current fixed term contract expires in August 2023. The two-year fixed term contract has been extended twice since the role was first appointed to in August 2020.
- 2.3 The current post holder has been engaged by The Council and undertaking the duties in Appendix 1 Job Description since June 2016.

3. Background

- 3.1 The current post holder has been engaged by The Council since June 2016.
- 3.2 Duties include
 - Operational lead within HRS on with regard to the procurement of suppliers and contractors including liaison with relevant stakeholders,
 - The preparation of associated documents including Selection Questionnaires, Request for Quotation's, Invitations to Tender, Pricing documents,
 - Research, understanding and formulation of contract specifications, and liaison with relevant stakeholders,
 - Entering external contract negotiations in conjunction with the HRS Maintenance Manager, The Procurement Manager and Legal Services,
 - To provide support and guidance to all Maintenance and Investment staff with regard to procurement including the preparation of documents in conjunction with the Procurement Manager,
 - To assist the Maintenance Manager, Investment Manager and Housing Accountant in ascertaining ways of maximising HRS revenue and minimising expenditure,
 - To identify, research, analyse and provide business intelligence with regard to additional income streams for HRS from the private and public sectors and to lead in these areas with regard to new projects,
 - To assist the Maintenance Manager and Investment Manager in producing an overall commercial business plan for Maintenance and Investment, along with the production of project specific business plans and income generation strategies for the HRA and General funds,
 - The production of committee reports, business plans, outline business cases and income and expenditure information relating to business cases for new projects and services,

- To review amend and formulate internal procedures.

4. Main Body

- 4.1 In August 2020 the two-year fixed term post of Commercialisation Project Manager grade PO1 C was created. The Job Description and Person Specification are included as Appendix 1 and the post is 22.5 hours per week.
- 4.2 We wish to permanently add the post to establishment bearing in mind the functions performed by the current postholder have been undertaken continuously by the current postholder for six years. Prior to the 2-year fixed term post commencing the current postholder was engaged by the Council as a self-employed individual for four years.
- 4.3 Projects and work undertaken since August 2020 include
 - Pre procurement work for Maintenance comprising of document production specification writing and all associated administrative tasks and meetings for various contracts including, Drainage Services, Scaffolding, Power Tools, Waste Management, Managed Stores, Voids Refurbishment and General Building Maintenance, Interim Voids contractors, Fencing and Civil Engineering, Fleet and Fleet Maintenance, Demolition, Hiab Crane and 4 x4 utility vehicle,
 - Pre procurement work for the Investment Team including Civils, Electrical works St Botolph's Court and procurement support exercise to appoint Cryer Surveying,
 - Pre-Procurement work for Housing including Supported Housing Framework and RSAP works,
 - Committee reports and business cases including, Scheduled Repairs, Caretaking Service Review, Implementation of Service Charges, IT systems, Internal Billing, Kirona Job Manager and Assistant Maintenance Team Leaders report,
 - Reviews of the caretaking service and the HRS Standby service,
 - AHR calculations, policy formulation and contract management support,
 - Flexible Retirement Report,
 - Contract Management Support,
 - Recruitment,
 - Business impact analyses and Risk Registers.

4.4 Anticipated workload going forward during the next twelve months should an appointment be confirmed is likely to include

Pre procurement work including:

- Certified Fire Door sets,
- Fuel,
- Aids and Adaptations Equipment,
- Power Tools,
- Civils,
- Investment Team procurement support.

Other duties will include:

- Contract Management support,
- Assistance with integrating HRS and the Investment Team,
- Commercialisation. To identify new sustainable income streams,
- Maximising income opportunities,
- Minimising HRS expenditure,
- Production of reviews, reports, and procedures,
- World of Work project,
- Service Charges project,
- Contract management of fleet implementation consultants,
- Formulation of communal areas policy,
- Standby service review,
- Input to Housing IT implementation,
- Maximisation of social value commitments from contractors,
- Input to 2023-4 HRS budget,
- Any other duties as delegated by AD and Head of Service,

4.5 Achievements since 2016 also include

- 150K overcharges identified and reclaimed from suppliers,

- Production of HRS's first ever bid for the Councils commercial buildings contract,
- Production of numerous business plans and income generation ideas including proposal to introduce Service Charges, Holiday lettings and Repairs to Private Households,
- Attaining the CHAS, FENSA and Constructionline accreditations for HRS for the very first time,
- Identification of legal requirements historically not in place such as Upper Tier Waste Carriers Licence,
- Identification of assets not on the Councils balance sheet such as the cottages at Hartsholme park,
- Updating of Schedule of Rates to M3 V 7.0,
- Inclusion of Social Value commitments in tender specifications including numerous 1 % of Contract Turnover rebates from suppliers.

5. Strategic Priorities [PLEASE ONLY COMPLETE THOSE SECTIONS BELOW WHERE THERE IS AN IMPACT - DELETE THE REST]

5.1 Let's drive inclusive economic growth

Postholder duties which have contributed towards the objectives within this section include

- Procurement related duties assist with the objectives of building a strong, viable, inclusive, and prosperous future for Lincoln and continuing to help businesses prosper.

5.2 Let's reduce inequality

Postholder duties which have contributed towards the objectives within this section include

- Supported Housing Framework
- Inclusion of Social Value commitments in tender documents
- World of Work Project

5.3 Let's deliver quality housing

Postholder duties which have contributed towards the objectives within this section include

- Caretaking Service Review
- Service Charge proposal
- Supported Housing Framework
- Communal Areas standards

5.4 Let's enhance our remarkable place

Postholder duties which have contributed towards the objectives within this section include

- Holiday lettings proposal
- Film industry income generation outline proposal

5.5

Let's address the issue of climate change

Postholder duties which have contributed towards the objectives within this section include

- Fleet procurement
- Waste Management procurement
- Reduction in volume of fuel used by HRS fleet due to Scheduled Repairs Pilot

6. Organisational Impacts [FINANCE, LEGAL AND EQUALITY & DIVERSITY SECTIONS BELOW ARE MANDATORY AND MUST NOT BE DELETED]

6.1 Finance (including whole life costs where applicable)

The table below outlines the additional cost to the service due to the proposed increase in hours from 22.5 hours to 29.6 hours. The post will be partially funded from the deletion of a vacant Receptionist post and from the time charged out to other departments, this will then however create a small pressure in the General Fund and HRA for this recharge which will be covered by vacancy savings. The remaining balance will be funded from a reduction in the consultancy budget in the Investment Team.

	23/24	24/25	25/26	26/27	27/28
Salary	46,151	47,534	48,486	49,457	50,445
Vacant Receptionist Post	(27,437)	(28,260)	(28,823)	(29,398)	(29,987)
Time charged out	(8,693)	(8,953)	(9,133)	(9,315)	(9,502)
Pressure	10,021	10,321	10,531	10,744	10,957

6.2 Legal Implications including Procurement Rules

N/A

6.3 Equality, Diversity and Human Rights

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.

It requires that public bodies have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity

- Foster good relations between different people when carrying out their activities

An Equality Impact Assessment is not considered to be required.

6.4 Human Resources

The role would be recruited internally in line with normal practices if the role was added onto the establishment permanently.

6.5 Land, Property and Accommodation

N/A

6.6 Significant Community Impact

N/A

6.7 Corporate Health and Safety implications

N/A

7. Risk Implications

7.1 (i) Options Explored

N/A

7.2 (ii) Key risks associated with the preferred approach

N/A

8. Recommendation

8.1 The recommendation is to add the post to the establishment.

Is this a key decision?

Yes/No

Do the exempt information categories apply?

Yes/No

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?

Yes/No

How many appendices does the report contain?

1

List of Background Papers:

None

Lead Officer:

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Please read the frequently asked questions sheet which accompanies this report template in authority wide in the committee report template folder for further information relating to this document and report writing in general.