Appendix B – Project Monitoring Table

Project name	Start year	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations	Project brief saved
Maximise any opportunities for income generation as part of the National Apprenticeship Employer Levy	2017/18	Claire Burroughs	Nov 2016 - Apply to Skills Funding Agency to be placed on the register of apprenticeship training providers Feb 2017 - Network with local authorities within Lincolnshire and develop relationships with local authorities for potential growth Mar 2017 - Acceptance onto the register, enabling us to enter into subcontracting arrangements up to a £500k threshold May 2017 - Scoping of new arrangements Jun 2017 - Review existing sub- contracts with the aim of securing income from training providers Jul 2017 - Review national position and delivery models to explore opportunities to enter into additional sub-contracting relationships	All milestones to date have been met, and City of Lincoln Council's (COLC's) main provider (First College) has been identified, and a contract is in place. COLC has also suitably assessed the contractual relationship with First College and Lincolnshire County Council. The next step of the project is to work with Finance to realign the budget to the apprenticeship scheme needs. The WBL team is also actively exploring opportunities for potential partners / additional	Green (all milestones on track)	There is no overall budget for the project, and no spend to date. Anticipated spend moving forwards will be marketing. It is still too early to market the scheme, and therefore, marketing costs are yet to be identified. COLC was successful with an application to the Skills Funding Agency to be a supporting provider. This enables COLC to secure income of up to £500k. The current business	Vision 2020 drive

Project name	Start year	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations	Project brief saved
			Jul 2017 - Assess procurement	subcontractors to increase		model for the WBL	
			options for appointing	income generation as the		team is reliant	
			apprentices under new	scheme progresses.		upon the income it	
			government scheme for digital			receives.	
			access				
			Aug 2017 - Assess whether this				
			alters the contractual				
			relationship with First College				
			and the County Council				
			Sep 2017 - Address the impact on				
			the levy and work with finance to				
			realign budget to the scheme				
			(budget entirely predicated by				
			staffing)				
			Nov 2017 - Development of a				
			marketing strategy to increase				
			engagement with training				
			providers and grow the				
			apprenticeship scheme				
			2018 onwards – Reconfigure				
			Work Based Learning (WBL) to				
			match the financial situation and				
			maximise the opportunities this				
			gives in relation to the future of				
			the service				
Work with training	2017/18	Martin	Summer 2017 – Background	Discussions have taken	Green (all	The Health and	Vision
providers, businesses			research with other councils, and	place regarding links to the	milestones	Wellbeing Project	2020

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and partners to increase opportunities for local people to access training and employment		Walmsley	skills forum Jul 2017 – Production of full project plan and timescales Apr-Aug 2017 - Continuation of The Network 'Launch Into' events, to help obtain advice on careers in catering, engineering, hairdressing/beauty and hospitality May-Jul 2017 - Work with The Network to access schools and seek opportunities to enhance careers advice Jul-Dec 2017 - As part of the Corporate Social Responsibility (CSR) project development, include consideration of training opportunities for low paid staff and disadvantaged groups Throughout 2017/18 - Lead, monitor and manage performance of the Health and Wellbeing funded project between COLC and Lincoln College, formal analysis of outcomes on a quarterly basis / identification of innovative	Social Value Policy, which may open up opportunities to increase training opportunities through future procurement activities. COLC has now become partners of the Lincolnshire Skills Officers Group, and have requested skills gap evidence to be produced specific for the city. COLC has also met with the Chamber of Commerce to promote CSR and the Living Wage Forum, and consider options for businesses to increase training opportunities in the future. COLC is in discussions with the DWP and Lincoln College to explore options to plug skills gaps in the	on track)	with Lincoln College has a budget of £98k. Spend at the end of Quarter 1 2017/18 was £54,732. Spend has been profiled, so that the £98k will last for the full four years of the project. COLC is also seeking other funding opportunities to supplement / extend this project This provides free employability courses at the College for up to 600 residents of Lincoln and North Kesteven, who would otherwise be	drive

Project name	Start year	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations	Project brief saved
			solutions	healthcare sector, which could be directly supported by the Free Employability Courses we are running for 600 people along with Lincoln College and the Lincolnshire Health and Wellbeing Board.		unable to pay for these. It is our main mechanism for directly helping to address the skills gap.	
Examine role of the Discretionary Rate Relief Policy to create employment opportunities	2017/18	Claire Moses	 <u>Spring Budget announcement –</u> <u>new budget measures:</u> Jul 2017 – Meeting with Finance Manager Jul 2017 – Meeting with Leader and Finance Manager <u>Commencement of committee</u> <u>approval:</u> Aug 2017 – Corporate Management Team meeting – to discuss modelled options Aug 2017 – Policy Scrutiny committee – to discuss and comment on modelled options 	All milestones to date have been met. This action is part of the wider project to examine the role of the Discretionary Rate Relief Policy. As part of this review, specific consideration will be given to increasing employment opportunities in the city. The current policy is being reviewed throughout 2017/18 for revised implementation from the start of the next financial	Green (all milestones on track)	Discretionary Rate relief 2017/18 only - total funding from DCLG = £198,114 This is made up of: • Share of £300m funding as announced in the Spring Budget 2017 • Changes to reliefs to be funded from DCLG through Section 31 grant: - oSmall Business	Vision 2020 drive

Project name	Start year	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations	Project brief saved
			 Aug 2017 – Strategic Review Group to agree scheme for consultation with Lincolnshire County Council and Police & Crime Commissioners Aug-Sep 2017 – Consultation with Lincolnshire County Council and Lincolnshire Police Sep 2017 – Executive approval of final scheme Oct 2017 – Invitation for application to be issued to businesses Review of Discretionary Rate Relief Policy Oct 2017 – Corporate Management Team Oct 2017 – Strategic Review Group to discuss and comment on changes made to the policy Nov 2017 – Policy Scrutiny Committee to 	year (01 Apr 2018). We will also introduce a Growth Policy which is due for implementation from 01 Apr 2019, by which time it is hoped we will have more clarity regarding business rate retention.		Rates: £4,200 ∘Support for pubs scheme: £65,000	

Project name	Start year	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations	Project brief saved
			 discuss and comment on changes made to the policy Dec 2017 – Executive recommendation for approval of final policy to Council Jan 2018 – Council: Amended policy to be issued for approval Jan 2018 – New policy to be advertised on website Growth Policy This will be picked up in 2018/19 				
Providing a central hub	2017/18	Martin	May 2017 - Production of Year	All milestone to date have	Green (all	City of Lincoln	Vision
of support for young		Walmsley	End report for The Network	been met, with the 2017-	milestones	Council has made a	2020
people through The Network			setting out performance and successes so far, and actions going forward May-Jul 2017 - Production of detailed action plan for remainder of 2017/18, and identification of and submitting for relevant funding 30 Sep 2017 – Business Plan to be produced to forward plan	2018 Business Plan having gone to Corporate Management Team for consideration on 19 Sep 2017. The Business Plan includes a robust plan for The Network moving forward, including a clear vision and	on track)	financial contribution to The Network of £26,600 per annum between 2015/16 and 2019/20. A number of funding streams have been secured	drive

Project name	Start year	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations	Project brief saved
			project and review chairing arrangements Quarterly - Progress meetings, and Budget meeting with Finance	aims; key actions; resource requirements and financial projections. Quarterly meetings are also taking place, along with budget meetings with Finance. It has been recognised that engagement with schools moving forwards is going to be a key route to supporting young people.		so far including £9,950 from Big Lottery Awards, and £9,024 from the Social Justice Fund. Rent is being charged to The Network at £10,000 p.a. with inflationary increases.	
Deliver an annual conference/workshop	2017/18	Assistant Director – Strategic Development	The timing of the next event is currently being considered by the Reduce Inequality Vision Group, and will be influenced by its work programme and identified need. Detailed milestones and a work breakdown structure will be developed once a conference date is identified.	Discussions are taking place as part of the Reduce Inequality Vision Group regarding potential content and timings of a possible conference. It is recognised that any conference needs to be in response to a current or future need, and therefore its timing and focus will be	Green	£2,000 has been earmarked from within existing corporate budgets.	Vision 2020 drive

Project name	Start year	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations	Project brief saved
				influenced by this.			
Leading multi-agency support for rough sleepers	2017/18	Alison Timmins	Nov 2016 - Submission of bid Dec 2016 - Outcome of bid Jan 2017 – Procurement / commissioning agreed May 2017 - Steering Group in place May 2017 - Recruitment of Project Manager Oct 2017 - Recruitment of a wider team Oct 2017 - Identify initial cohort for referral into scheme Oct 2017 - Begin referrals into project Oct 2018 - Last referrals of cohort into scheme Q3 2020 - Ongoing support and funding, reporting of final outcomes	All milestones are on track with this project, with the Project Manager now having been recruited. A Senior Link Officer, as well as five Link Officers have also been recruited who will ensure the operational delivery of the project. The project launched on 04 Sep 2017 and staff inductions have now taken place. The team has also moved into its new offices at Myle Cross Centre. Client work started on 11 Sep 2017 and 191 potential rough sleepers have been identified for potential support, 60% of whom are located in Lincoln. The project will aim to support 120 rough	Green (all milestones on track)	The bid was awarded £1.3m which has been provided to Lincolnshire County Council to spend and monitor. P3 is the operational lead for this project, supported by the county and district councils who also sit on the Steering Group.	Vision 2020 drive

Project name	Start year	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations	Project brief saved
Reduce incidences of	2017/18	Simon	Sep 2017 - Report to Executive	sleepers over the first year. The Community	Green (all	A number of the	Vision
Reduce incidences of suicide	2017/18	Colburn	 Sep 2017 - Report to Executive presenting recommendations from Community Leadership Scrutiny Committee's review NB. The milestone dates below are subject to revision to coincide with a funding bid Public Health is making for training. Oct - Nov 2017 - Consider options for and develop training plan in respect of ASSIST and safeTALK, for all frontline services, but undertaking in a phased approach. Oct 2017-onwards (as appropriate) - The Samaritans contact details to be promoted on public council publications such as; Councillor Ward Surgery Leaflets and council websites on pages with advice and signposting 	Leadership Scrutiny Committee review into suicide in Lincoln has been delivered on time, and a report went to Executive in September 2017 recommending actions as a result of the review. These recommendations are reflected in the milestones for this project.	Green (all milestones on track)	A number of the proposals have cost implications, including the provision of training, meeting spaces, and the impact on staff resources. No additional resources had been highlighted as part of the Community Leadership Scrutiny Committee review. As such, budget holders would be required to accommodate any additional activities within existing budget parameters.	vision 2020 drive

Project name	Start year	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations	Project brief saved
			Oct 2017 - A press release be issued following approval by Executive detailing the committee's findings Oct 2017 - Contact Newark Mind regarding being given a free space to meet on a regular basis in one of the council's community centres for a trial period of six months whilst they understand demand and develop funding if required Oct-Dec 2017 - Check council publications where links to suicide services were already listed to ensure that they remain up to date				
Further support for residents to adapt to welfare reform	2017/18	Claire Moses	Monthly - Welfare Reform Officer to review ongoing to legislative changes throughout the year Monthly – Welfare Reform Officer to meet with housing manager to review impact of welfare reform Monthly – Welfare Reform impact assessment to be	All milestones currently on track. Regular monthly meetings are taking place between Revenues and Benefits, Housing, and other partners as required. A lot of work has taken place over the last few years to	Green (all milestones on track)	Welfare Reform – total funding from DWP = £277,135 New burdens funding from DWP (based on 16/17 values as 17/18 not known) = £34,630 Discretionary	Vision 2020 drive

Project name	Start year	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations	Project brief saved
			reviewed Bi-monthly – Welfare Reform Officer to lead welfare reform planning meetings with key stakeholders (first meeting in Jul 2017) Bi-monthly – Welfare Reform Officer to lead joint welfare reform planning meetings for COLC and North Kesteven District Council tax support scheme Jul 2017 – The Towards Financial Sustainability programme report to be issued with options for consideration along with financial impact Aug 2017 – Strategic Review Group (SRG) report to be issued with options for consideration, along with financial impact Sep 2017 – Executive report to be issued with options for consultation Oct 2017 – Consultation with stakeholders Nov 2017 – Consultation ends and analysis will take place	ensure partner organisations are also well prepared for the full rollout of Universal Credit (UC). The Reduce Inequality Vision Group has highlighted a possible role to lobby government over the six week delay in payments of UC, and discussions have taken place with representatives of the Association of Retained Council Housing (ARCH) regarding their lobbying efforts with government. Key activities COLC is leading on to help our residents respond to Welfare Reform have been: Provision of digital support via the suite of		Housing Payment Budget (DWP Allocation) = £242,505 Council Tax Support Scheme 2017/18 – total cost = £7,661,593 – Lincoln's cost is £1,225,855 £10,000 Exceptional Hardship Fund to run alongside Council Tax Support scheme for 2017/18	

Project name	Start year	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations	Project brief saved
			Dec 2017 – SRG report to be issued with outcome of consultation and recommendations to be made Jan 2018 – Executive report to be issued with outcome of consultation and recommendations to be made Jan 2018 – Council report to be issued for approval Feb 2018 – Liaison with rate payers to advise of the approved decision, along with publicity and promotion of new schemes / policy	 Public Access PCs and Digital Champions Personal Budgeting Support being offered to DWP clients Welfare Advice Team service In addition, day to day operational successes include the clearance of the Housing Benefit and Council Tax Support backlog. 			
Promote bulk energy switching to lower energy bills for residents	2017/18	Dave Bowskill	May-Jun 2017 - Work with D.Bowskill to identify where progression of this project may best sit and agree way forward Throughout 2017/18 - Proactive communications to increase number of residents to sign up to scheme. Aug–Oct 2017 – Delivery of the Autumn campaign	The next tranche for the bulk energy switch is due to take place 08 Aug 2017 to 09 Oct 2017. Efforts to increase take up will focus on supporting the Lincolnshire Energy Efficiency (HELP) partnership campaigning which will include posters, leaflets, press releases,	Green (all milestones currently on track)	No budget required as cost is met by the LincoInshire Energy Partnership.	Vision 2020 drive

Project name	Start year	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations	Project brief saved
				and social media promotion.			
Maintaining support for people moving to Universal Credit	2017/18	Claire Moses	Monthly – Assisted Digital Support to be provided to COLC customers (including those making a claim for UC) Monthly – Personal budgeting support to be provided to COLC customers (including those making a claim for UC) Monthly – Welfare Reform Officer to meet with housing manager to review impact of UC on COLC tenants Monthly – Welfare Reform impact assessment to review impact of UC on COLC customers, council tax collection, housing benefit overpayments, and discretionary housing payments Bi-monthly – Welfare Reform Officer to lead UC planning meetings with stakeholders (first meeting planned for 05 July 2017) Bi-monthly – Welfare Reform	All milestones are on track with regular ongoing meetings taking place to ensure support is maintained as people move onto UC. Full rollout of Universal Credit for any new claim is expected 23 March 2018. A UC Impact Assessment went to Corporate Management Team on 29 Aug 2017. Recent activity that has taken place includes an additional volunteer to undertake digital support. The Digital Access area in City Hall is also to be promoted as part of the Customer Experience Strategy, which will include	Green (all milestones on track apart from one, but this has not impacted on the delivery of the overall project which therefore remains Green overall)	Two pots of external funding are available totalling £17,497. This money is included as part of the overall Revenues and Benefits budget for staffing costs (Welfare Reform Officer) so will be fully spent in the year.	Vision 2020 drive

Project name	Start year	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations	Project brief saved
			 Officer to lead joint UC planning meetings with key officers from COLC and NKDC Jun 2017 – Feb 2018 – preparation for rollout to full service Aug 2017 – UC digital rollout plan to be issued – milestone slipped Oct 2017 - Training for all benefits officers on council tax support claims assessment where UC is an income Oct 2017 - Awareness for housing and customer services officers for evidence requirement of a UC CTax support claim 	footprints on the floor guiding customers to the public access PCS, improved signage, and utilisation of the TV screens to promote key messages. UC digital rollout milestone not met due to unplanned staff absence, but this will be delivered in time for Oct 2017 so will not impact the delivery of the overall project. Training has already commenced and will continue ongoing.			
Promote the Lincoln Living Wage to employers (closely linked to the emerging Corporate Social Responsibility [CSR] project)	2017/18	Heather Grover	Ongoing – Continue promoting the Living Wage to medium sized businesses Jul 2017 – Seek the views of the voluntary sector on benefits of CSR and types of activities they could undertake	Ongoing promotion of Living Wage as BAU, with CSR element pending. A key milestone for this project was 21 Sep 2017 when a workshop for internal staff and external	Green (all milestones on track)	£1,500 allocated from existing Policy Unit Budget for promotion and partnership events / Living Wage Forum.	Vision 2020 drive

Project name	Start year	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations	Project brief saved
Encourage businesses to embrace corporate social responsibility	2017/18	Heather Grover	Aug 2017 – Research other CSR accreditation schemes Sep 2017 – Organise a CSR workshop with facilitator for the Living Wage Forum to identify a clear strategy for the way forward Dec 2017 – Develop a package to 'market' to businesses and organisations Mar 2018 – Develop CSR package for COLC Mar 2018 – Market scheme including workshops with external facilitator Jul 2018 – Launch accreditation scheme Ongoing post launch – Maintain a register of accredited organisations	partners was held during the Living Wage Forum meeting. This workshop included experts on CSR from the University of Lincoln. A targeted campaign at local business services firms also took place over the summer attracting three new employers to the Living Wage Register. As an outcome of the CSR workshop on 21 Sep 2017 at the Living Wage Forum, a draft CSR campaign will be drafted, along with an accreditation package for delivering it.	Green (all milestones on track)	CSR costs unknown until research undertaken and facilitator confirmed, but will be met from within Policy Unit budget.	Vision 2020 drive
Promote access to a range of financial products	2017/18	Martin Walmsley	Mar 2017 - Lincoln Money launch Apr-May 2017 - Review early Lincoln Money performance, and develop action plan – milestone missed	The main delivery for this project was the launch and promotion of Lincoln Money – an independent organisation that has run	Red (significant blockage)	There was no budget or spend relating to this project by COLC.	Vision 2020 drive

Project name	Start year	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations	Project brief saved
			May-Jun 2017 - Develop and implement internal and external Lincoln Money comms campaigns – <i>milestone missed</i> May-Jul 2017 - Work with Lincolnshire Financial Inclusion Partnership to consider/ develop further financial product options for promotion / consider impact of wider Universal Credit rollout and appropriate bank accounts	successfully in Sheffield (Sheffield Money). However, in 2017 Sheffield Money (and Lincoln Money) ceased to trade. Whilst its owner is looking for a new investor, discussions are taking place between COLC and other members of the Financial Inclusion Partnership to explore what other opportunities may be available to increase take-up of affordable financial products in Lincoln. In the meantime, we continue to host and promote Lincolnshire Credit Union as a source of affordable and responsible financial products in the city.			

Project name	Start year	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations	Project brief saved
Assist the Islamic Association with community work whilst the Mosque is built	2017/18	Heather Grover	 Ongoing – Regular email contact with Islamic Association to check on progress Meetings arranged on ad hoc basis when required Islamic Association maintains contact with city and county councillors 	Milestones do not have dates allocated to them, as they comprise of ongoing regular engagement, and responding to issues if and when they arise. A Mosque development group exists between Police, COLC, and the Islamic Association; and ongoing liaison with the Islamic Association and other partners also takes place at the ongoing Community Cohesion Steering Group.	Green (all milestones on track / being delivered as needed)	No budget allocated. Only resource is staff time, which is built into the relevant service plan.	Vision 2020 drive
Develop Social Value Policy	2017/18	Heather Carmichael	Jun 2017 - Policy will be developed and consultation with relevant stakeholders will commence Jul - Sep 2017 - Commencement of committee approval process to CMT (Aug 2017) Sep 2017 – Brief all Vision Groups	All milestones are on track, with the Social Value Policy due to go to Executive in Oct 2017, for implementation Nov 2017. All Vision 2020 groups have been briefed on the importance of achieving	Green (all milestones on track)	No specific budget implications exist for this project, and any impact on procurement costs will be identified through normal procurement	Vision 2020 drive

Project name	Start year	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations	Project brief saved
			on the importance of social value Oct 2017 – Draft policy goes to Policy Scrutiny Committee Oct 2017 – Draft policy goes to Executive Nov 2017 – Implementation of agreed policy	social value through procurement.		processes by the relevant project manager.	
Work closely with partners to promote Lincoln as a City of Welcome	2017/18	Heather Grover	Sep 2017 – Community Cohesion Steering Group to meet to agree how to take initiative forward Mar 2018 – Plans for launch developed Jun 2018 - Launch date to be confirmed and follow-on milestones added	A special planning meeting of the Community Cohesion Steering Group was arranged for September 2017 to develop an action plan for launching City of Welcome in 2018.	Green (all milestones on track)	£500 from existing Policy Unit budget allocated for Year 1	Vision 2020 drive
Continue to promote initiatives aimed at integrating communities e.g. World Hello Day; SHUSH	2017/18	Heather Grover	Jul – Sep 2017 – Fresher's Week Campaign Jul – Nov 2017 – World Hello Day (21 Nov 2017) Ongoing – Promotion of events and maintaining contact with community groups	Work is progressing to prepare for these two events. Fresher's week: COLC is currently liaising with University of Lincoln to attend Fresher's Week on 21 Sep 2017, and with BG University to attend on 22 Sep 2017, to promote community cohesion in	Green (all milestones on track)	£1,500 set aside from Policy Unit Budget for Community Cohesion projects (exc. World Hello Day which has its own budget).	Vision 2020 drive

Project name	Start year	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations	Project brief saved
				neighbourhoods. World Hello Day: COLC is also working with partners to support the citywide promotion of World Hello Day. COLC in particularly will focus on an event in City Hall, which will aim to bring different groups and community members together.			