

WBC Project Workbook

Project Reference	20076
Project Name	Woking Park Tennis Court Improvements
Project Sponsor	Sue Barham
Project Manager	Michelle Melia/Emma-Louise Webb
Strategic Score	

Introduction

This workbook has been designed to provide a standard, easy to use route through which all projects must travel. By working through the sections, answering the questions and completing the templates, the detail of the project will be identified in a step-by-step approach, thereby providing a blueprint for the project as a whole and ensuring that appropriate aspects are considered from start to finish.

Rather than having to complete and maintain several smaller documents, the workbook will mean that all project information will be located in one place, avoiding duplication and making it easier to update and apply version control. The workbook will contain all of the primary information of the project from the justification of the project to how and when it will be delivered, through to what actions have to be completed following closure.

The workbook has been split into four sections to reflect the stages outlined in the project methodology. They should be completed in order. They are:

SECTION 1: Start-Up
SECTION 2: Initiation
SECTION 3: Execution
SECTION 4: Closure

- Please note that you **do not** have to complete every heading within this workbook. Some headings in certain sections may not be applicable to the project you are working on. In this instance it is ok to skip the heading as long as it is clearly marked with N/A to indicate that due consideration has been given.
- If the project has resource implications for other staff and/or areas within the Council, it is strongly recommended that prior to the completion of every section, all of the relevant parties are consulted to ensure that they are aware of, and in agreement with, any reference made to them. The finance section should also be consulted where appropriate.

SECTION 1: PROJECT START-UP

The purpose of this section is to provide initial information about the proposed project to allow an informed decision to be made as to whether it should progress, be refined, or be abandoned. This section is mandatory for all projects although the level of detail will vary.

1. Background information & current situation

The Lawn Tennis Association have identified Woking as a priority area for tennis development in the South-East due to its demographic and potential to expand and improve existing facilities. Woking Park was specifically identified as a site that had potential to develop, given its multi court provision, central location, local demographic and latent demand, as well as the recent development of a park tennis coaching programme on site involving Woking Park Tennis (in partnership with Woking Lawn Tennis & Croquet Club).

Woking Park currently has 5 macadam tennis courts, situated in two separate blocks; one of two courts (courts 1-2) and one of three courts (courts 3-5). Courts 1-2 have not been resurfaced since original construction, in excess of 12 years, courts 3-5 were resurfaced in 2008 however there are signs of considerable wear and tear.

The court bookings are currently managed by Freedom Leisure. Freedom undertakes the court maintenance and Woking Park Tennis operate a small coaching programme on courts 3-5 during the summer months.

The courts are manually unlocked at the start of each day when Freedom is aware of a booking, this relies on a member of staff from the Pool in the Park locking and unlocking the courts each day. In practice, the courts are often left unlocked and unattended for long periods and as such we are not capturing accurate usage data, or capitalising on potential income.

None of the 5 courts are floodlit and therefore the coaching programme and community usage is predominantly limited to the months of April – September. In addition to this the courts are poorly signposted from all entrances to the park.

The LTA commissioned a feasibility study of the five tennis courts at Woking Park to establish the upgrades that would be required to create an all year round coaching and community tennis programme. This study has determined the scope of the project.

2. What are the factors driving the project?

The project is predominately driven by the 2017 Playing Pitch and Outdoor Facilities Strategy, which identified the need for improved sports facilities in the Borough. The strategy evidences that there is significant latent demand for tennis in Woking, with an estimated 2,014 adults who would like to participate or participate more in tennis, representing a potential increase in participation of over 100%. The LTA also suggests a high degree of latent demand and it has identified Woking as a priority area, with the main emphasis upon increasing usage and developing the use of park courts. The strategy finds that there is sufficient casual use and demand to invest in improvements to non-club courts in Woking, to support the network of smaller groups, leagues and coaches who require access to good quality courts throughout the year outside the club structure (and membership fees). The priority is on protecting and enhancing existing provision, to ensure that the facility provision does not decrease. The LTA recommends the exploration of operating models across each of the local authority sites in Woking – particularly Woking Park - to promote a greater level of sustainability.

Another factor driving it, is the feasibility study commissioned by The LTA in 2015 and again in 2017 recommended the need for all 5 courts to be resurfaced given their current condition and the fact that The LTA recommends that macadam courts are resurfaced every 8-12 years. In addition to this the court fencing needs repairing for the courts to remain secure and safe to use.

Currently there is no sophisticated access system that would allow the operator to efficiently capture

court usage / monitoring data. A controlled access system would by its nature ensure greater control of usage and assist in generating the projected income the site has the capability of delivering.

Matt Glazier the Council's previous Sports Development Officer, consulted with existing sports clubs and groups, who were all supportive of sports and recreational improvements at Woking Park. One of the key user groups of the tennis courts at the site, Woking Park Tennis (in partnership with Woking Lawn Tennis & Croquet Club), have evidenced demand for a 12 month park tennis programme, with 100 active players at the start of the 2017 season, with indoor tennis facilities in the Borough either unavailable or cost prohibitive at peak times, the current coaching programme (and usage of the courts in general) is predominately limited to the months of April-September.

Adding floodlights to the courts is another aim of the project. Floodlights will not only serve the local tennis community but also serve the local netball clubs, increasing the year round provision in the Borough. Consequently, the project will provide wide community benefits, serving the needs of existing and potential new tennis and netball clubs, as well as local residents.

This project will be concluded in two phases.

Phase 1 will:

- Remove the tennis courts from the current Leisure Contract. It has been agreed with Freedom that there are no implications to the management fee for this as income generated did not outweigh their maintenance responsibilities
- Agree an arrangement with a local club such as Woking Park Tennis to operate a coaching programme for an agreed fee
- Improve the surface standards of the courts and install new gates and a gate access system
- Install the ground electric works for the floodlights which will be completed at the same time as the court resurfacing
- The management of the Tennis Courts will fall under the Council's Sports Development Officer. A new household membership will be introduced where residents of Woking can sign up for an annual fee of £35.00 per household.
- Line markings for tennis and lines for mini tennis and netball on some courts.

Phase 2 will:

- Install the floodlights to enable evening play. This will require planning permission and a further funding request to the LTA.

It is envisaged Phase 1 is sustainable, however from financial appraisal it is even more viable if Phase 2 is developed. Positive conversations are ongoing with the LTA re Phase 2 funding.

3. Project Objectives

- Provide an improved park tennis facility with a more sustainable operating model to meet the demand evidenced from the 2017 Playing Pitch and Outdoor Facilities Strategy.
- To provide high quality and safe park tennis courts in Woking Park that can be enjoyed by the local community for coaching courses but also casual use.
- To remove the tennis courts from the Leisure Contract and work towards a facility that allows the creation of an all year round park tennis programme.
- Increase tennis participation within the Borough and service the latent demand as evidenced by Sport England's market segmentation data.
- The improved courts will allow the existing park tennis programme to develop, allowing more courses and sessions to be hosted, creating a new community tennis inclusive offer that is different to one that is currently on the market within the Borough.
- Create a facility that is more attractive, inviting and aesthetically pleasing to the local residents, who are therefore more likely to take ownership of the facility and make better use of them.
- Provide a facility that allows residents to take part in physical activity all year around, thus improving their health and well-being.
- Create an operating model that allows income to be maximised and usage data to be efficiently collected.

4. Project Benefits

The project will provide five newly resurfaced, fit for purpose tennis courts enclosed by a safe and secure fence. The installation of a new gate access system that will provide players with a pin code to access the court, either on a pay and play basis or a season ticket option per household, will allow WBC to monitor usage but also generate income.

The project will provide customers with access to book courts online using the LTA's ClubSpark Booking System. Clubspark is an online venue management tool which has been designed to keep bookings, memberships and marketing of a venue as simple but effective as possible.

The project will help to service the latent demand for tennis participation in the Borough from the 2017 playing pitch strategy and evidenced local demand from Woking Park Tennis.

It will improve the quality of sports provision in the Borough, with a greater number of quality, floodlit tennis courts in the Borough.

It will also improve the health and well being of the local community.

The project will create a sinking fund (or something similar) to ensure regular improvement and maintenance of the tennis courts in Woking Park. This ensures the courts will be kept to a high standard. The sinking fund is a requirement of the Lawn Tennis Association to approve the funding.

The project will support a working partnership with the Lawn Tennis Association

5. Timetable

The anticipated start date for the project is September 2018 and the anticipated finish date of phase one is, November 2018.

Phase 2 would be completed in 2019/20

6. What are the implications of NOT implementing the project?

If this project is not implemented, the site will not benefit from improved sports facilities, and will prevent the facility capitalising on the Borough's latent demand for tennis participation, restrict growth of the park tennis offer and restrict the implementation of a sustainable community operational model.

The Council will also loose out on the LTA funding to improve the site.

The Council would need to meet all the costs for refurbishing the courts as a minimum.

7. Does this project contribute to the Councils key priorities?

The project will contribute towards the Council's Health and Well-being priority through provision of improved sports and recreational facilities at the site. The new facilities will enable the existing user groups to develop and expand their programme uptake, while also attracting new users to the site. It is anticipated that there will be increased participation in sports, both casual recreational use and formal coaching / match use.

The Environment – the project will protect and improve the environment at Woking Park Tennis Courts.

8. Does this project relate to any of the Councils strategies and/or Improvement Plans?

The project will assist implementation of the Council's Green Spaces Development Plan, Playing Pitch and Outdoor Facilities Strategy, Sports Development Plan and Community Health and Well Being Plan.

9. Community Safety, Equalities and Sustainability issues

The new court perimeter fencing and gate access system will provide community safety benefits, reducing unauthorised usage of the courts and associated anti-social behaviour.

The project and associated facility improvements will facilitate a new operating model that will allow courts to be booked and accessed online, increasing current income.

A sinking fund (or similar) will be generated to ensure the courts income is used to renovate them on a 12 year cycle.

10. Project Approach

A random selection of contractors was made from the SAPCA (Sports and Play Construction Association) schedule of approved Contractors.

4 responses were received of which ETC responded with the most financially advantageous quote.

ETC can be instructed to ensure that works are carried out in a staged approach allowing one set of courts (e.g. courts 1&2) to be used whilst the others (3-5) are being completed. Once the first sets of courts are completed, works will begin on the second set.

Colleagues from the Council's Asset Management Team will oversee the works with a specialist consultant (Lee West, Director of Sports Facility Planning and Design) who is recommended by the LTA, carrying out periodic checks and offering advice throughout key stages of the build.

WBC will work with Freedom Leisure Colleagues to remove the tennis courts out of the current Leisure Contract. An agreed approach will be implemented to protect Freedom Leisure Members and clubs who use the courts currently.

The Council will continue to offer pay and play but will also introduce a Household membership which will allow use at any time (subject to availability) for £35.00 a year.

A balanced programme will be created which will allow:

- Casual use
- Member use
- Group use for tennis and netball
- Club organised coaching and events

A licence (or similar) will be implemented with a tennis coaching club to provide them with regular agreed slots of use for the year.

The LTA have worked with various other authorities in setting up similar schemes. Table 2 provides Sales of Access Systems in park redevelopment projects (July 2015). All open for minimum of 1 year.

Table 2

Partnership Authority	Local	No of Courts	Household Access Sales	Average per court
Poole		9	1141	126.77
Bournemouth		20	1101	55.05
Dorchester		4	189	47.25
Swindon		10	356	35.60
Cirencester		4	185	46.25

11. Scope of the project

Phase 1 of the project will involve the resurfacing and re-marking of five macadam tennis courts, ground installation for the electric supply for the floodlights, fencing and installation of two new gates with associated pin number access system in the first phase.

It will also include the removal of the tennis courts from the Leisure Contract with GLL and FL and the introduction of a new arrangement with a local tennis provider, such as Woking Park Tennis, to operate a year round coaching programme

A new programme of usage will be created. This will include;

- A household membership will be introduced. Customers can choose to buy household court access at a cost of £35 per annum. This will allow courts to be booked online, with gate access code provided on booking. Lights will switch on at times courts are booked. (Note: the cost maybe marginally reduced until the floodlights are installed and working in Phase2).
- Casual court bookings and block bookings
- Coaching/competition bookings which will be managed by a local tennis provider.

Finally signage and marketing will be increased to raise awareness of the courts, available activities and how to access them.

Phase 2 of the project will involve installation of floodlights to the courts to allow peak time tennis all year round.

12. Constraints

N/A

13. Interfaces

Council's Building Services Team and Serco Ltd. to be consulted as part of project.
 Lawn Tennis Association
 Woking Park Tennis
 Greenwich Leisure/Freedom Leisure
 ETC Sports Ltd
 Sports Facility Planning & Design Ltd

14. Contract requirements

An agreement will be made between Woking Borough Council and a local Tennis Club (such as Woking Park Tennis) to secure an agreed amount of usage of courts for an annual payment. Woking Park Tennis will run a coach managed tennis programme and will support the Council in administering and marketing the casual and membership programme.

15. Training needs

Council officers will require training on 'ClubSpark' the LTA's online booking management system

16. Assumptions

An agreement on usage and payment between Woking Park Tennis and Woking Borough Council

The administration in managing the scheme does not warrant any extra resource.

There is an assumption that planning permission will be provided for the floodlight installation and that any extra funding from the LTA will be approved for Phase 2 of the project.

17. Permissions and Approvals

N/A

18. Change Management

N/A

19. Alternatives / Feasibility Study

The alternative is for the courts to remain in their current state, with low levels of year round use and the existing operating model to continue.

20. Project Risk Summary

There are no significant risks associated with the project.

21. Supporting Evidence

Matt Glazier received letters of support for the implementation of the project from sports clubs and groups based in Woking Park, including Woking Park Tennis, Woking Tennis League, Freedom Leisure, The Lawn Tennis Association, Woking's 50+ club.

The Council has received quotations for the works and ongoing maintenance

The Lawn Tennis Association believe tennis in Woking is underdeveloped and there is sufficient demand to make this scheme viable.

22. Additional Comments

Not at this stage.

Financial Section

23. Funding

50% of the total cost (upto £144,000) of Phase 1 has been agreed with the LTA; this will fund a good proportion of phase 1 of the project.

In 2019 the same will be sought from the LTA for phase 2 of the project.

This request is to borrow the money to meet the shortfall in project costs for Phase 1 which was originally in the Council's Investment Programme and also borrow the total amount for Phase 2 of the project. Should funding be received from the LTA for phase 2 capital requirements will be reduced accordingly.

Funding secured from the LTA will be released in stages as work is completed and invoiced.

24. Project Cost

Phase 1

Contractual resurfacing courts & new fencing to courts

TOTAL £82,019

Extra over items include:

Elongation of programming £559.00 (If phased approach allowing some courts usage whilst others are improved)

As Built Drawings £250.00

Remote access system / gate control (Cts 1 and 2) £5,124.00

Remote access system / gate control (Cts 3, 4 and 5) £5,124.00

TOTAL £11,057.00

Trunking and connection of the electricity supply for the floodlights

TOTAL £3,000.00

Whilst optional, the LTA have strongly recommended we also provide 150mm of a compacted depth non-frost susceptible aggregate sub base material as extra protection to courts 1 & 2. This is only recommended on courts 1 & 2 as the current sub-base material is predominantly made up of Ash and Clinker. Ash and Clinker is a frost susceptible material, which gives rise to problems with settlement and displacement. Given the lack of any other material below the courts, the LTA believe that the extra 150mm is an essential item going forward as this will reduce the risk of displacement occurring in the next year.

TOTAL £26,413.00

Improved Signage to the Tennis Courts

TOTAL £5000

Sports Facility Planning & Design Ltd consultancy to oversee the project's key stages

TOTAL £2950.00

A contingency will be set aside

TOTAL £15,000

TOTAL COST £145,439 plus VAT

Phase 2

Floodlights installed

Estimated £80,000 plus VAT

A contingency will be set aside

TOTAL £10,000

TOTAL COST £90,000 plus VAT

TOTAL PROJECT COST £235,439 plus VAT

25. Ongoing Revenue Costs

What is the estimated life expectancy of the works?

8-12 years for the courts. The fences should be good for over 15-20 years

Is the life of these works the same as the main asset?

Yes

	Year 1	Year 2	Year 3	Year 4	Year 5
Additional Revenue Costs					
<i>Gate Maintenance & Wi-Fi</i>	£1200	£1200	£1200	£1200	£1200
<i>LTA Registration Fee</i>	£200	£200	£200	£200	£200
<i>Sinking Fund (including maintenance)</i>	£6000	£6000	£6000	£6000	£6000
Total Expenditure	£7400*	£7400*	£7400*	£7400*	£7400*
Additional Income					
<i>Pay and Play income (500 bookings in year 1 @ £7.00 casual pay and play)</i>	£3500*	£4000*	£5000*	£5000*	£5000*
<i>Household Membership (100 members in year 1 @ £35.00 a year)</i>	£3500*	£4000*	£4500*	£4500*	£4500*
<i>Licence Fee (Tennis Club)</i>	£1500	£2000*	£2500*	£3000*	£3000*
Total Income	£8500*	£10000*	£12000*	£12500*	£12500*
Net Expenditure					
Profit	£1100*	£2600*	£4600*	£5100*	£5100*

*Please note these figures are subject to change

** Please note the projected increase from year 2 onwards is due to the installation of the floodlights

***An agreement will be made between the tennis club and WBC for floodlight fees once the floodlights have been in operation for one year.

Note: the above figures do not include the cost of borrowing.

27. Cash Advance

None

28. Investment Programme Project Costs

	Year 1	Year 2	Year 3	Year 4	Total
Project Costs	2018/19	2019/20			
<i>Phase 1 Development costs (funding from the LTA)</i>	72,000				
<i>Phase 1 Development costs (including £15,000 contingency)</i>	73,439				
<i>Phase 2 Development costs (potential for part-funding from LTA yet to be agreed, including £10,000 contingency)</i>		90,000			
Total Project Costs	145,439	90,000	0	0	0

29. Investment Programme Project Information

The section must be completed in conjunction with Financial Management.

Scoring Category Classification: 8. Enhancement

Fixed Asset Classification: AOLL Other Land & Buildings

VAT Implications:

1. Can exempt everything WBC are not receiving income for doing this. E.g. apart from the grant no one else is paying WBC to do this.
2. This needs to come out of the Leisure Contract otherwise the risk is the whole of the Leisure Management Contract will count towards the council's partial exemption calculation.
3. Sports Facilities are now exempt, therefore this will count towards the partial exemption calculation but can be contained.
4. Authorities have a choice to tax or exempt Sports Facilities. The council will lose its Leisure Claim if it opts to tax – therefore will remain exempt.

Project Code: [To be allocated and entered on authorisation of Section 2](#)

SECTION 2: PROJECT INITIATION

Section 2 of the Project Workbook is designed to (a) identify and plan the detail of the project so that the Project Sponsor and Budget Owner can give full and final commitment and (b) act as a base against which all project stakeholders can assess progress.

1. Project Organisation

Project Sponsor: Sue Barham / Woking Borough Council

Project Manager: Michelle Melia & Emma-Louise Webb / Woking Borough Council

Project Team Member: David Loveless / Woking Borough Council

Project Team Member: Lee West, Director of Sports Facility Planning & Design Ltd

2. Financial Control

Michelle Melia & Emma-Louise Webb [Woking Borough Council] will be responsible for budget management.

Funding will be released by The LTA in stages, following payment to the contractor at significant milestones in the project.

3. Management of Project Outputs

Management of project outputs will be the responsibility of the Project Managers.

4. Post Project Review

The project will not require a post-project review

5. Project Stakeholders and Communications

At this stage it is important to identify everyone who has an interest in the project. This can include individuals, groups, the users, regulatory bodies etc. Describe the quality concerns that are most important to each of the stakeholders so a full picture of the project can be achieved. It is also important to define the key communications that must occur, and with whom, throughout the project. This should include communication plans with stakeholders as well as project management communications such as regular reports to the project sponsor and/or board.

Stakeholder	Interest in the project / Quality Concerns	Nature of Communication / Frequency
Woking Park Tennis	Hirer of existing tennis courts and future users of proposed improved facilities.	Regular verbal/written contact
The Lawn Tennis Association	National Governing Body for Tennis and Grant funding body	Regular verbal/written contact
Woking Tennis Leagues	Hirer of existing tennis courts and future users of proposed improved facilities.	Regular verbal/written contact
Serco Ltd	Current and potential future maintenance of all courts	Regular verbal/written contact
Freedom Leisure	Currently manage bookings of tennis courts and hire to community groups / members. This would no longer occur with new operating model, but Community groups' usage would be protected.	Regular verbal/written contact
Woking Borough Council Finance	VAT implications	Regular verbal/written contact
Woking Borough Council Legal	Removal of Tennis from Leisure Contract	Regular verbal/written contact
ETC	Development of the Courts and potential future maintenance of the courts	Regular verbal/written contact
Lee West, Director Sports Facility Planning & DesignLtd	Specialist consultant for overseeing project works	Regular verbal/written contact

6. Equality Impact Assessment

The purpose of this assessment is to improve the work of the Council by making sure that it does not discriminate against any individual or group and that, where possible, it promotes equality. The Council has a legal duty to comply with equalities legislation and this template enables you to consider the impact (positive or negative) a strategy, policy, project or service may have upon the protected groups. For further information or guidance please contact Refeia Zaman on ex: 3479.

		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated?(action) This section needs to be completed as evidence of what the positive impact is or what actions are being taken to mitigate any negative impacts.
		Eliminate discrimination	Advance equality	Good relations			
Gender	Men					√	
	Women					√	
Gender Reassignment						√	
Race	White					√	
	Mixed/Multiple ethnic groups					√	
	Asian/Asian British					√	
	Black/African/Caribbean/Black British					√	
	Gypsies / travellers					√	
	Other ethnic group					√	
Disability	Physical					√	
	Sensory					√	

	Learning Difficulties					√	
	Mental Health					√	
Sexual Orientation	Lesbian, gay men, bisexual					√	
Age	Older people (50+)					√	
	Younger people (16 - 25)					√	
Religion or Belief	Faith Groups					√	
Pregnancy & maternity							
Marriage & Civil Partnership							
Socio-economic Background							

7. Sustainability Appraisal

Sustainability is one of the Council's 'cross-cutting themes' and the Council has made a corporate commitment to address the social, economic and environmental effects of activities across all service areas. The purpose of this appraisal is to record any positive or negative impacts this project is likely to have on each of the Council's Sustainability Themes. For further information regarding the appraisal refer to section 7.7 of the project methodology.

Theme (Potential impacts of the project)	Positive Impact	Negative Impact	None identified	What is the nature of the impact?
Use of energy, water, minerals and materials			√	
Waste generation / sustainable waste management			√	
Pollution to air, land and water			√	
Factors that contribute to Climate Change			√	
Protection of and access to the natural environment			√	
Travel choices that do not rely on the car			√	
A strong, diverse and sustainable local economy			√	
Meet local needs locally	√			
Opportunities for education and information			√	
Provision of appropriate and sustainable housing			√	
Personal safety and reduced fear of crime			√	
Equality in health and good health			√	
Access to cultural and leisure facilities	√			
Social inclusion / engage and consult communities	√			
Equal opportunities for the whole community			√	
Contribute to Woking's pride of place	√			

8. Product / Milestone List

The purpose of this template is to identify, list in order and briefly describe the products that will be required in your project. A product is an item that the project has to create as part of the requirements. This is an important first step in working out exactly what needs to be created, changed or procured in order for the project to be a success. A project can be broken down into many products which, when pulled together, will equate to the project as a whole.

Product / Milestone	Purpose and Description
Feasibility Study	Feasibility study for the development of natural turf sports pitches (already completed)
Funding application	Completed
Tender and Quotation	Completed
Implementation of works	Resurfacing of 5 courts, erect new fencing, access control gate
Change to operating model	Remove Tennis Courts from Freedom Leisure Contract
Change to operating model	Agree Lease arrangement with Woking Park Tennis
On-going maintenance	Appoint Serco or ETC to carry out maintenance
Start work on phase 2	Apply for part funding and planning permission
Implementation of works	Installation of floodlights

9. Measuring Objectives and Benefits

At Section 1 of this Workbook (Start-Up) you will have documented the objectives of this project as well as the benefits that the project is intending to deliver. In order to demonstrate if the project has been successful, it is important to state here how all of the objectives and benefits will be assessed and measured on completion. The objectives and benefits will be measured and recorded at Section 4 of this workbook (Closure) to determine the overall success of the project.

Project Objective / Benefit	How will it be assessed / measured?
Improve health and well being.	Health and well being indicators.
Increase tennis participation as evidenced from the 2017 Playing Pitch and Outdoor Facilities Strategy	User reports
To provide a facility that allows the creation of an all year round park tennis programme in partnership with Woking Lawn Tennis and Croquet Club, The Lawn Tennis Association, Woking Borough Council and Freedom Leisure.	Varied programme
With an improved community programme, more attractive facilities, and a greater buy in from the local tennis provider, there will be an increased awareness of the courts in Woking Park, increasing casual use of the courts.	User reports and feedback

SECTION 3: PROJECT EXECUTION

Section 3 is concerned with handling the day-to-day management of the project and is mainly based around creating and implementing the products that have been identified in section 2 above with a view to achieving the overall objectives of the project.

This Project Workbook is designed to provide a framework for the overall direction of the project, particularly the justification, planning and closure stages. This stage is about the delivery of the project and the project manager is free to undertake this in the most appropriate way available. General guidelines on the areas to consider at this point are contained within the methodology but for the main, the Project Manager should engage the project in line with the information contained within the Workbook.

Please note, therefore, that you **DO NOT** have to obtain authorisation at any point in this section. You should have already obtained full and final commitment from the Project Sponsor and Budget Owner at the end of section 2 and authorisation will not be required now until project closure (Section 4). In the interim, control and awareness of the project will be primarily informed by the following mechanisms:

Project Status: Project status should be reported and discussed at set intervals dependent on the size and scope of the project (typically on a monthly or quarterly basis). The homepage of the project's space on SharePoint displays the project status.

Project logs and Documents: Throughout this stage please ensure that all project information is saved within the Projects area on SharePoint. High emphasis should also be placed on recording all risks and issues within the respective logs.

SECTION 4: PROJECT CLOSURE

A defining feature of a project is that it is finite. Formally closing a project avoids the tendency to drift into operational management. It also provides an opportunity to ensure that any unachieved goals are identified so that these can be addressed in the future.

It is recommended at this point that the Project Manager and the Project Team meet as part of the project closure review meeting. The purpose of the meeting would be to pool information and ideas with a view to completing this section of the Workbook and specifically to (a) capture and record any unfinished business (b) measure the relative success of the project by determining whether or not it has met/delivered its original objectives and proposed benefits and (c) assess other general aspects of the project to obtain an all round understanding of what worked well and what could be improved.

In addition to the completion of the templates located within this section, it is important that the Project Manager updates the project's space on SharePoint to ensure that the project is in a suitable position to be reclassified as closed on the system. This includes making documents that need to be retained into records and deleting all other documents.

Mark the following checklist to confirm that all aspects of closure have been completed:

CHECKLIST FOR PROJECT CLOSURE	COMPLETE
Have lessons learned been recorded on SharePoint?	
Have risks been recorded and closed on SharePoint?	
Have issues been recorded and closed on SharePoint?	
Are all project documents saved in the document library?	
Have all documents that need to be retained been made records?	
Have all documents that do not need to be retained been deleted?	
Are all project authorisation forms saved in the document library?	
Have Contract Final Accounts been checked by a Business Support Manager?	
Has the Project Sponsor confirmed no further action regarding variations?	
Final payments have been made and project expenditure has been checked?	

Once complete, this section of the project workbook will need to be reviewed and signed off by the Project Sponsor before the project can be formally closed. Agreement by the Project Sponsor to close the project will be recorded in the Section 4 Authorisation E-Form which should be accessed from ewokplus. The completed form should be saved within SharePoint as a formal record of the project. All other interested parties should be notified when the project is closed.

1. Contract Final Accounts

This section should be completed as part of project closure if your project resulted in the formation of a contract. A separate template should be completed for each contract that was produced during the life of the project. If the contract will continue after closure of the project, this template should be completed to reflect the status of the contract at the point of project closure.

1. Contract Name	
2. Contractor Name	
3. Start Date / End Date	
4. Contract Manager	
5. Contract Register Ref	
6. Cost Code	
7. Initial Contract Amount Released	
8. Variations issued by budget manager (include a value and date of approval and explanation for each variation)	
9. Final Contract Payments (i.e. total amount paid, including variations)	
10. Difference between approved and actual contract expenditure (7 + 8 - 9)	
11. Explanation for any difference between approved and actual	

2. Follow-on Actions / Recommendations

Use this form to record any unfinished business, recommendations or follow-on actions at project closure. This can include aspects such as remaining risks, issues and change requests that have been deferred and any ongoing problems with the project. It should be passed on to those with responsibility/authority to action.

Importance H/M/L*	Situation	Action Required	Action Owner
*Importance: H = High, M = Medium, L = Low			

3. Project Overview

This section examines a number of general aspects and records the areas of the project that worked well as well as those that could be improved. Please mark the aspects that are not relevant to your project with N/A to indicate that due consideration has been given. Please add additional rows and aspects if required.

Aspect to be examined	What worked well? / What areas could be improved?
The use of the Project Workbook	
The Project Planning techniques	
The Equalities Impact assessment	
The use of the Sustainability Appraisal	
The use of E-Forms for authorisation	
Estimating: (costs, duration, resources)	
The implementation of the project	
Managing change during the project	
Managing issues during the project	
Managing risk during the project	
Managing the quality of the project	
Managing communication / expectations	
Project Team effectiveness	
Working with Stakeholders	
The use of SharePoint for managing the project	
Other comments	

4. Objectives and Benefits Assessment

As part of project closure it is important that the project is properly assessed against its original objectives and proposed benefits. This table is designed to record whether or not an objective/benefit has been achieved having been assessed against the measures detailed in section 2 of the Workbook. The estimates for the total cost and time spent on the project should also be recorded as an original objective. It is likely that some of the objectives and/or benefits will not be realised until well after the end of the project so please ensure that you revisit this template to record the outcome as soon as is applicable.

Project Objective / Benefit	Outcome (having measured the objective/benefit)	Has it been achieved?

Appendix 1: Project Cost

Use this template to record the planned and costs of the project. This template builds on the initial estimates identified in the mandate. It is important that this worksheet is continually updated throughout the life of the project (unless a separate financial spreadsheet is maintained) so that a full understanding of the budget and resources used in the project can be gained.

Person or Supplier	Item e.g. Equipment, Supplies, Labour	Planned	Actual	Variance
ETC	Resurfacing courts & New fencing to courts	£82,019		
	Contingency	£15,000		
	Extra over items	£11057		
	Trunking and connection of the electricity supply for the floodlights	£3000		
	Extra protection of courts 1 & 2	£26,413		
	Improved signage to courts	£5000		
	Sports Facility Planning & Design Ltd consultancy to oversee the project's key stages	£2950		
	Total Cost:	£145439		