

WBC Project Workbook

Project Reference	[The unique project reference number can be found on the SharePoint project site]
Project Name	[What is the name of this project?]
Project Sponsor	[Who is the Project Sponsor]
Project Manager	[Who is the Project Manager?]

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

- It is important that all projects that have an impact upon the Council are taken through the full project management process; this includes both internal and external projects. For clarity, an 'internal' project is that which is initiated by the Council, and an 'external' project is a project that is initiated by an outside body. Qualifying external projects are those that have a direct impact on the Council – this might be a shared output, a need for staff to support the resourcing of the project, a project that the Council is fully/part funding, or a project where the Council is a key stakeholder.
- 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.
- If this project requires member level approval, please complete this Workbook and append it to the report that you will need to prepare for submission to the relevant committee. This will enable members to review all elements of the project and understand the business case in more detail.

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

[Provide some background information together with the present situation if appropriate. Identify any supporting information and any previous reports/documentation that might impact on the project]

2. What are the factors driving the project?

[The project may be driven by a number of possible factors: Members, Government policy, legal requirement, Council policy, result of a review, business need etc. Try to be as specific as possible]

3. Project Objectives

[What are the objectives of the project? Objectives are concrete statements describing what the project is trying to achieve. A well worded objective will be SMART: Specific, Measurable, Achievable, Relevant and Time-bound]

4. Project Benefits

[Outline the anticipated benefits this project will deliver to the organisation and/or user. Examples are:

- more effectively integrate systems;
- reduction of paper, manual effort, duplication;
- streamline a process to make it quicker / easier / greater value for money etc.]

5. Timetable

[What are the anticipated timescales for the start and end date of the project?]

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

[Please indicate what is likely to happen if the project is NOT implemented in either (a) the timeframe specified above or (b) not run at all]

7. Does this project contribute to the Corporate Plan objectives?

[Be specific as to how this project links to the Corporate Plan.

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

[Please identify exactly which Council Strategy / Improvement Plan action this project relates to]

9. Community Safety, Equalities and Sustainability issues

[Specify if this project will impact upon community safety, sustainability and/or equalities issues. If so please indicate if the project and its objectives are consistent with the Council's policies on each. A full equalities and sustainability impact assessment will be undertaken at section 2 of this workbook]

10. Data Protection

[Specify any personal data that you will be gathering or using as part of this project. State the legal basis that you have for using this data, e.g., a statutory duty, a legal power, a contractual obligation, a legitimate interest or the consent of the people identified. Explain how long the data will be kept, how it will be kept secure and how you will inform people of how their personal data is being used.]

11. Project Approach

[Give a high-level account of the approach that will be taken for this project. Explain the nature of the proposed solution: i.e., bespoke, contracted out, modify existing product, design from scratch, use internal staff, hire contract staff, buy ready-made solution etc.]

12. Scope of the project

[The project scope states what will and will not be included as part of the project i.e., will include roll-out of IT system, will not include operational maintenance. By defining the project's overall boundaries, a common understanding of the project for all stakeholders will be achieved]

13. Member Level Approval

[Will this project require member approval? If so, please specify:

- The relevant committee where approval will be sought i.e., Council, Executive etc.
- The date of the committee that you intend to submit this Workbook and associated report to.
Please contact Member Services for a committee meeting timetable, as you will need to give regard to the full schedule, including the Forward Plan and the need for CLT approval.
- Please also identify what material changes to the scope or nature of your project would require subsequent member level approval. Be clear as to the approach that approval will be requested i.e., committee report, portfolio holder discussion etc.]

14. Constraints

[Mention any constraints that apply to the project. For example:

- Dependencies on other projects;
- Resource levels;
- Budgetary limits;
- Level of disruption to the business;

- Deadlines, for example launch dates or statutory requirements]

15. Interfaces

[Will any of the products of this project have to interface/integrate with existing Council systems or processes? i.e., IT systems, working practices, policies/procedures, methodologies etc.]

16. Third party engagement

[Please detail the extent to which third parties have been or will be engaged as part of this project. List all third parties and the nature of the engagement].

17. Contract requirements

[Indicate if the creation of a contract will be formed as part of this project. If so, please describe the likely nature of any such contract (i.e., agreement between WBC and a third party).

18. Confidentiality requirements

This section should be completed in accordance with the Confidentiality Protocol (please contact Legal for the latest version). All confidentiality agreements should be captured in the appropriate register as per the Protocol. Please ensure that all additional documentation relating to confidentiality is saved in the project area on SharePoint.

Will this project result in entering into a Non-Disclosure Agreement (NDA)?	Yes / No
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If yes, please provide additional detail as to why, and whether the NDA is time limited or permanent.	
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Will this project result in the need for confidentiality clauses in the contract?	Yes / No
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If yes, please provide additional detail here and specify the period over which confidentiality will remain in force.	
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19. Training needs

[What are the training needs for this project in terms of (a) those working on the project and (b) those affected by the project? Any costs should be documented at Appendix 1 of the Workbook]

20. Assumptions

[Have any assumptions been made for the delivery of this project? These are realistic expectations about what will be in place or will happen that you want to highlight to check their validity]

21. Permissions and Approvals

[Please record any permissions or approvals that are needed to complete the project e.g., Planning, Building Control, Highways.]

22. Change Management

[Will this project result in any change management issues i.e., new business process, re-training, organisational restructuring, staff and equipment move, transfer of staff, outsourcing etc.?.]

23. Alternatives / Feasibility Study

- [What are the alternatives to undertaking the proposed project?
- Are there other potential ways to solve the problem and have they been fully explored?
- Will a feasibility study of the alternatives need to be undertaken to determine the best solution?]

24. Project Risk Summary

[Provide a brief summary of the key business risks to the project. All risks should be recorded and administered in SharePoint where they can be monitored and reported]

25. Supporting Evidence

[Please make reference here to any other documentation you wish to submit to support this section of the Project Workbook.]

26. Additional Comments

[Please record any additional comments to support any aspect of the proposed project]

Financial Section

27. Funding

[Will the project be included in the Investment Programme or met through existing revenue budgets? Please indicate what funding has been identified: Section 106 monies, a successful funding bid or grant etc. If Section 106 please give a specific planning reference, if revenue budgets, please indicated the specific Cost Centre Code against which the project will be funded.]

28. Project Cost

[Complete the template attached at Appendix 1 to record the cost of project implementation and the resources used. The template should be updated throughout the entire life of the project]

29. Ongoing Revenue Costs

[It is also important to identify any year-on-year costs arising once the project has been completed and is operational. Only include new costs that arise as a result of the project.]

If the following questions are not applicable to your project, please write N/A.

What is the estimated life expectancy of the works?

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

	Year 1	Year 2	Year 3	Year 4	Year 5
Additional Revenue Costs					
<i>Premises (water/heating/lighting)</i>					
<i>Ongoing Maintenance</i>					
<i>Supplies and Services</i>					
<i>Additional Employee Costs</i>					
<i>Financing Costs</i>					
Total Expenditure	0	0	0	0	0
Additional Income					
<i>Fees and Charges</i>					
<i>Grants</i>					
<i>Other</i>					
Total Income	0	0	0	0	0
Net Expenditure	0	0	0	0	0
Depreciation / Replacement	0	0	0	0	0

30. Cashable and Non-Cashable Savings

[Any potential savings must be explained thoroughly to support the project. Cashable savings result in a reduction in expenditure, or the potential to release resources for reallocation elsewhere. Non-cashable savings are intangible aspects that are achieved through improved quality or additional outputs from the same level of resources. For additional help please contact Financial Management.]

	Year 1	Year 2	Year 3	Year 4	Year 5
Cashable (Tangible)					
<i>Staff Saving</i>					
<i>Equipment Saving</i>					
<i>Buildings Savings</i>					
<i>Other</i>					
Non-cashable (Intangible)					
<i>Reference 1</i>					
<i>Reference 2</i>					
<i>Reference 3</i>					
Total Savings	0	0	0	0	0

31. Investment Programme Project Costs

[This section should be filled out (in addition to Appendix 1) **only** if the project is listed on the investment programme. By identifying the costs, provision can be made in the Investment Programme.]

	Year 1	Year 2	Year 3	Year 4	Total
Project Costs					
<i>Development Costs</i>					0
<i>Contractors / consultants</i>					0
<i>Equipment Costs</i>					0
<i>Hardware / Software</i>					0
<i>Implementation costs</i>					0
Total Project Costs	0	0	0	0	0

32. Investment Programme Project Information

The section must be completed in conjunction with Financial Management.

Scoring Category Classification:

Fixed Asset Classification:

VAT Implications:

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

[At this stage you should know who will be filling the role of the Project Sponsor and Manager. If the project requires a board and project team, you should also document exactly who will be involved and in what capacity. Please refer to the methodology for further information.]

Name:	Role within project:	Organisation:

2. Officer Interests

Please record any interest's officers may have in this project, or in relation to parties that are engaged in the project. All interests should be recorded in accordance with the Officer Interests Protocol (please contact Legal for the latest version). Please also clearly state if there are *no* instances of officer interests.

Officer Name:	Detail/nature of interest

3. Financial Control

[Outline the structure for the control of expenditure and budgets i.e., who is responsible, how often will they report expenditure details and to whom, will funding be released as a lump sum or in stages?]

4. Management of Project Outputs

[Identify who will manage and take responsibility for the project outputs once they are delivered and set out the reasoning behind this decision. Examples would be aspects such as:

- Who will be responsible for the servicing arrangements for any external/internal contracts?
- Who will be responsible for the funding arrangements for ongoing maintenance of the project output?
- Who will write and administer initial terms of reference for a user group or an ongoing Board?
- Who will be responsible for monitoring the benefit realisation plan?]

5. Post Project Review

[Will this project require a post project review i.e., 3 – 6 months after completion? If so, give a brief indication of when it will be undertaken, who will do it, how it will be measured & how long it will take]

7. 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							
Carers							
Other identified groups							

8. 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.

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				

9. 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

10. 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?

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?	
Have Financial Management checked the Project Closure Section has been completed?	
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 sent to the Project Support Office for review. The Project Support Office will then send it to CLT to be signed off so the project can be closed. 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	

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	
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
		Total Cost:		