

WBC Project Workbook

Project Reference	Tbc
Project Name	Resident Services
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Project Manager	Hannah Boneham

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 Resident Services Programme is designed to improve customer services, by moving services online to become 24/7 where feasible, whilst improving telephone and end to end service design. The aim is to deliver better, cheaper services.

Woking Borough Council (WBC) is in a challenging financial position, the context of which is laid out in the [Council's Improvement and Recovery Plan](#). The Section 114 Notice stops all but essential spending, making sure the council can continue to provide vital services to all residents, especially its most vulnerable citizens.

Whilst the Section 114 Notice focuses on WBC's borrowing and investments, confidence in the council and its governance and decisions-making relies on its ability to demonstrate that it has taken all necessary steps to deliver a balanced budget and plan.

The Improvement and Recovery Plan is a requirement of the intervention from the Secretary of State, and its primary focus is to drive the transformational change required to support recovery. It is divided into 4 Themes and this area of work sits within the 4th (Organisation and service redesign - Deliver a smaller, data driven organisation, where staff feel empowered and digitally confident and are delivering on key priorities). The Resident Services programme contributes towards the eight Directions as part of the Improvement and Recovery Programme, in particular Direction e) An action plan to reconfigure services.

2. What are the factors driving the project?

The Resident Services Programme's projects (formerly Channel Shift workstreams) have two customer groups:

- Resident and partners of Woking – amongst the most common services for which residents and partners contact WBC are Council Tax, Planning, business rates, Benefits and Housing.
- Staff at WBC – who use the resources on the website to manage their own interactions with customers and to do their jobs.

WBC is under significant financial pressure and has a historic underinvestment in technology including website, telephony, software, service design, business analysis, and use of data to inform decisions.

In April 2023 a review of customer services and housing services was undertaken by external consultancy Impossible Ideas. This was the first review of its kind since June 2014, when outsourcing to Capita was being seriously considered, but no changes or investments were made.

Since then, a web and customer services team has been established. Key findings of the April review and since are:

WBC Overall

- The challenges across both customer services, revs and bens and housing are significant
- There is a significant opportunity for channel shift, and for redesigning content and communications to prevent failure demand
- Self-service tools can improve

- WBC communication between teams is patchy
- Limited data to track and improve
- Residents come to WBC at a point of crisis with early intervention opportunities missed
- Pressure on staff is high

Additional Customer Services, Revenues and Benefits

- Resident enquiries experience a large amount of failure demand, re-keying, complex processes and manual handling. Our Customer Relationship Management software does not allow us to track our customers' journeys.
- As of September 2023, we had 92 different telephone numbers and 106 different email addresses listed on the WBC website. By March 2024, quality assurance activities have reduced the telephone numbers to 68.
- Online forms are not user friendly; for Benefits, an estimated 10 people a week require help completing forms. In addition, we do not promote their use and openly offer an email option. This results in 70% of customers emailing, even when a suitable form exists.
- We send out approximately 4-6,000 documents a month requiring 1 staff member 2-3 hours a day.
- Council Eforms that support the website are currently not integrated; this creates inefficiencies where manual steps are required often resulting in delays and risking data quality
- Much of the service has become a switchboard, little understanding whether calls are resolved. Residents often end up in dead ends
- Pay and progression are limiting leading to high staff turnover and lack of skilled operatives
- There is a mixture of highly skilled and more transactional needs but lack of clearly delegated roles
- The team isn't set up effectively for flexible working, performance is inconsistent

Additional Housing

- The service is in a firefighting state. Recent hires have helped
- The front door service, from expectation management to the tools needs improvement
- The turnaround of void properties needs review
- The contracted repairs service is not performing
- Rent collection is too low

CLT noted the report from consultants which found gaps in capacity and capability, lack of data and insights, and clear user journeys, and agreed to further investigation, leading to a Strategic Outline Case in Autumn 2023 leading to this Workbook.

3. Project Objectives

The strategic aim of Theme 4 (Organisation and Service Redesign) of the IRP, is to 'deliver a smaller, data driven organisation, where staff feel empowered, digitally confident, and delivering on key priorities.'

Within this, the Resident Services Programme's projects (formerly 'Channel Shift workstreams') are designed to meet Objective 7, to 'move customer-facing services online to deliver further efficiencies and improved customer service.'

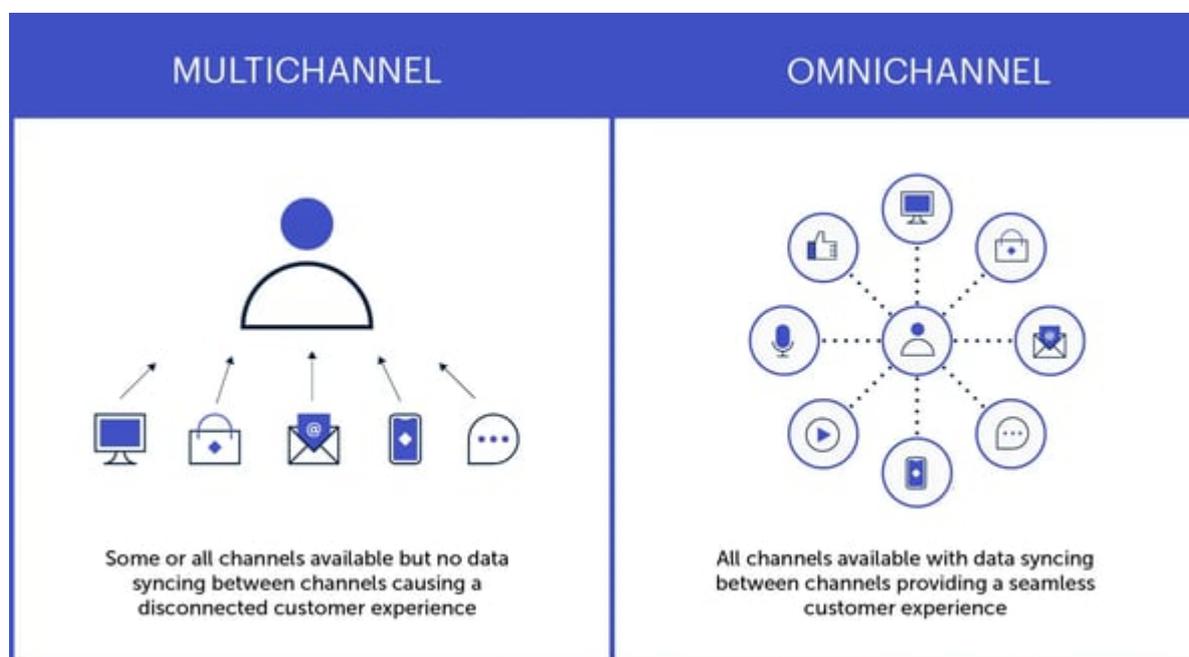
In delivering this work we are committed to the design principles set out in the Local Digital Declaration, a national commitment to best practice in digital which was signed by the Chief Executive November 2022.

The Programme will achieve its outcomes through the method of channel shift. 'Channel shift' is the process by which organisations encourage customers to change the way they choose to interact with services, from the customers' current preferred approach to a new one. In this context,

we are trying to encourage customers that can do, to move to self-service, primarily using online and digital services rather than in-person, by phone or paper forms.

Channel shift is not about asking people to adopt new technologies or habits or to make it more difficult for them to interact with us. We will be asking customers who can, to interact with the Council in ways that they already do with other businesses and organisations. This will allow us to free up staff time to continue to provide more direct services to the minority of customers who really need them. It will make it easier for all of our customers (both external and internal) to interact with the Council.

The following diagram illustrates one possible mechanism for channel shift, the move from multi-channel to omni-channel:



Successful implementation of the above, requires whole organisation redesign and behaviour change. Without these, the benefits of transformation will not manifest.

Organisational design and development focus on improving processes, structures and systems with a particular emphasis on staff engagement and development. It embraces a culture of innovation and adaptability that allows organisations to build resilience and respond effectively to changing contexts.

Service redesign will focus in the first instance on higher volume areas of customer queries: council tax, planning and housing.

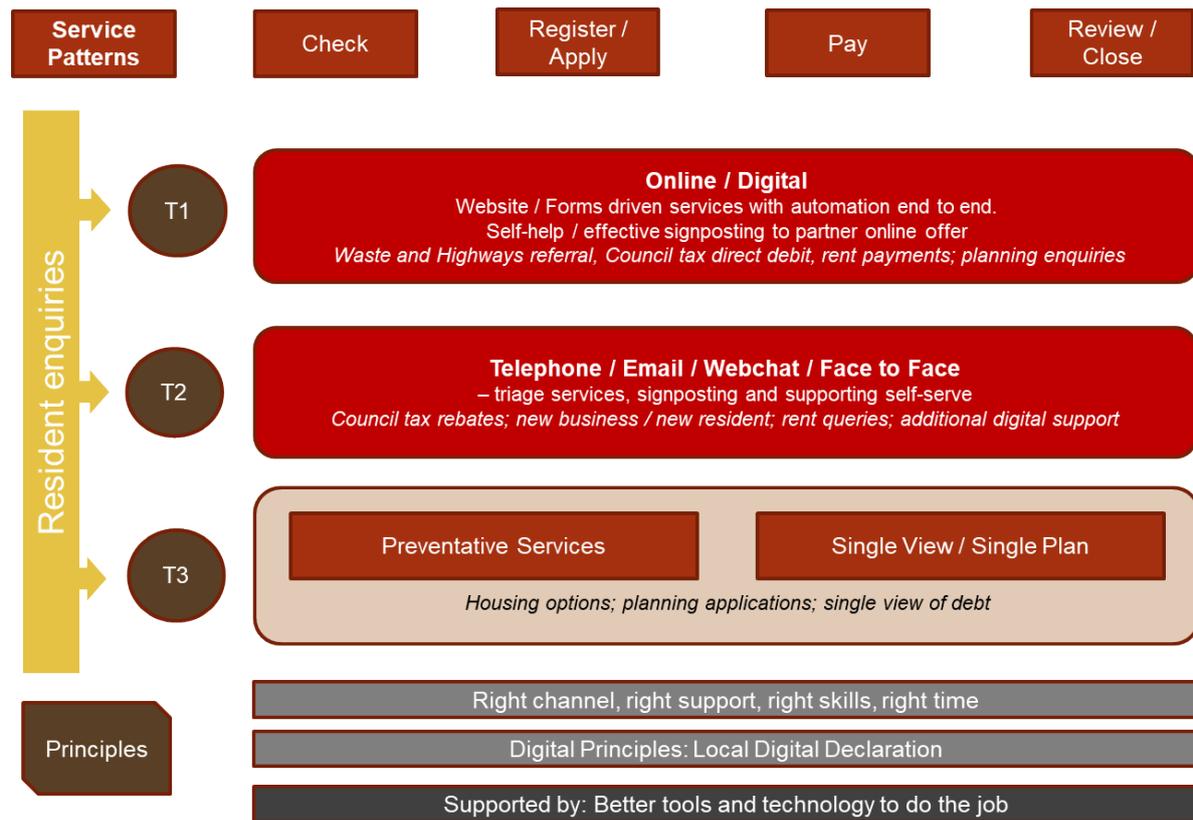
The specific outcomes that the Resident Experience Programme will deliver on are two-fold:

- **Financial savings**
- **Improved customer/resident experience**

This will be achieved through transformation of the customer-facing services of WBC, and a new culture and operating model that supports our 'front door'. The new operating model will feature 3 tiers of customer experience:

1. **Self-service** – largely delivered by a new website and with no need to interact directly with WBC staff
2. **Triage and direct support / referrals** – where those who need to can interact directly with customer service staff. Referrals will also tap into full local resources/assets including the local VCS, NHS, ICB, county/district/borough and our partners.

3. **Case management through agreed processes** – when individual customers become known to us because they are utilising an established process or service.



Design of the high-level operating model was based on three primary sources to date:

- Benchmarking and detailed comparison with other local authorities, particularly Lichfield, Runnymede and Sandwell, further benchmarking with Spelthorne, Northumberland, Hackney, and Manchester Councils is planned, to get a range of models from authorities at different stages of channel shift
- Input and contributions from WBC staff
- user experience research carried out by Impossible Ideas and TPX

Customers in Woking will have needs that are largely consistent with those across the country (approximately 80% consistency), however there will be a local specificity that needs to be built into our solution design. For example, examination of our users' journeys will allow us to define the specific requirements to implement technological/digital solutions that will meet our customers' needs.

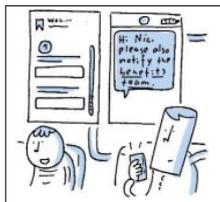
As part of the user research carried out into our proposed operating model, following graphics were developed. These are based on pen portraits or personas that represent customers of WBC, and illustration:

Moving to Woking

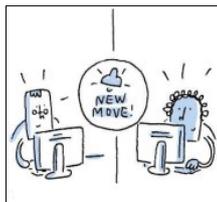


Nic is moving house to Woking. They Google Woking Council to find out what they need to do.

There's a **step-by-step guide** for what to do when moving to the borough.



Step 1 is to complete a move form. They **fill it in on their mobile on the way to work**.

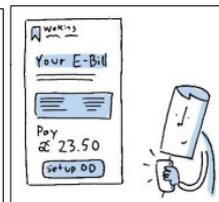


Both the Revenue and Benefits services receive a notification of the new move.

The move is automatically processed into the system. Staff check the information and finalise the customer's bill.



Step 2 - Nic **receives an SMS notification** confirming that the council have processed the request and that the new bill will arrive soon.



Step 3 - When the bill arrives, Nic **scans the QR code** on the letter to set up a direct debit and signs up to e-billing.

It also contains **additional information about what to do if they are struggling to pay**.

Spotting someone who needs help

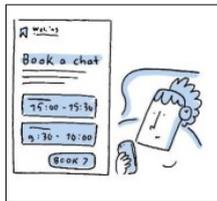


The **rising cost of living** has started to affect Joella. She starts to panic about the amount of outgoing payments and **cancels her council tax direct debit**.

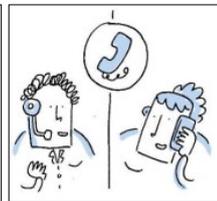


The **council's Welfare Officer** notices that Joella has cancelled her direct debit.

She **sends her an SMS** to check in with her and shares a link to Woking's **cost of living support options on the website**.



Joella looks through the support available and opts to **book a callback with the Welfare Officer**.



The Welfare Officer **listens to Joella's concerns**. She discovers that she also has parking fines overdue.

The Welfare Officer is **able to offer an affordable payment plan** for all Joella's debts.



After the call the Welfare Officer sends Joella follow up information and **a link to an application for food stamps** via SMS.

There are options to **contact the team again via web chat** if she needs to.

Housing

Get advice online



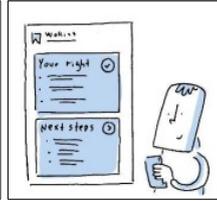
James lives in a small 1-bed flat in Woking. He's devastated because he just got a call from his landlord and was **asked leave the flat** by the end of the month.

How is he supposed to find a new flat in just two weeks?



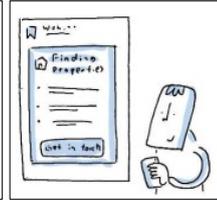
James is really worried so he visits the Woking Council's website. He goes to the housing section and opens the **Online Housing Advice Tool**.

Step by step, he needs to answer a few questions about his situation.



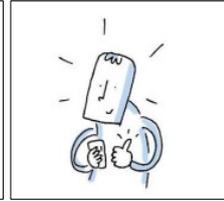
At the last step he gets **a list of his rights** as a tenant and the **options** for next steps.

James is relieved to read that the landlord needs to give him an eviction letter first. That will give him some time to look for a new flat.



He also gets advice on **where and how he can best look for properties**.

For example, there is a filter in Rightmove to find landlords who accept people who are on benefits. James decided to give this a try first before he contacts the council.



At the end James didn't need to reach out to the Housing Service because he found a flat through a friend.

However, it's good to know that he'll get **good advice from the website** and that there's also a **team he can contact** in an emergency.

Housing

Apply and bid for social housing

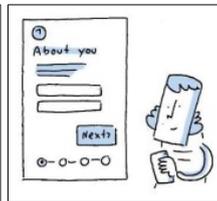


Sarah is a single mother to two small children. When her husband left her, she was suddenly on her own.

She has some savings but in the long run she can't afford the rent on her own with her small salary as a cleaner. A friend told her that Woking Council might be able to help her.



She visits **Woking's website** where she sees a headline 'Are you eligible for social housing?' Sarah clicks on the button and opens the **Eligibility Checker**. She puts in some info about herself, it's very easy. The result is that she is eligible and it tells her that the **estimated waiting time** for social housing for her is 4 months.



Sarah now **starts the application** for social housing. Again, it's a very straight forward **online form that guides her step by step** through the required information.

She can **upload documents** easily and can even **pause** the form and easily **return** to where she left it.



After she submitted everything she **gets regular updates** of the stage her application is at.

After a few weeks she receives the bidding number and the **log in to the bidding portal**. If she ever loses the log in details she can just request a **magic link** to login again.



Bidding is also very easy. Sarah gets **regular reminders to bid and updates** when a new property that fits her criteria is available.

Longer term vision

Beyond resident segmentation is a wider goal capturing the role of a local authority: prevention. For those with the highest needs, WBC has a responsibility to take a holistic approach to solving complex challenges, alongside partners.

Prevention as a common goal

Customer Services

- Spot vulnerable people at risk
- Be the first line to resolve issues
- Guide people to the right service

Revenues

- Spot and flag people who are in debt
- Bring support services in when needed

Benefits

- Help people get what they're entitled to
- Bring support services in when needed

Housing Services

- Prevent and relieve homelessness
- Make sure situations don't get worse
- Work proactively with people

External Partners (e.g. Surrey County Council):

- Work collaboratively with adult's and children's services
- Develop a strong partnership network with community and third sector organisations



4. Project Benefits

Measuring impact

It is critical to keep success measures as consistent and simple as possible, so data can be effectively analysed: across time, across service areas; relative to other inputs and events (for example CAB reducing service provision; changes in legislation).

Prior to soft market testing, we identified three impact measures:

1. **Cost savings.** for example, removing staff because an activity that took several hours a day of staff time has now been automated; or reducing the cost, after inflation, of an application contract
2. **Cost avoidance:** reducing the likelihood of a cost being incurred. For example, improved information online and self-serve reduces customer service queries via phone
3. **Improved resident satisfaction:** for example, Net Promotor Score (how likely are you to recommend the service); customer satisfaction scores.

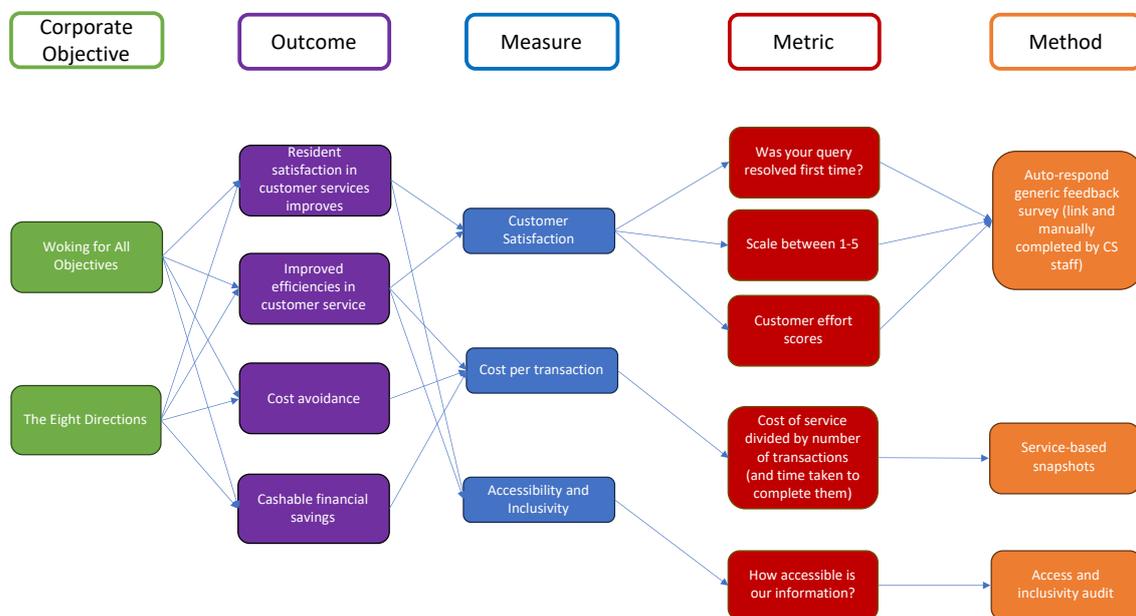
These measures were amended following soft market testing to the below:

Cost Savings	Establishment reductions following natural attrition as a result of increased efficiencies. This will be based on staffing budgets in 2024/25 compared with budgets in 2026/27.
Cost Avoidance	From improved customer experience, eg reducing in failure demand based on calls through to customer services to resolve requests across departments; baseline compared with repeated exercise on completion of the project.
Improved resident satisfaction	Net Promotor Score (how likely are you to recommend the service); customer satisfaction scores (out of 10). Initial baseline in March 2024 compared with repeated exercise on completion of the project.

And they have further been refined to those outlined in below [Section 9 on Benefits](#). These measures will evolve further as the organisation’s capability around metrics improves as a result of the implementation of the digital functionality for which this programme is responsible:

- **Accessibility and Inclusivity** – external audit carried out on the website at regular intervals. 1st planned for 1st April 2024, repeated when the new website goes live and then every 12 months thereafter. Note: this is in addition to ongoing, regular automated testing of the website.
- **Customer Satisfaction** – based on responses to a feedback survey, which will be offered regardless of whether the customer has self-served online or telephoned us. Metrics include whether query was resolved first time, effort required to resolve query and satisfaction with outcome on scale of 1-5.
- **Cost per Transaction** – calculated based on number of transactions, length of time they take and cost of service. First sample to be taken on 1st April 2024 and monthly thereafter. In first instance this will be limited to services for which the required data already exists, with others will be added as the data becomes available.

The relationship looks like this:



We will continue to develop the metrics and measures, both in terms of depth of understanding, and breadth of services reviewed over time. We will regularly report back on insights through the Corporate Programme Board and Improvement and Recovery Programme, which will report to relevant Scrutiny and Executive meetings.

Data and insight

As part of the channel shift work the use of data in the organisation needs to improve. In the first instance across three key areas but this will mature over time:

1. **What we measure:** refining Key Performance Indicators and introducing new ones, such as the three above, based on best practice, and people and technology capability

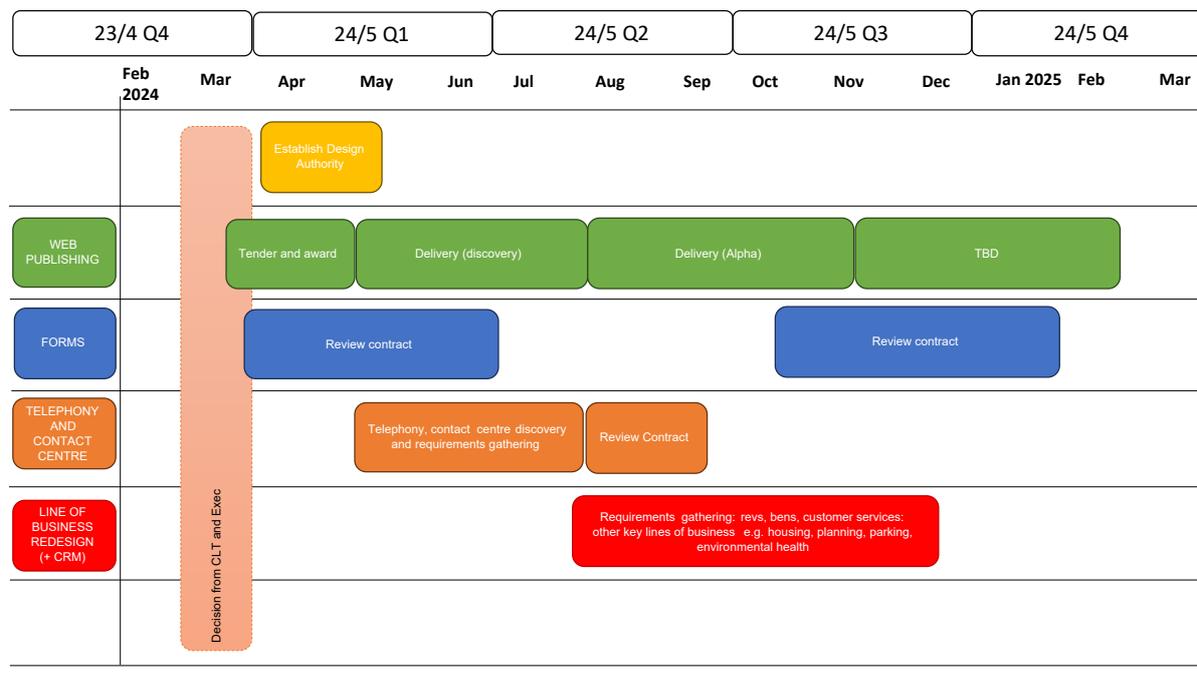
2. **How we measure:** Which teams, what frequency, with what technology and data platform (such as Microsoft's Azure cloud data services), and how this integrates across services and applications; who owns the data; data security; data literacy and skills
3. **What we do with it:** how we analyse data and how this leads to tangible improvements, which are measured to focus on continuous improvement

WBC is immature in its use of data. Short, sharp pieces of data discovery work will be presented as part of the forthcoming Digital Action Plan (DAP).

5. Timetable

- Project start date: October 2023
- Project end date: December 2025 (dependent on approval to proceed to market in March 2024)

The following timetable represents the six months of start up (in line with Phase 1 of the IRP). A further breakdown of key milestones from this point forward is available in the Initiation section.

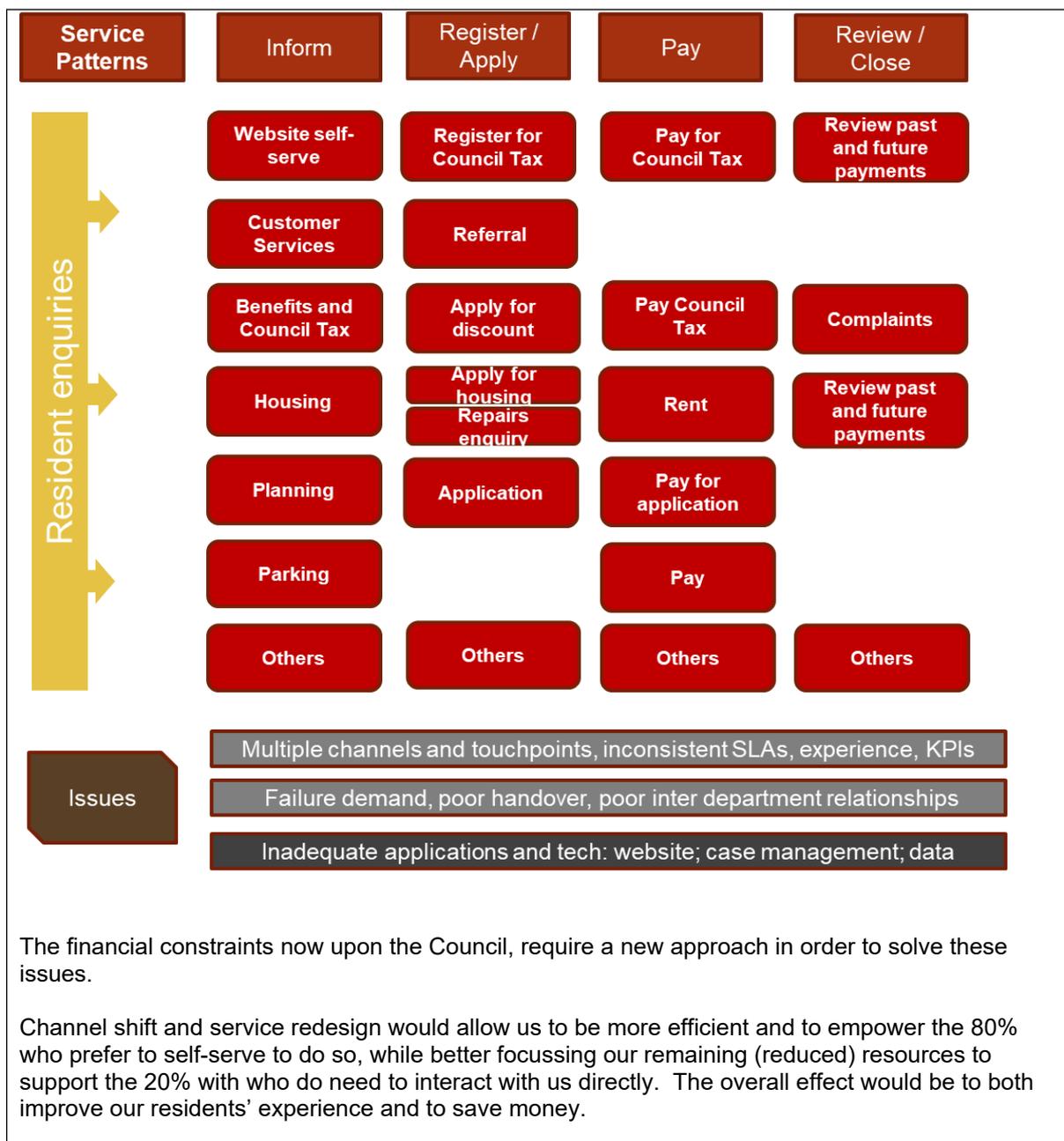


6. What are the implications of NOT implementing the project?

Staff are working hard under difficult circumstances, with only minor WBC led improvement programmes over the last decade. This despite significant changes in technology, structure and the pandemic itself. Investment needed to improve is significant. Both to WBC finances and resident outcomes, and in some cases our legal obligations.

The cost of doing nothing is likely to be higher than the cost moving transactional services to self-serve and more complex services to a skilled customer services team, thereby reducing complex needs services who require specialist case management.

The 'as is' operating model for customer services, revenues and benefits illustrates some of the complexities:



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

The details outlined in this workbook, align to the [Woking for All strategy](#).

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

Yes, Channel Shift makes up three workstreams within WBC's Improvement and Recovery Plan.

The Improvement and Recovery Plan is a requirement of the intervention from the Secretary of State, and its primary focus is to drive the transformational change required to support recovery. It is divided into 4 Themes:

1. **Financial Recovery** – Sustainable budget management, making difficult decisions whilst delivering against strategic council priorities and safeguarding future capacity.
2. **Commercial** – Release WBC from unaffordable commitments, while protecting the public purse and optimising the value of existing assets and rationalising.

3. **Governance and assurance** – Ensure risk is managed and decisions are based on data and evidence and scrutinised.
4. **Organisation and service redesign** – Deliver a smaller, data driven organisation, where staff feel empowered and digitally confident and are delivering on key priorities.

Delivery of the IRP is in two phases:

- Phase 1 – up to and including December 2023: capture and delivery of known actions and improvements possible within existing resources and design of Phase 2
- Phase 2 – from January 2024: build on Phase 1 and deliver on additional areas of improvement identified, some of which may require investment to save.

The activities within the Themes are interdependent and will be managed through a programme management approach.

All of the above, and the details outlined in this strategic outline case, align to the [Woking for All strategy](#).

This programme also delivers against the Woking For All Strategy 2022-25 supporting the outcomes of healthier, engaged, greener and prospering communities through a more user friendly front door, and improved service delivery. It delivers against the Digital Strategy 2022-25, in particular Theme 1: Smart People and Theme 3: Smart Council, which outline the importance of excellent online services, and improved telephony and face to face for those that need it.

As a Council WBC has traditionally under resourced digital and transformation activity relative to our peers. This three-year programme aims to address this, deliver better services, and deliver a return on investment. The aim is to keep costs as low as possible, whilst making the most of recent technology innovation and meeting raised resident, partner, and customer expectations.

9. Community Safety, Equalities and Sustainability issues

Moving away from traditional methods of service delivery, such as paper-based forms or face-to-face interactions to improved online services increases levels of accessibility and usability for residents and partners.

Online resident services can improve customer satisfaction by providing a faster, more convenient and more personalised service. Residents can access information and support anytime and anywhere, without having to wait on hold or visit a physical location; those working during traditional customer services operating hours have greater access to services. And online services can also provide more information and content in a range of formats, so customers with diverse needs can access it more easily.

All future contracts will include both a social value initiative, and an environmental/ sustainability requirement.

10. Data Protection

This programme will include a great deal of information gathering and data migration. This will be predominantly based around migrating existing data (both staff and resident data) from on-premise storage to cloud based storage.

The security of data forms a fundamental element of the programme, and the exact arrangements for this will be mapped as part of security workshops that will be run in conjunction with our external supplier (once appointed). Decisions around security and data protection will be presented at WBC's Cyber Security and Information Governance Working Group, which reports monthly to CLT.

11. Project Approach

The complexity of this solution is not to be underestimated. It requires coordination of multiple services and individuals to achieve ambitious change goals within tight timeframes and financial constraints. Many of the individuals involved will be balancing day jobs alongside their change ambitions and will be working in ways that are new and unfamiliar to them. The staff in affected services should be congratulated on their commitment and enthusiasm to engage with this process to date, despite the uncertainty it has brought to their roles.

A programme management approach is therefore crucial to success, particularly with regard to management of interdependences, proactive action to mitigate risks and any emergent issues and committed stakeholder engagement to ensure we maximise the significant skills and expertise of our workforce. Where prioritisation of activity is required recommendations will be based on a comparison of cost and volume of customer contact.

As with the IRP (series of themes that hang together in the programme), the series of three Resident Services workstreams forms a Project within which the activities (outlined in the following section) are interdependent with other areas of work (for example the Digital Action Plan).

The IRP provides a basis for a high level plan for the next 6 months which is outlined above in Section 5). However, the precise nature of the packages of work (shown in colourful arrows on the left) is not yet confirmed and may be amended to better connect with the other workstreams within Theme 4 and the Digital Action Plan.

The plan will be further refined as design and soft market testing continues, with set of milestones outlined in Initiation below.

12. Scope of the project

The activity required is described below.

New operating model

The primary mechanism for delivery of this option is the implementation of the new operating model outlined above in Section 3. Each of the three tiers of the new operating model require significant enabling functionality to transform. This functionality is listed below:



A: Delivering a new user-centred website

The current web platform is not optimised to provide the type of self-service that we have ambitions to achieve through change. It should be noted that work in this area is not at a standstill; a project team is working on a backlog of 'quick wins' identified by user research to date to prepare the ground for further interventions.



B: Implementing a new softphone telephony system

WBC's current telephony system incurs high hardware and maintenance costs. To address this, we have been investigating the implementation of softphone technology leveraging Microsoft Teams.

Softphones allow employees to make and receive calls from anywhere with an internet connection. This means that employees can work remotely, travel, or work from different office locations, without the need to forward calls or use a separate mobile phone. This improves productivity and

allows for greater flexibility in scheduling and work arrangements. It also aligns with our approach to Bring Your Own Device (BYOD), as staff can take calls via Microsoft Teams on their own device once it has been enrolled in our Mobile Device Management (MDM) service.

Softphone technology can be integrated with other communication tools such as email, instant messaging, and video conferencing. This allows employees to have all their communication tools in one place, improving efficiency and reducing the need for multiple applications. This would improve the service provided by the Contact Centre, enabling them to adopt an omnichannel approach. Softphones can be easily installed on existing devices, such as laptops or desktop computers, reducing the need for additional hardware or ongoing maintenance.



C: New Customer Management System

A new customer relationship management (CRM) system will improve our ability to manage cases and customer flow throughout customer services as well as how work is allocated, how we analyse volumes and service satisfaction.

In the context of local government in the UK, implementing a Customer Relationship Management (CRM) function offers several significant benefits:

1. **Improved Customer Service:**
 - CRM enables local councils to manage interactions with citizens more effectively.
 - It facilitates dealing with queries, complaints, and specific requests promptly.
 - Accurate information can be transmitted and received swiftly, enhancing overall customer service.
2. **Enhanced Accessibility and Inclusion:**
 - Well-organized delivery of customer service directly impacts accessibility, inclusion, and involvement.
 - Citizens receive better care when their requests are handled promptly and efficiently.
3. **Efficient Service Provision:**
 - Local government needs to complete tasks quickly and economically.
 - CRM streamlines processes, allowing for efficient service delivery.
 - Citizens also expect immediate attention to their requests.
4. **Data-Driven Decision Making:**
 - CRM captures and processes information about customers.
 - This data is made available to staff, enabling them to improve service provision.
 - Councils can analyse why customers contact them and identify areas for service enhancement.
5. **Transition to a Customer-Centric Approach:**
 - CRM encourages local councils to move from a departmental structure to a customer-centred one.
 - It aims to provide quality services in a joined-up manner, aligning with social inclusion goals.
6. **Management of Complex Interfaces:**
 - Local government interfaces with customers across various channels (face-to-face, telephone, internet, etc.). CRM helps locate information related to customer inquiries and ensures effective communication internally.

CRM empowers local councils to understand their customers better, improve services, and create a more citizen-focused approach.



D: Soft market testing of channel shift solutions

(to include the full range of lots)

In order to be specific about the solutions we plan to implement, we needed to have a better understanding of the products and services available in the current market. To achieve this, we carried out soft market testing during November 2023.



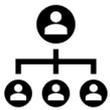
E: Establishment of a user experience function (within the new Resident Experience service)

As mentioned above, examination of our users' journeys will allow us to define the specific requirements to implement technological/digital solutions that will meet our customers' needs and the customer services team functions will be broadened to accompany these and similar functions.



F: User Research

The user experience research carried out by Impossible Ideas and TPX have created a sufficient baseline for this strategic outline case, in order to be specific about costs and quality for WBC, further refinement of this design must take place. This will also be critical to the embedding of a culture of continuous improvement that will form a crucial element of the new culture supporting the operating model. It will also require resident engagement to refine design and inform our Equalities Impact Assessments.



G: New staffing structure (for Customer Services, Revenues and Benefits, ICT and Digital)

The operating model and the staffing structure are different but inter-related pieces of work. The new posts, job descriptions, person specifications and structure charts that support the operating model have been developed as part of Phase 2 of the Fit for the Future Programme. It will therefore adhere to all related processes.

The aim of this activity will be to produce an enhanced resident experience function incorporating the staff who support Tiers 1 and 2 of the operating model into the same centralised service. This will also establish the staff roles that will form the new user experience function (activity F).

Further specific activities:

As the design of the new operating model is refined, a series of specific activities to implement these changes will commence. Three of these have already emerged from the early exploration and are listed below...



H: New opening hours for customer services

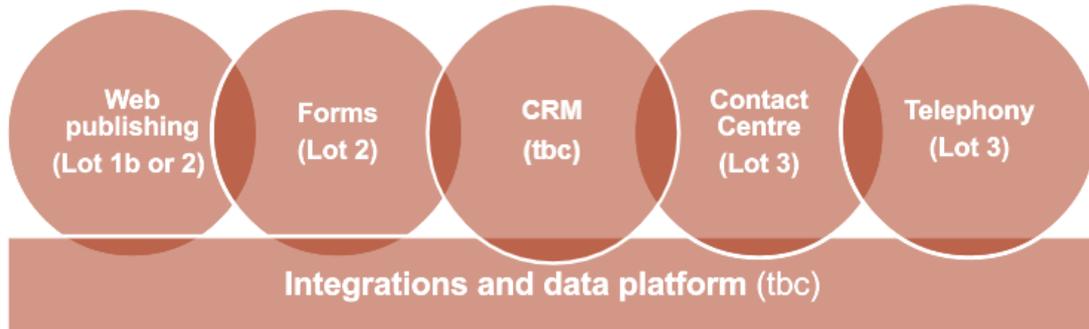


I: Outsourcing of printing for customer services



J: Community Enablement to promote channel shift

Strategy, design, technology, integrations and data advisory (Lot 1a)



However, soft market testing helped prioritise the initial lots into a series of procurement exercises, the full details of which have not been included in this paper due to commercial sensitivities.

1. Web publishing (migrating woking.gov.uk to the LocalGovDrupal platform)- 2024
2. Forms and integration - 2024
3. Telephony and contact centre - 2024
4. Customer Relationship Management (CRM) - 2025

Any procurement exercise will start from a preference to run a mini competition and call off from a CCS Framework from the Crown Commercial Services Framework Provider to appoint one or more suppliers. Alternative approaches will be taken when commercially prudent to do so.

16. Training needs

Resident Experience staff will be required to undertake new roles as the new operating model comes into effect. The precise changes are not yet fully understood, but it is anticipated that there are individuals within the existing team who can share these skills with their colleagues.

Digital and ICT staff may require technical skills to work alongside third-party suppliers and maximise the benefits of any new system. This will be built into the procurement approach as part of the 'Social Value' provision of the contract; that the successful supplier initiate skills share with our teams.

17. Assumptions

- That resources will be made available to meet the timescales and levels of quality required to achieve the forecast benefits
- That anticipated costs (informed by soft market testing) are accurate ball park figures for the required change
- That employee skills levels and productivity are sufficient to undertake this exercise (and that where this may not be the case, additional resource can be sourced from the outlined budget for the project)
- That all risks require mitigation to reduce their level to within an accepted tolerance

18. Permissions and Approvals

The project reports to Improvement and Recovery Board, where the project's Sponsor is also SRO for Theme 4 – Organisation and Service Redesign.

19. Change Management

This project is governed by the corporate standards set out by WBC's corporate strategy team.

20. Alternatives / Feasibility Study

WBC have already committed to the design principles and objectives of this project (as agreed in Theme 4 of the IRP). The remaining consideration therefore is one of expediency; how quickly to deliver the channel shift, to what level of quality and to what cost.

The focus of the options appraisal carried out prior to soft market testing, was to consider at a high level only the competing merits of two ways forward (Options 3 and 4) and compared them with two undesirable options for the sake of benchmarking/comparison.

Option 3 was chosen as the preferred option. The high level analysis that led to this conclusion is included below:

1. Option 1: Reduce further: this involved seeking further rounds of savings through staff and procuring the lowest cost software. In house staff would lead on the majority of development, metrics would be focused on cost above all
2. Option 2: As Is. There is no 'do nothing' option available, given the scale of change. This would continue on the path of incremental quick wins, and a focus on cost savings in procurement. There will be no 'invest to save', but ongoing, smaller scale improvements to processes, technology and ways of working
3. Option 3: Prudent investment: This takes a case by case approach to change driven by the vision and ambitions of the Workstream. It would take a hybrid approach to consultancy and in-house staff, building up skills. Impact on returns 12-24 months from when consultants support on site.
4. Option 4: Ambitious investment: greater use of consultancies, faster website and service redesign implementation, faster customer services and telephony redesign. Impact and returns could be felt within 6-12months of consultants starting.

Option		Pros	Cons	Risks	Benefits	Disbenefits
1	Reduce further Cut 25% of staff in all customer-facing services to meet saving	<ul style="list-style-type: none"> • Further short term savings possible 	<ul style="list-style-type: none"> • Capacity, capability and morale further reduced • Staff welfare damaged 	<ul style="list-style-type: none"> • Loss of organisation memory • Day to day service provision at risk, including Revenues • Increase likelihood of failure demand 	<ul style="list-style-type: none"> • Immediate short term savings 	<ul style="list-style-type: none"> • Service quality declines • WBC continues to lack necessary investment and lag nationally

2	As Is Maintain the status quo operating model and customer experience	<ul style="list-style-type: none"> • Lower cost than alternatives • Ongoing iterative improvements to the website and processes possible 	<ul style="list-style-type: none"> • No significant savings medium term • Minimal service improvements • Not addressing structural technology, process, or data challenges 	<ul style="list-style-type: none"> • WBC lacks ambition in improving services, leading to internal and external reputational damage • Security risk: website is out of support 	<ul style="list-style-type: none"> • Cheaper than alternatives, retains skills in house 	<ul style="list-style-type: none"> • Slow, minimal return on investment • Minimal external expertise to upskill staff and improve services
3	Prudent investment* Invest in new website and telephony systems and implement a new operating model for customer-facing services	<ul style="list-style-type: none"> • Enables a sustainable pace of change • Improved services over time • Brings in external capability on website build; telephony, customer services, integrations and data 	<ul style="list-style-type: none"> • Costs outstrip savings in first two years • Savings are difficult against rising tide of resident expectation and software cost 	<ul style="list-style-type: none"> • Managing interdependencies to ensure costs and benefits measured effectively across WBC • Adds more complexity during a time of change 	<ul style="list-style-type: none"> • Makes up for historic underinvestment / future proofs • Savings, cost avoidance and resident satisfaction quantifiable over time 	<ul style="list-style-type: none"> • Investment required • Pressure on business-as-usual services during period of change
4	Ambitious investment* Invest in above and bring in expertise to rapidly implement new operating model	<ul style="list-style-type: none"> • Enables a rapid pace of change 	<ul style="list-style-type: none"> • Higher cost nets of medium term benefits 	<ul style="list-style-type: none"> • Rapid pace of change • Managing interdependencies 	<ul style="list-style-type: none"> • Enhanced resident satisfaction 	<ul style="list-style-type: none"> • Some outsourcing of skills required

21. Project Risk Summary

Having made the decision to proceed with Option 3, regarding the approach to risk management, the assumption at present is that all risks require mitigation to reduce their level to within an accepted tolerance.

The following table summarises the high-level risks associated with the recommended option only:

Description ('If... then...' Model)	Likelihood (/5)	Impact (/5)	Overall score (/25)	Mitigation	Accepted risk
If investment is not forthcoming (ie savings are made at the cost of improved quality of service), then increased process issues (such as failure demand) are likely to create knock-on costs that exacerbate the current financial position, not alleviate it	4	5	20	Investment requested through paper to Exec in March 2024. Savings being identified elsewhere for short-term release of pressure and medium-term benefits to be	Likelihood reduces to 2 Impact reduces to 3 = 6

				released via project delivery	
If complexity of interdependences creates slippage, then savings targets will not be achieved	4	4	16	Programme management approach, robust governance and bringing in new skills	Likelihood reduces to 2 = 8
If appropriate skills sets are not brought in to support the change, then the quality of change will be compromised and benefits not realised	4	3	12	Investment sought to go to market; recruitment plan to be devised	Likelihood reduces to 2 = 6

22. Supporting Evidence

This workbook builds on the recent reviews by Impossible Ideas and TPXimpact, which made recommendations for improvements to resident experience and ICT and digital, respectively. These provide a persuasive rationale for the approach to the project.

23. Additional Comments

N/A

Financial Section

24. Funding

This project is funded through three streams:

1. Capital funding incorporated into the Capital Programme and drawdown requested from Exec in March 2024
2. Flexible use of capital receipts – signed off at Improvement and Recovery Board in April 2024
3. Revenue spend – built into the Medium Term Financial Statement

For a breakdown, please see the following section.

25. Project Cost

Prior to soft market testing, the Strategic Outline Case presented to IRP Board (October 2024) included the following estimated project costs:

Website

- One off capital and consultancy expenditure of £80-100k
- Ongoing annual license cost £60-80k
- Ongoing annual skills requirement of £80-120k for:
 - Content design (in proposed structure)
 - User experience design (in proposed structure)
 - Engineering and integrations (not in proposed structure)
 - Data analyst (not in proposed structure)
- Total: £80-100k initial plus £140-200k annual thereafter

Telephony

- One off capital and consultancy expenditure of £50-75k
- Ongoing annual license costs of £60-80k
- Ongoing annual skills requirement of £40-50k
- Total: £50-75k initial plus £100-130k annual thereafter

Case management

Given the fact case management currently sits across multiple applications without integrations (Contact Manager; IDOX etc) the cost of change and integrations is difficult to estimate at this time. Soft market testing will help support give a clearer estimate of cost. For now, this is not in scope, but is a dependency.

Total estimates before soft market testing:

- One off: £130 - £175k
- Annual thereafter: £240 - 330k

.....

Following soft market testing, we have refined our costs to those which will be presented in Sections 26 and 27 below.

To place this in some context our ongoing license cost for Microsoft E3 license is £234k per annum. Our total rollout costs of Capita One Housing exceeded £1m.

£700k capital spend as outlined in the Capital Investment Programme 2024/25 – 2028/29 (two year totals):

- £350k on web publishing and forms
- £150k telephony and contact centre
- £200k on CRM

£350k revenue costs (estimated annual):

- on strategic design, data, project management and implementation support

This will be drawn from flexible use of capital receipts.

We anticipate £350k revenue savings emerging from 2025/26, as shown in Section 27.

26. Ongoing Revenue Costs

This will be a start and finish project, projected over two years, before becoming BAU. This will draw on capital investment programme, Digital (previously known as ICT) revenue budgets, and the flexible use of capital receipts funding.

Precisely how revenue budgets will be allocated is not possible to forecast with complete accuracy until we have been through a number of procurement rounds, as outlined above. This will determine the balance between what is classified as BAU (for example the running of a council website) and what is classified as 'transformation' under the directive (for example cost savings through improving self serve forms on the website).

There is a drop off in funding after 2025/26 for the following reasons:

- This project needs to be a start and finish piece of work, with a clear focus on transformation and channel shift as a focused infrastructural investment. There is flexibility in 2026/27 to address unforeseen challenges and opportunities
- Once the project ends, the work continues as part of Digital, the budgets fall within capital and revenue budget spend of the Digital Service. These will be reviewed annually and in light of budget pressures moving across.

Updates will go to Corporate Programme Board quarterly, with more refinement in forecast and actuals when they become available.

	24/25	25/26	26/27	27/28	28/29
Capital Costs					
<i>Supplies and Services</i>	350,000	350,000	0	0	0
Revenue Costs					
<i>Supplies and Services</i>	175,000	175,000	0		
Total Expenditure					
Additional Income					
<i>Fees and Charges</i>					
<i>Grants</i>					
<i>Other</i>					
Total Income	0	0	0	0	0
Net Expenditure	525,000	525,000	0	0	0
Depreciation / Replacement	0	0	0	0	0

27. Cashable and Non-Cashable Savings

We anticipate £350k revenue savings, emerging from 2025/26.

	24/25	25/26	26/27	27/28	28/29
Cashable (Tangible)					
<i>Staff Saving</i>		100,000	250,000		
<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	100,000	250,000	0	0

28. 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

29. Investment Programme Project Information

The section must be completed in conjunction with Financial Management.

Scoring Category Classification:	Project produces an asset
Fixed Asset Classification:	Plant and Equipment (AOVV)
VAT Implications:	No adverse effect on Council's partial exemption VAT
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

Improvement and Recovery Board.

Organisation and Service Redesign Board.

Resident Services Design Authority

Reference to the design authority of Technology Strategy Board and regular attendance at Technology Operation Group (these need to be established as part of ongoing digital improvements. More detail in the DAP).

2. Financial Control

The project budget will be managed by the Head of ICT. Escalation by exception will be to the Head of Transformation, Digital and Customer Experience.

3. Management of Project Outputs

The project outputs will be managed by the Resident Experience Programme Manager and their quality will be assessed by the Head of ICT and the Head of Customer Experience.

Escalation by exception will be to the Head of Transformation, Digital and Resident Experience.

4. Post Project Review

The benefits outlined in this Workbook will be reviewed on an ongoing basis to ensure continuous improvement.

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
Executive	<ul style="list-style-type: none"> Responsibility for the rapid improvement in WBC's financial position Resident Services project is a considerable enabler to this objective 	<ul style="list-style-type: none"> Sign-off of project scope, resources and quality in January 2024 Further updates on a regular basis
Improvement and Recovery Board	<ul style="list-style-type: none"> Responsibility for Theme 4 (Organisation and service redesign), of which this project makes up 3 workstreams 	<ul style="list-style-type: none"> Monthly updates to Board via programme dashboard Adam Walther (Head of Transformation, Digital and Customer Experience) is SRO for Theme 4 and Sponsor of the Resident Services Project.
Adam Walther	<ul style="list-style-type: none"> SRO for IRP Theme 4 Sponsor of Resident Services Project 	<ul style="list-style-type: none"> Weekly updates from Project Manager and 2 x Senior Customers/Suppliers
Anita Flavell (and team)	<ul style="list-style-type: none"> Head of ICT Acts as both senior customer of any new products and senior supplier in process, technology and data required to maximise impact 	<ul style="list-style-type: none"> Weekly updates at project board stand up
David Ripley (and team)	<ul style="list-style-type: none"> Head of Resident Experience Acts as both senior customer of and new products and senior supplier of people, process and data required to maximise impact 	<ul style="list-style-type: none"> Weekly updates a project board stand up

<p>Lee Danson and Pino Mastromarco</p>	<ul style="list-style-type: none"> • Programme Manager for IRP – oversight of IRP deliverables and benefits • Corporate Strategy Manager – oversight of PMO functions 	<ul style="list-style-type: none"> • Weekly updates at Programme stand ups
<p>Resident Services Project Working Group</p>	<ul style="list-style-type: none"> • Adam Przedzimirski – Design Lead • Andy Gresham – Web Manager • Paul Murphy – Telephony Manager • – Commercial Lead (tbc) 	<ul style="list-style-type: none"> • Weekly updates at project board stand ups

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					X	
	Women					X	
Gender Reassignment						X	
Race	White					X	
	Mixed/Multiple ethnic groups					X	
	Asian/Asian British					X	
	Black/African/Caribbean/Black British					X	
	Gypsies / travellers					X	
	Other ethnic group					x	
Disability	Physical		x				Broader (and more equitable) ways to contact WBC Better accessibility of council's services and access to information. Improved usability of the website by better navigation and design will improve user experience which in turn will improve take up of online transactional services. This will require the planned improvements to the website to ensure content is accessible to all.

	Sensory		x				Broader (and more equitable) ways to contact WBC
	Learning Difficulties					x	
	Mental Health		x				Reduced stress – less need to operate within 9-5
Sexual Orientation	Lesbian, gay men, bisexual					x	
Age	Older people (50+)		x				Resident services programme aims to improve access for all, and all types of need. It will improve online accessibility standards and, for those who cannot get online, telephony and face to face services. We will use our regular access and inclusivity audits to measure and monitor digital inclusion and improve our programme.
	Younger people (16 - 25)		x				Broader (and more equitable) ways to contact WBC
Religion or Belief	Faith Groups					x	
Pregnancy & maternity			x				Flexibility to contact outside of 9-5 and school hours
Marriage & Civil Partnership						x	
Socio-economic Background			x				Broader (and more equitable) ways to contact WBC; will include more traditional approaches for those who are less digitally enabled (see above comments under 'Age'). There will also be reduced need to travel.

7. Sustainability Impact Assessment

Officers preparing a committee report are required to complete a Sustainability Impact Assessment. 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 Business Units. The purpose of this Impact Assessment is to record any positive or negative impacts this decision, project or programme is likely to have on each of the Council's Sustainability Themes.

Theme (Potential impacts of the project)	Positive Impact	Negative Impact	No specific impact	What will the impact be? If the impact is negative, how can it be mitigated? (action)
Use of energy, water, minerals and materials	Yes			Making info more readily available on website means people won't have to travel to civic offices or work so hard to find information, thus preserving finite resources, notably energy resources (fuel from individual journeys). Transfer of data from WBC servers to the cloud will reduce electricity usage locally but this will be offset by increased energy usage at cloud storage.
Waste generation / sustainable waste management	Yes			A reduction in the use of paper as we reduce the amount of hard copy sent via post. This will reduce waste generation from printer cartridges, scrap paper etc.
Pollution to air, land and water	Yes			Less people travelling in cars, and via public transport to visit civic offices and to work in civic offices
Factors that contribute to Climate Change			Yes	Reduction in the number of servers due to implementation of softphone technology – 11 servers down to 9, so an 18% reduction in carbon footprint. However, the data usage on the cloud will still have a carbon impact so there will be a transfer of energy usage rather than necessarily a reduction. And we're not yet in a position to quantify possible increased climate impact due to people using laptops to make calls rather than hard phones (bearing in mind the laptops will almost

				certainly already be turned on) and people working from homes with heating on in addition to heating already being on in the office. Therefore, it's prudent to record only a minimal positive impact, if any.
Protection of and access to the natural environment			Yes	We do not anticipate any impacts with regard to protecting biodiversity eg habitats and species or access to these.
Travel choices that do not rely on the car			Yes	Residents will need to travel to see us much less frequently, if at all. Likewise, WBC staff will need to travel less frequently to see residents. This will be due to having made info more readily available on website. However, this will not positively support travel choices that don't rely on the car.
A strong, diverse and sustainable local economy	Yes			Putting info that is relevant and useful to local businesses to help them grow eg advice and guidance for local businesses on the website – making it more accessible than it was before. People being able to work more flexibly increases the likelihood they will work from cafes or visit their local community while working from home.
Meet local needs locally			Yes	We don't anticipate having an impact in this area
Opportunities for education and information	Yes			Social value of procurement activities – will upskill in house staff Also greater knowledge and information will be available on the website
Provision of appropriate and sustainable housing			Yes	Information on website will be more readily available and improve resident experience.
Personal safety and reduced fear of crime	Yes			We will follow cyber security best practice, GDPR principles re managing and securing data

				<p>Less opportunities for data breaches eg system temporarily down so writing things on a piece of paper and less rekeying of customer data given over the phone</p> <p>Personal safety improved because people will have less need to travel because services are available online</p>
Equality in health and good health	Yes			<p>Reduced need to travel will reduce anxiety and stress, and promotes equalities eg people with limited mobility and carers will not need to travel so much if they prefer not to.</p> <p>Less need to travel also frees up more time to be spend on other activities eg exercise.</p>
Access to cultural and leisure facilities	Yes			<p>Improved quality and accessibility of information and signposting on the website</p>
Social inclusion / engage and consult communities	Yes			<p>Engaging with residents re feedback on website</p> <p>Testing resident experience with people who are traditionally digitally excluded.</p> <p>However, people often also make combined trips and no longer having a need to visit the city centre may mean they are less likely to meet people (eg by going into shops).</p>
Equal opportunities for the whole community	Yes			<p>As above</p> <p>More readily able to access info</p>
Contribute to Woking's pride of place			Yes	<p>Information relevant to Place is more readily available and accessible than it was before, benefitting both businesses and communities.</p>

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
October 2023	Start Date
February 2024	Permission to proceed to commercial exercise from Executive
All further milestones are contingent on the one above:	
March 2024	Negotiate new SLA re Forms (contract end date June 2024)
July 2024	Award contract for Strategic Partner
December 2024	Award contract for Web Publisher
February 2025	Award contract for CRM
December 2025	End Date

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?
Accessibility and Inclusivity	External audit carried out on the website at regular intervals. 1st planned for 1st April 2024, repeated when the new website goes live and then every 12 months thereafter. Note: this is in addition to ongoing, regular automated testing of the website.
Customer Satisfaction	Based on responses to a feedback survey, which will be offered regardless of whether the customer has self-served online or telephoned us. Metrics include whether query was resolved first time, effort required to resolve query and satisfaction with outcome on scale of 1-5.
Reduced Cost per Transaction	Calculated based on number of transactions, length of time they take and cost of service. First sample to be take on 1st April 2024 and monthly thereafter.

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 CMG 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	

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			

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
Supplier tbc	Capital spend - CRM	£200k		
Supplier tbc	Capital spend - telephony and contact centre	£150k		
Supplier tbc	Capital spend - web publishing and forms	£350k		
Supplier tbc	Revenue spend - CRM	£90k		
Supplier tbc	Revenue spend - telephony and contact centre	£100k		
Supplier tbc	Revenue spend - web publishing and forms	£80k		
Supplier tbc	Revenue spend - strategic design, data and implementation support (where this cannot be capitalised)	£80k		
Totals		£1,050,000		