What is a project – How do you decide?

Each new piece of work should be considered on its own merits as, often the definition of what is and what is not a project is not clear cut.The table below can be used as a guideline.

A project is….. ✔	A project is not….. ✘
Significant legislative changes, including new policies as appropriate e.g, Allocations policy, CTB changes, Community Infrastructure Levy	**A policy review/rewrite** e.g. Gambling Policy, Recovery Policy
Software upgrade or new installation e.g Automated Number Plate Recognition, Locata Housing software, I-Trent, CRM	**Monitoring & reviews** e.g Capital & revenue monitoring reports, corporate risk management. review of fees and charges
Construction or refurbishment of buildings e.g Staines Town redevelopment, Knowle Green, Ashford multi storey car park	**Write offs** e.g Council Tax, Housing Benefits, Sundry debts
Introducing a new function/service e.g CRM, agile working, food waste	**Lease & contract reviews** e.g SLM, Village Halls, Christmas lights
A substantial change to business as usual e.g Older Persons Review, Customer Service Review	**Business as usual** e.g Leisure play schemes, Santa sprint, CBL, Grant administration
Procurement e.g Staines Market, Hybrid mail, Steria	**Strategy** e.g Active life style Strategy, Tenancy Strategy, Play pitch Strategy
Tender for new business e.g Website project, Bailiff services	**Reports & Newsletters** e.g Press release, Borough Bulletin, Close of accounts
Office Moves e.g Knowle Green - Project Lima	**Corporate & Service plans** These may contain projects
Asset related initiatives e.g, property acquisitions (with adherence to confidentiality and disclosure considerations)	**HR** e.g Recruitment, appraisals, equality monitoring

For further advice, please contact any member of the Corporate Project Team.

Project Categorisation – Guide

Category	Visibility, Risk and Impact	Stakeholders	Cost/Procurement
Flagship High value, high risk and political impact	• High political sensitivity and/or Member involvement • Highly visible to, or impact on the Community. • High profile within the whole Council. • High Risk	• Multiple Service / Partner responsibility for delivery. • Multiple stakeholders, complex consultation.	• High cost, £75K –> over £156K • European procurement rules may apply. • ITT and 3 tenders or OJEU • Complex funding - Capital / Revenue / matched funding mixture with multiple sources. • Revenue implications beyond current budgets.
High High value, medium political impact and risk	• Medium political sensitivity. • High visibility to or impact on whole Community or members • High profile within Service and impacts other Services. • High/Medium risk	• Led by one Service with multiple Service participation. • Requires consultation with multiple stakeholders.	• High/Medium cost • £20K -> £75K • RFQ details requirement. 3 written quotes • Capital/Revenue funding from single stream/source
Medium Medium cost /low political impact	• Medium/low political impact. • Medium visibility to or impact on whole Community or members • Medium impact on internal operations • Medium risk	• Led by one Service with multiple Service participation. • Requires consultation with multiple stakeholders	• Medium cost £5K -> £20K • 3 verbal or written quotes • Capital/Revenue funding stream identified.
Service Low cost/low political Impact	• Little or no political sensitivity. • Low risk • Impact mainly within Service. • Some visibility to or impact on Community.	• Primarily involves one Service, limited support from other Services and limited consultation with stakeholders.	• Low cost, Under £5K • Funding and Resources included in Service budget. • No ongoing revenue costs in excess of current budgets.

Criteria to determine Project Status							
Status	**Cost**	**Schedule**	**Benefits Realisation**	**Quality**	**Supplier Issues**	**Stakeholder Satisfaction**	**Project Team**
Green	On Budget and forecast to complete on budget.	On Schedule, projected milestone dates all OK.	No current Issues re achieving benefits targets.	No current quality Issues.	No current supplier issues.	No current stakeholder issues.	No current project team issues.
Amber	Currently > 5%* over budget or Forecast > 5%* over budget at completion	In jeopardy of missing a milestone date – recovery plan in place.	Minor problems known or projected in meeting agreed benefits targets – recovery plan in place.	Minor problems with meeting customer expectations re published quality and acceptance criteria – plan in place.	Minor supplier issues or dissatisfaction which can be addressed – plan in place.	Minor stakeholder issues or dissatisfaction which can be addressed – plan in place.	Some (non critical) team satisfaction issues – plan in place to address.
Red	Currently > 10%* over budget or Forecast > 10%* over budget at completion	Has missed, or projected to miss key milestone. Note that this may be because of a dependency on another project.	Problems known or projected in meeting agreed benefits targets.	Major problems with meeting customer expectations re published quality and acceptance criteria.	Major supplier issue or dissatisfaction that will affect delivery dates, quality or costs.	Major stakeholder issue or dissatisfaction – this issues relating to achievement of benefits goals.	Critical project team issues that will effect delivery dates, quality or costs.

Overall project status colour is highest of individual Key Status Indicators (e.g. if 1 red, 1 amber, and 4 green, then overall project is red)

Commissioning and Transformation

Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated Completion Date	Completed
Priority Flagship						
Flagship	Project Lima	MAT	Siraj Choudhury		Mar 2019	
	Root and Branch	MAT	Sandy Muirhead		Jun 2019	
High	GDPR Compliance – 12 Steps to Readiness	Sandy Muirhead	Clare Williams	Mar 2017	Nov 2019	
	EDRMS (Electronic Data Resource Management System)	Sandy Muirhead	Sonia Hazlehurst		Dec 2018	
	Agile Working	Incorporated into Project Lima deliverables				
Medium						
Service	VDI - Virtual Desktop Infrastructure	Sandy Muirhead	Alistair Corkish		Dec 2018	
	Exchange 2016	Alistair Corkish	Chris Layte	**TBA**	TBA	
	HR	Alistair Corkish	TBA	**WIP**	ongoing	
	Office 365		Alistair Corkish	**TBA**	TBA	
	SQL upgrade	Alistair Corkish	Sarah George	**TBA**	**TBA**	
	Sharepoint upgrade	Alistair Corkish	Alistair Corkish	**TBA**	**TBA**	
	PSN re-accreditation	Alistair Corkish	Jak Chauhan	**Jan 2018**	May 2018	✔
	Network Refresh	Sandy Muirhead	Alistair Corkish		Nov 2018	✔

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Closure report content shall also feature on the Dashboard.

Community Wellbeing

Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated Completion Date	Completed
Priority Flagship						
Flagship						
High	Search Moves Partnership & Update Allocations Policy	Karen Sinclair	Jayne Brownlow		Jun 2018	
	Civica Housing Module / LG2	Deborah Ashman / Karen Sinclair	Jayne Brownlow		Sept 2018	
	Housing B&B and Rent Management System	Sandy Muirhead	Michael Pegado		Oct 2018	
Medium						
Service	Procurement of Meals on Wheels Vehicles	Karen Sinclair	Jayne Brownlow	Sept 2018		

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Customer Relations

Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated Completion Date	Completed
Priority Flagship						
Flagship						
High	Replacement Phones	Roy Tilbury	Alistair Corkish Dan Dredge	May 18	December 2018	
	Web Upgrade	Roy Tilbury	Mandy Binley / Dan Dredge	Jan 18	December 2018	
Medium	Replacement Booking System	Roy Tilbury	Daniel Dredge	Feb 2018	July 2018	
	Civica Upgrade [1]	**Roy Tilbury**	**Daniel Dredge**	**May 2018**	**October 2018**	
Service	**Mailing for main billing**[2]	**Roy Tilbury**	**Daniel Dredge**	**June 18**	**December 2018**	
	Enforcement Agents[3]	**Roy Tilbury**		**Nov 18**	**April 2019**	

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Civica Upgrade [1]   Not being considered in Customer Relations due to cost implications. Other services may choose to upgrade based upon their requirement/s.
Mailing for main billing[2]   This requirement will now be considered/managed as part of the corporate "Hybrid Printing" initiative
Enforcement Agents[3]   Project has been deferred for a year.

Finance

Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated Completion Date	Completed
Priority Flagship						
Flagship						
High						
	CallSecure	Laurence Woolvern	Jodie Hawkes		August 2018	✓
Medium						
Service						

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Neighbourhood Services

Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated Completion Date	Completed
Priority Flagship						
Flagship						
High	Staines market tender	Jackie Taylor	Francesca Lunn	Jun 2018	Nov 2018	
Medium						
Service	Multi-use bins in parks	Jackie Taylor	James Weedon/Francesca Lunn	May 2018	Ongoing	
	Bartec - Garden Waste	Jackie Taylor	James Weedon	Oct 2018	Feb 2019	
	Refurbishment Toilets in Shepperton Lock	Jackie Taylor	Sabena Sims	Jun 2018	Jul 2018	
	Waste and Recycling in schools	Jackie Taylor	James Weedon/Francesca Lunn	Summer 2018	On-going	
	Refurbishment of Laleham Park Play Area	Jackie Taylor	Sabena Sims	Sept 2018	Mar 2019	
	Cedars Recreation Park - TPA	Jackie Taylor	Sabena Sims		Sep 2018	✓

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Regeneration and Growth

Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated Completion Date	Completed
Priority Flagship	New Leisure Centre	Lee O'Neil	Richard Mortimer	Feb 2017	Sept 2021	
	Bugle redevelopment	Heather Morgan	Richard Mortimer	Mar 2017	Jan 2019	
	White House redevelopment	Heather Morgan	Richard Mortimer		Confidential	
	Ceaser Court redevelopment	Heather Morgan	Richard Mortimer		Confidential	
	Waterfront redevelopment	Heather Morgan	Richard Mortimer		Confidential	
	Ashford MSCP redevelopment	Heather Morgan	Richard Mortimer		Confidential	
	Thameside House redevelopment	Heather Morgan	Richard Mortimer		Confidential	
	West Wing Conversion Knowle Green	Heather Morgan	Richard Mortimer		Confidential	
	Knowle Green Estates Ltd	Terry Collier	Michael Graham/Heather Morgan	Oct 2018	Apr 2019	
	Southern Light Rail (SLR)	Daniel Mouawad	Heather Morgan	May 2018	End 2022	
	Churchill redevelopment	Heather Morgan	Richard Mortimer		Oct 2018	✓

Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated Completion Date	Completed
Flagship	Supporting Spelthorne Secondary Shopping Areas	Keith McGroary	Alfred Osawe (Runnymede)	Jan 2016	Oct 2018	
	Heathrow Launch Pad (Incubator)	Keith McGroary	Tracey Carter	Feb 2018	Mar 2019	
	Greeno Centre Extension	Heather Morgan	John Hesbrook	May 2018	Apr 2019	

Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated Completion Date	Completed
High	Contract for Strategic Asset Valuations	Nick Cummings	Katherine McIlroy	May 2018	Oct 2018	

Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated Completion Date	Completed
Medium	Property Management Software	Nick Cummings	Katherine McIlroy	May 2018	Apr 2019	
	Cleaning contract	Heather Morgan	John Hesbrook	Nov 2017	Aug 2018	

Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated Completion Date	Completed
Service	Enterprise (Idox)	Esme Spinks	Gillian Richardson	Dec 2017	March 2019	

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Miscellaneous

Project Categorisation	Project Name	Project Sponsor	Project Manager	Start Date	Anticipated Completion Date	Completed
Priority Flagship						
Flagship						
High	Every Ward At Its Best	Daniel Mouawad	Michael Graham	Dec '17	Apr '19	
Medium	Peoplesafe	Lee O'Neil	Stuart Mann / Tracey Willmott-French	Apr '18	Aug '18	Completed
Service						

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