

<p>Stage 2:</p> <p><b>Pre-Project</b></p>	<p><b>Project Assessment Matrix</b></p>
<p><b>Purpose</b></p>	<p>A Project Assessment Matrix provides a quick overview of the probable risks associated with a project and the severity of their consequences.</p> <p>It will help you to determine the size of the project (small, medium or large) and therefore how much control it needs. From there you can also develop risk prevention strategies.</p>
<p><b>Notes</b></p>	<p>Typically there are three types of project:</p> <ul style="list-style-type: none"> <li>• <b>Small projects</b> <ul style="list-style-type: none"> <li>- likely to be low risk projects that are lower cost, supporting business-as-usual, and part of service level activity that does not usually involve many internal or external partners, and has lower political interest or involvement;</li> </ul> </li> <li>• <b>Medium projects</b> <ul style="list-style-type: none"> <li>- likely to be medium risk projects that have a medium cost and are part of a higher profile activity identified in the directorate plan. They may have some internal / external partners, and have some political interest or involvement; and</li> </ul> </li> <li>• <b>Large projects</b> <ul style="list-style-type: none"> <li>- likely to be high risk projects with a high cost and a higher profile. They usually have Member interest and involvement, and greater involvement of procurement processes with more complex partnership</li> </ul> </li> </ul>

	<p>involvement with external partners and external funding.</p> <p>A common sense approach should be applied to determine the most appropriate level of project control after scores have been added up, with the project sponsor having the final decision.</p>
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Project Assessment Matrix			Project name:		Date:
This is to help judge the size of a project and the corresponding level of project controls required to manage the project effectively. Look at each criteria and discuss which best applies to your project, entering the score in the final column. The overall score should help determine the size of the project (small, medium or large) and therefore how much control it needs.					
Score	2	4	8	16	Score
Criteria					
<b>Council Priorities</b>	Direct contribution to one of the Council Priorities	Direct contribution to more than one of the Council Priorities	Significant contribution to a number of Council Priorities	Contribution to a wider city/region strategy in addition to a Council Priority	
<b>Reputation</b>	No risk to City of York Council's reputation	Short-term, limited damage to reputation	Widespread but relatively short term damage	Significant, long lasting damage to reputation (locally and/or nationally)	
<b>Structure in terms of process and staff</b>	No impact on structure or staff	May result in new business processes and potential training	Significant restructure of processes and service areas resulting in potential staff reductions	Major change in structure resulting in transfer of staff, out-sourcing and/or significant staff reductions	
<b>ICT</b>	No ICT requirements	Impacts on a single service area and small business dependencies / related projects	Impacts on more than one service area and medium business dependencies / related projects	Impacts across the Council and high risk dependencies / related projects	
<b>Policy or legislation</b>	No impact from policy or legislation	Some link to other work that is delivering a policy or legislation	Direct link to policy or legislation	Fundamental to achievement of policy or legislation	
<b>Stakeholders</b>	Internal stakeholders only within single service area	Internal stakeholders across more than one service area and may involve an external partner	A number of internal and external stakeholders	Large numbers of stakeholders across the Council and external	
<b>Cost</b>	<£2,500	£2,500 - £50,000	£50,000 - £400,000	£400,000 or OJEC Procedure applies	
<b>Financial objectives / savings</b>	<£2,500	£2,500 - £50,000	£50,000 - £400,000	>£400,000	
<b>Contract complexity</b>	No new or little contract change / low risk	Single contract and know supplier or some change to existing contracts / medium risk	Competitive tender required, known supplier or significant contract changes / medium risk	Tendered contract or multiple contracts with unknown suppliers / high risk	

<b>Timescale</b>	<6 months	6 – 12 months	12 – 18 months	>18 months	
<b>Total Score</b>	<b>20 - 56</b>	<b>58 - 104</b>	<b>106 - 160</b>		<b>Total =</b>
<b>Size of project</b>	Small	Medium	Large		

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<b>Additional Stakeholders</b>	
<b>Benefits identified</b>	

<b>Proposed project manager</b>	
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<b>Signed</b>		<b>Date</b>	
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