Assessment matrix for [name of project]

Project/Programme Name	
Project/Programme Sponsor	
Project/Programme Manager	
Start Date	
Completion Date	

Version	Status (Draft or Approved)	Date	Author/Editor	Details of Change

The Pre Evaluation Assessment Matrix

The Pre Evaluation Assessment Matrix is used to assess the complexity within a project, and to give it a weighting so that it can be assessed against other projects for approval.

The process, described in full below.

The assessment links in council Priorities, Resources, Funding and will assess impact.. This process and may best be achieved through a facilitated workshop.

1. How to use the Project Assessment tool

Step 1: Does it meet the base criteria?

First, you should decide whether the proposed piece of work fits the base criteria for a project. A project, simply put, is a piece of work to produce a specific, one-off product of some kind that is not part of routine work.

Assembling a car on a production line is not a project because although the output (a car) is a product and it is specific, it is not one-off. However building a kit car in your garage is a project because it fulfils all three criteria.

Step 2: Project Impact/operation/finance/risk

For each of the five criteria listed in column 1, decide where the project fits – for example if the expected Financial ROI (return on investment) is between three to five years you would score 2 against this criterion.

Add up all the scores according to the column in which each selection sits – the result should fall between the possible minimum of 0 (everything scoring 0 points) and maximum of 61 (everything scoring 4/5 points).

Step 3: Add projects to assessment sheet

Projects once assessed should be subject to the Project Assessment Matrix to assess project type Major, Medium, Minor or not a project.

All Major projects should be linked to the relevant strategic Corporate Priorities and treated as corporate projects, even if they are being managed within a single service plan – this is because they will inevitably have links and impacts beyond the boundaries of a single service. IT-related projects will be overseen by the CMT

Medium projects will often be of the "tactical" type, and if accepted by the relevant governance body (Corporate Management Team), can be managed independently (via an appropriate project board) within the relevant service. However, some Medium projects will have importance or impact beyond their immediate "service", and the governance body should consider whether to include specific Medium projects in the relevant Corporate Priorities (in particular, those scoring within two or three points of the upper boundary).

Minor projects will almost always be "tactical", and can be managed independently of corporate governance within the relevant service via an appropriate project board.

Not a Project simply means that although it fulfils the "project" criteria in step 1, it is not complex or impactful enough to need to be managed as a formal project, though of course you can still use a light-touch project management approach.

Place assessments as part of the Project Brief.

2. Guidance on use of the Pre Evaluation Assessment Matrix criteria:

- **Strategic contribution priorities** – systems that have to be delivered in order to deliver agreed Corporate Priorities. For an assessment score of 3 or 4 points it must be possible to demonstrate within the Business Case that the project has a direct impact upon the achievement of the priorities (i.e. it isn't simply linked to them; the corporate priorities are to some extent dependent upon the project in order to be achieved).
- **Strategic contribution values** – systems that have to be delivered in order to deliver agreed Corporate Values. For an assessment score of 3 or 4 points it must be possible to demonstrate within the Business Case that the project has a direct impact upon the achievement of the values (i.e. it isn't simply linked to them; the corporate values are to some extent dependent upon the project in order to be achieved).
- **Return On Investment and timescale** – at the initial stages of project planning it is usually difficult to provide accurate estimates of ROI and timescale. Thus if a project's estimate is close to an lower boundary, it will be safer to score it in the lower level since projects usually end up costing more (i.e. having a lesser ROI) and taking longer than originally anticipated.
- **Financial resource** – at the initial stages of project planning it is usually difficult to provide accurate estimates of total income streams. For an assessment score of 3 or 4 points it must be possible to demonstrate within the Business Case that the project has direct funding guaranteed.
- **Organisational effectiveness** – factors to consider are the degree to which existing business processes will improve and whether major restructuring may be required. Do not consider cost savings here as this is built into the ROI criterion and you must avoid double counting.
- **Delivery timescale** – at the initial stages of project planning it is usually difficult to provide accurate estimates of timescales to be delivered.. For an assessment score of 3 or 4 points it must be possible to demonstrate within the Business Case that the project has a direct understanding of the timescales involved to achieve the priorities. It will be safer to score it in the lower level since projects usually end up taking longer than originally anticipated.

- **Stakeholders** – stakeholder importance based on achieving corporate priorities and values. For an assessment score of 3 or 4 points it must be possible to demonstrate within the Business Case that the project has a direct external stakeholders (i.e. it isn't simply linked to them; the corporate priorities and values are dependent upon the stakeholders in order to be achieved).
- **Operational change** – this is closely allied to Organisational effectiveness, but whereas the former looks at impact in terms of positive improvement, Operational change looks at the issue of how much change is happening (the greater the degree of change, the more difficult it will be to achieve). For example if you have scored 2 against Organisational effectiveness (Improves work of whole service) it's extremely unlikely that you will score higher than 2 on Operational change.
- **Contract complexity** – systems that have to be delivered in order to deliver agreed Corporate Priorities and Values. For an assessment score of 3 or 4 points it must be possible to demonstrate within the Business Case that the project has previous known contacts with suppliers.
- **Risk level** – risk factor is important to the project outcomes, greater risk impose higher likelihood of variance in time and budget and over project stability. For an assessment score of 3 or 4 points it must be possible to demonstrate within the Business Case that the project has managed low or no risk to the project.
- **In-house expertise** – factors to consider are the degree to which existing staff resource can deliver the project outcomes. For an assessment score of 3 or 4 points it must be shown that expertise is available within the service area/project team and that projects of this nature have previously been successfully delivered.
- **Dependencies** – the level of dependencies and inter-relationship on other Corporate Priorities and Values to be delivered. For an assessment score of 3 or 4 points it must be possible to demonstrate within the Business Case that the project has a direct impact upon the achievement of the priorities and Values within other corporate projects (i.e. it isn't simply linked to them; the corporate priorities and values are dependent upon the project in order to be achieved).
- **Health & Safety** – health and safety is an important assessment factor, greater health and safety risk increases councils direct risk. For an assessment score of 3 or 4 points it must be possible to demonstrate within the Business Case that there is immediate risk to the council s lability.
- **Environmental Impact** – factors to consider are the degree to which the project will improve the council's environmental footprint. For an assessment score of 3 or 4 points it must be shown that there will be a direct correlation with improved environmental impact ie reducing the councils carbon footprint, improved recycling.

Criteria	Score 0	Score 1	Score 2	Score 3	Score 4	Score 5
Strategic contribution Priorities	None	Contributes indirectly to 1 strategic theme	Contributes indirectly to >1 strategic theme	Contributes directly to 1 strategic theme	Contributes directly to >1 strategic theme	Very significant strategic impact
Strategic contribution Values	None	Contributes indirectly to 1 strategic theme	Contributes indirectly to >1 strategic theme	Contributes directly to 1 strategic theme	Contributes directly to >1 strategic theme	Very significant strategic impact
Financial ROI	>10yrs	5-10 yrs	3-5 yrs	2-3 yrs	1-2 yrs	<1 yr
Financial Resource	No Funding available	Funding streams available	Project criteria meets funding requirements	Meets invest to save criteria	Guaranteed funding can be obtained	Funding available
Operational effectiveness	None	Improves work of a small group of staff <6	Improves work of a large team of staff >5	Improves work of whole department	Some improvement across whole	Significant improvement across whole

Current Corporate Priorities:-

Current Corporate Values:-

- A Clean and Welcoming Environment
- Supporting Neighborhoods
- Promoting Inward Investment and Job Creation

Deliver Value for Money
Supporting the Workforce
Promoting Open Communication

Criteria	Score 1	Score 2	Score 3	Score 4
Delivery Timescale	Unlikely to achieve programme period	Optimistic programme period	Can be achieved programme period with additional support	Can be achieved within programme period
Stakeholders	Internal and within single service area	Internal across more than one service area	External only	Internal and external
Operational change	Major change eg large scale restructure, outsourcing	Significant re-structure of processes and work areas	Some new business processes and possible some re-training	Very minimal
Contract complexity	Contract(s) with new suppliers(s)	Multiple contracts with known suppliers	Single contract with known supplier	No new contracts required
Risk Level	High Risk	Medium Risk	Low Risk	No Risk
In-house expertise	Have not done anything like this before	Have done similar before, but not the same	Have done this before once or twice	Have done this before many times
Dependencies	Very minimal links with other projects	Links with other projects but little impact	Links with other projects upon which this project depends	Other projects depend upon this project
Health & Safety	None	Potential risk within 6 months	Potential risk within 3 months	Immediate Risk
Environment	No Impact	Indirect improvement	Direct improvement within 1 yr	Immediate direct improvement

Project Title	Result	Project Type