

ASSESSMENT CRITERIA	SCORING				Impact score October									
	0	5	10	20	PDM	Yr Egin	Campuses	Digital	HAPS	SI & LCG	Pentre Awel	Swansea Waterfront	Skills	
Scope and key objectives	No change to project	Limited and minor changes to project	Widespread and major changes to project	Significant change to project	5	20	5	0	5	5	0	0	10	
Targets	No risk to achievement	Short-term, limited impact to achievement	Widespread, but relatively short term impact on achievement	Significant, long-lasting impact on achievement	10	10	5	5	5	5	5	20	5	
Timescales	No foreseeable delays	Potentially minor delays (0-6 months)	Potentially major delays (6-12 months)	Potentially significant delays (1 year+)	5	0	5	0	5	5	5	5	5	
Reputation if project fails to deliver	No negative impact	Local and limited negative impact	Regional and limited negative impact	Significant impact	5	5	10	10	10	10	20	10	5	
Stakeholders/partnerships commitment	No issues	Limited and minor issues	Widespread and major issues	Significant issues	10	0	5	5	0	0	0	10	0	
Project costs	No variance	0-10% variance	10-20% variance	20%+ variance	5	5	5	5	5	5	5	5	0	
Procurement	No impact	Minor impact	Major impact	Significant impact	5	5	5	5	5	5	5	0	5	
Staff resourcing	No impact	Limited impact	Widespread and major impact	Significant impact	0	0	5	5	5	5	5	10	5	
					TOTAL	45	45	45	40	40	40	45	60	35
					C	C	C	C	C	C	C	B	C	

	Number of Red Risks Identified by Impact Criteria								total Red Risks
	Scope and key objectives	Targets	Timescales	Reputation if project fails to deliver	Stakeholders/partnerships commitment	Project costs	Procurement	Staff resourcing	
Apr-21	6	8	6	8	8	6	3	2	47
Jan-21	6	8	7	9	8	6	3	2	49
Change	-	-	▼	▼	-	-	-	-	▼

ASSESSMENT CRITERIA	Scoring guide				Impact score January									
	0	5	10	20	PDM	Yr Egin	Campuses	Digital	HaPS	SILCG	Pentre Awel	Swansea Waterfront	Skills	
Scope and key objectives	No change to project	Limited and minor changes to project	Widespread and major changes to project	Significant change to project	5	20	5	0	5	5	0	0	10	
Targets	No risk to achievement	Short-term, limited impact to achievement	Widespread, but relatively short term impact on achievement	Significant, long-lasting impact on achievement	10	10	5	5	5	5	5	20	5	
Timescales	No foreseeable delays	Potentially minor delays (0-6 months)	Potentially major delays (6-12 months)	Potentially significant delays (1 year+)	5	0	5	0	5	5	5	5	5	
Reputation if project fails to deliver	No negative impact	Local and limited negative impact	Regional and limited negative impact	Significant impact	5	5	10	10	10	10	10	20	5	
Stakeholders/partnerships commitment	No issues	Limited and minor issues	Widespread and major issues	Significant issues	10	0	5	5	0	0	5	10	0	
Project costs	No variance	0-10% variance	10-20% variance	20%+ variance	5	5	5	5	5	5	5	5	0	
Procurement	No impact	Minor impact	Major impact	Significant impact	5	5	5	5	5	5	5	5	5	
Staff resourcing	No impact	Limited impact	Widespread and major impact	Significant impact	0	0	5	5	5	5	5	10	5	
					TOTAL	45	45	45	40	40	40	40	75	35
					Intervention	C	C	C	C	C	C	C	B	C
					Movement	-	-	-	-	-	-	▼	▼	-

Swansea Bay City Deal COVID-19 Economic Impact Assessment

Version control: V1.7

Assessment date: 12/03/21

Review date(s): 01/07/21

Completed by:

The Covid-19 impact assessment is the method used by the Swansea Bay City Deal to assess the potential impact that the Covid-19 crisis has on each of nine programmes / projects and overarching City Deal portfolio. Recognising that the national and regional economic recovery will rely upon City Deal programmes / projects to support and stimulate national and regional economic growth and attract inward investment during these times of uncertainty.

The assessment will assure the viability and successful delivery of the City Deal programmes / projects during the crisis and recovery stages of the Covid-19 pandemic. This assessment will compliment existing City Deal governance procedures and documentation and any Covid-19 recovery plans for all primary stakeholders. It is envisaged that risks impacting the programmes / project and mitigations to overcome them will be dealt with at programme / project level. Any risks deemed to place significant pressures on the programme / project or overarching portfolio such as significantly changing the programme / project scope, significant variance in the defined programme / project outputs, significant stage gate delays or continued commitment from key stakeholders, will be assessed by the SBCD Portfolio Management Office and escalated to Joint Committee for appropriate intervention and decision. In the event that a programme / project is exposed to have significant risk and impact, a task and finish group will be established to gather evidence, identify mitigations and determine an appropriate course of action.

The process to gather the required information, assess its impact and determine appropriate mitigations and decisions is outlined below:

1. Define assessment scope and areas of focus

2. Identify key risks in the Risk Assessment worksheet and assess the level of risk associated with each

3. Analyse the potential impact of these risks in the Impact assessment worksheet

4. Identify corrective action and level of intervention

5. Report to Joint Committee, Programme Board and Economic Strategy Board

6. Disseminate findings regionally and to Welsh and UK Government

Identify project risks associated with the Covid-19 in the table below and determine to what extent they affect the impact criterion (blue shaded section):

Note: Once the above is complete, move to the Impact assessment matrix worksheet before completing the Corrective action section (red shaded section)

Ref No.	Risk	Impact Criteria								Corrective action		
		Scope and key objectives	Targets	Timescales	Reputation if project fails to deliver	Stakeholders/partnerships commitment	Project costs	Procurement	Staff resourcing	Risk mitigation(s)	Apr-21	Review Date
Digital Infrastructure												
1	Project funding is reduced or removed as a result of Covid19 and it's economic impact.	High	High	High	High	High	High	High	High	Seek assurances from regional office, Welsh and UK Government regarding Project funding.	Assurances remain with no reason to believe otherwise at this point.	Jul-21
2	The Digital Project is no longer treated as a priority by the region and/or individual partners.	Low	Low	Medium	Medium	Medium	Low	Low	Medium	Continue to engage and build effective relationships with all partners and stakeholders, ensuring alignment with their priorities.	Clear regional commitment to investment in Digital Infrastructure remains.	Jul-21
3	Telecommunications providers reduce activity and investment in Digital Infrastructure as a result of the economic downturn.	Low	Low	Medium	Medium	Low	Medium	Medium	Low	Continue to engage with the Telecommunications industry, monitor the market and it's activity.	Consistent or increased activity and investment from Telecommunications sector ongoing	Jul-21
4	Delay in the approval of the finalised business case through partner governance and regional office governance	Low	Low	Medium	Medium	Medium	Low	Medium	Medium	Pathway mapping and scheduling to ensure approval at required governance meetings is being undertaken.	Ongoing adherence to Governance structure, pathways and timelines.	Jul-21
Pembroke Dock Marine												
Funded Outputs												
PDM_1	Inability to progress with survey work critical for design progress for key infrastructure elements (e.g. Ground Investigations for slipway)	Low	Low	Medium	Low	Low	Medium	Low	Low	timescales based on further 6 month delay.	delays being managed. Not expecting any detrimental impact on hardstop dates.	Jul-21
PDM_2	Risk of not completing the PDI slipway component by the end of the current ERDF period	Medium	Low	Medium	Low	Low	Medium	Low	Low	Could push completion of defects liability period outside December 2023 meaning any costs incurred outside this period would be ineligible for WEFO funding. MHPA quantifying the potential cost of this based on the current delivery profile. Potential to pay consultants acceleratory costs to pull timeline back into line. Potential to also modify slipway construction method to achieve result quicker. these measures will be best finalised once Principle Contractor is procured after detailed design at the end of 2020-Q1 2021	application submitted to expecting any detrimental impact on hardstop dates.	Jul-21
Investment Objectives												
PDM_3	Delay in progress from key industry stakeholders and inward investors	Low	Low	Low	Low	Medium	Low	Low	Low	Continue dialogue with project developers and public stakeholders (TCE, BEIS, Treasury) to maintain momentum.	majority of industry partners are funded entities or in development are accelerating progress if anything. impacts as a result of the COVID situation are minimal However those in build like Bombora are delaying their build and the impact on the supply chain who are reliant on that work for commercial sustainability needs to be considered.	Jul-21
PDM_4	Delay in progress from key additional benefit projects like Milford Haven: Energy Kingdom, SELKIE, South Wales Industrial Cluster and Celtic Sea Cluster development. (potentially due to furloughing of staff at partner organisations)	Low	Low	Low	Low	Low	Low	Low	Low	Identified as low across the board as project has already secured more than its target for years 1 and 2. however partners will maintain close dialogue with project leads sharing risk registers & adapt mitigation in collaboration with key partners.	Not seeing detrimental impact of furloughed staff but monitoring.	Jul-21
PDM_5	Supply chain companies go into 'hibernation' making it difficult for MEECE and META to engage in innovation-support activities.	Low	Medium	Low	Low	Low	Low	Low	Low	Concentrate on 'active' companies, such as grant-funded or equity-funded organisations. Focus on innovation projects that require little direct input from target companies, but that can provide them with benefits when they leave 'hibernation'.	few companies aren't working with MEECE as a result of COVID but they have confirmed they will come back once recovery. More difficult to get hold of academics due to lack of campus activity.	Jul-21
PDM_6	SMEs being supported by MEECE and META become 'Enterprises in difficulties' and therefore ineligible for support from ERDF funding	Low	Medium	Low	Medium	Low	Low	Low	Low	Governance processes require us to check SME finances. Projects can be paused to allow SMEs to recover their financial positions.	No instances recording but monitoring this. Undertaking difficulty checks is having an impact on the ability to support and foster innovation. Limiting support to non financial support and under £50k to avoid the UID checks is preferred.	Jul-21

PDM_7	Universities do not sign up to MEECE collaboration agreement because of uncertainty of, or late confirmation of SBCD funding.	Medium	Medium	Low	Medium	Medium	Low	Low	Medium	ORE Catapult continues without university partners, with a smaller project, narrower scope and less likelihood of a long term legacy presence.	Uni's happy that SBCD funding agreements in place. MEECE are trying to extend MEECE into 2023. mitigating the impact if approved.	Jul-21
PDM_8	Floating wind Project Developers delay or cancel potential projects in Welsh waters due to inability to make progress on technical aspects due to supply chain shutdown.	Low	Low	Low	Low	Low	Low	Low	Low	Continue dialogue with project developers and public stakeholders (TCE, BEIS, Treasury) to maintain momentum.	FLOW interest accelerating.	Jul-21
PDM_9	PDZ Objectives - with significant SBCD approval delay, floating offshore wind (FLOW) market leaves PDZ behind and public sector money impact is significantly diluted	Medium	Medium	High	High	Medium	Low	Low	Medium	Consider PDZ FLOW fit in light of delay, and be prepared to adjust project objectives and business plan, through Project Change Request (PCR)	FBC addendum has been approved and SBCD objectives revised to reflect current industry needs and BEIS / OFGEM workstreams.	Jul-21
Consent & Consent Management												
PDM_10	Delay in consents due to the third party resource issues to review and respond within statutory time limits	Low	Medium	High	Medium	Medium	High	Medium	Low	Maintain dialogue with key stakeholders throughout consent process & manage expectation and key messaging around need for timely determination	PCC writing to META extending META determination period. expect the same for PDI. Potential Detrimental impact on deliverability of PDI.	Jul-21
PDM_11	inability to progress with submission of consents due to need for more survey work that can not be completed until restrictions are lifted	Low	Low	Medium	Low	Medium	Low	Low	Low	Not currently an issue but potentially could be if the situation continues for more than 6 months.	Bangor Uni delaying surveys for META due to ongoing strictions but not compromising overall program.with PCF to manage.	Jul-21
Costs												
PDM_12	Increase in cost due to having to pay for acceleration charges from consultants to maintain delivery timescales	Low	Low	Medium	Low	High	High	Medium	Medium	review project timescale to see if delay in project end date possible. if not, assess the pros and cons of paying acceleration and make case to stakeholders for additional intervention if required.	Partners are regularly monitoring project costs againsts the fixed targets. Report through regular SCBD reporting.	Jul-21
PDM_13	Increase in cost for construction and service due to high demand of contractors and consultants during recovery phase as a result of market forces competing to regain control of project costs and programs	Low	Low	Medium	Low	High	High	Medium	Medium	potential to delay construction works planning in the immediate term out beyond period of 'economic bounce' to allow for supply demand curve to settle	Partners are regularly monitoring project costs againsts the fixed targets. Report through regular SCBD reporting.	Jul-21
PDM_14	PDZ Consents - approval delay together with COVID-19 constraints critically prejudices PDZ consent programme	Medium	Medium	High	Low	Medium	Low	Low	Low	Review PDZ Consent programme in the light of FLOW market analysis, and adjust programme to conform with ERDF funding timeline	FBC addendum has been approved and SBCD objectives revised to reflect current industry needs and BEIS / OFGEM workstreams.	Jul-21
Project Governance												
PDM_15	Delay in progress towards finalising terms and conditions and associated documentation (collboaration agreement etc)	Medium	Medium	Medium	Medium	Medium	Low	Medium	Low	maintain regular dialogue within PDM partners and key stakeholders via Teams etc to maintain progress on project governance work during restrictions	Contracts are in final draft form. Element leads to manage as per their internal approval process.	Jul-21
PDM_16	Insurance costs	Low	Medium	Medium	Low	Low	High	High	Medium	insurance brokers inundated with COVID related enquiries leading to a delay in response. Could delay activity on site if timely insurance not in place. Also cost increase	Monitor. Grenville has also has had an impact.	Jul-21
Pentre Awel												
1	Higher Education sector becomes financially compromised	Medium	Medium	Low	Medium	Medium	Low	Low	Medium	The courses under development for Pentre Awel are in areas of targeted skills shortages and which have been critical to the COVID-19 effort. Courses to be included are amongst those targetted for growth. Subsequently, projected student numbers/throughput at the Village are likely to be maintained. We will engage with our academic partners to understand and manage any impact and to ensure that the project benefits from any linked growth in student numbers. Education, Skills and Training programmes can be apportioned across number of HE providers should the need arise.	Continued engagement with Further and Higher education partners via dedicated work groups.	Jul-21
2	Ability to secure institutional funding	Medium	Medium	Medium	High	Low	Low	Low	Low	Prior to covid positive feedback recived from selected funders. One of which has re-engaged and is currently preparing funding bid. The understing is that this type of investment is likely to be more attractive going forward than for example office/retail investment. Financial consultant maintained to ensure a proactive approach to securing insititutional investment.	Updated Financial appraisals issued to institutional investors. Interest received from the market approach.	Jul-21

3	Uncertainty in construction sector/costs	Low	Low	Medium	Low	Low	Medium	Medium	Low	The construction of phase one will be procured through the South West Wales Contractors Framework, Lot 1. The companies have been assessed ahead of inclusion on the framework and there is no indication that this situation has changed. Suggestions are that price competition will be keen in the timescale proposed. Consultants Arup will be able to undertake informal pre-market engagement with contractors to ascertain their recovery period and ability to mobilise within the current project programme.	Contractors will be required to complete an activity/pricing schedule as part of their tender return.	Jul-21
4	Delays in project programme	Low	Medium	Medium	Medium	Low	Low	Low	Low	Momentum has been maintained. RIBA stage 3 work has been submitted, distribution of report has commenced to Directors and will be sent for specialist internal oversight as appropriate. Ecology work commissioned and assessed for social distancing to ensure the requisite surveys and pre-commencement works can be undertaken over the summer months. This will avoid any delay in construction commencing on site. COVID-19 may have an impact on construction contractors ability to mobilise to current project programme.	Business Case approved by UK/WG. Tender documentation prepared. Design and Build programme aligned with academic start dates.	Jul-21
6	Changed partner priorities owing to COVID-19	Low	Low	Low	Low	Low	Low	Low	Low	The areas of work under consideration are those focused on health research (e.g. respiratory). Design specification to be updated as appropriate throughout RIBA stage 4 to reflect partners' priorities. This will ensure Pentre Awel is fully optimised to meet the latest research, health and education requirements.	Health and Wellbeing Implementation Group to consider current designs and services against learning from Covid-19.	Jul-21
7	Delay in securing approval for City Deal Funding	Low	Low	Low	Low	Low	Low	Low	Low	Full Business Case redrafted and prepared for resubmission. Business case identified as a priority for gateway process.	Business Case approved by UK/WG. Risk closed.	Jul-21
Yr Egin												
1	Unpredictable/unknown economic impacts	High	High	Medium	Low	Low	Medium	Low	Low	Monitoring/industry analysis	Economic outlook remains highly uncertain but COVID road-map now being implemented by Welsh Government. Will be monitored for next update.	Jul-21
2	Reduced occupier demand	High	High	Medium	Medium	Medium	Medium	Low	Low	Dialogue with industry/occupiers. Change of project delivery scale and scope potentially necessary	Creative Sector demand study on track to complete at the end of May 2021	Jul-21
3	Availability of external funding	Medium	Medium	Low	Medium	Low	Low	Low	Low	Limited impact but maintain dialogue with funders	Funding commitment or reduce scope	Jul-21
4	Rise in construction costs	Low	Low	Low	Low	Low	Medium	Medium	Low	Reduce scope to contain within budget	Procurement risks remain at Medium as still uncertainty in market post-Covid	Jul-21
5	Delays in project programme	Low	Low	Medium	Low	Low	Low	Low	Low	Maintain current programme. Low risk event	None	Jul-21
6	Ability to collaborate effectively with partners	Medium	Medium	Low	Medium	Medium	Low	Low	Low	Maintain current effective dialogue with partners. Low risk	None	Jul-21
7	Skills and capacity issues in terms of project delivery	Low	Low	Medium	Medium	Low	Medium	Medium	Medium	Monitor project team capacity	None	Jul-21
8	Changed industry requirements	High	High	Medium	Low	Medium	Low	Low	Low	Dialogue with industry/users. Potentially change scope in line with new requirements	Creative Sector demand study on track, timescales reduced to medium	Jul-21
9	Reduction in service needs and commercial opportunities	High	High	Medium	Medium	Medium	Low	Low	Low	Dialogue with industry/users. Potentially change scope in line with new requirements	Specification of demand post Covid. Likely perm	Jul-21
10	Delay in obtaining relevant approvals	Low	Low	Medium	Low	Low	Medium	Low	Low	Maintain current project planning. Low risk likelihood	None	Jul-21
Life Science & Well-being Campuses												
R001	There is a risk that project partners will be less engaged with the project development and governance due to competing priorities	Low	Low	Medium	Medium	Medium	Low	Medium	Medium	A new Campuses project governance and working group structure has been established and we are working with our colleagues particularly in health to ensure continued engagement and participation is facilitated virtually at suitable and convenient times.	Project Board established and membership revised, frequency amended to monthly. Delivery Team now weekly to focus on key actions and establish 1:1 meetings with partners as required.	Jul-21
R002	There is a risk that wider stakeholders including private sector will be less engaged with the project	Medium	Medium	Medium	Medium	Medium	Low	Medium	Low	An engagement strategy is being developed with regards to private sector supported by Life Science Hub Wales. This remains a priority.	Additional resource sought to support the development of an engagement plan in advance of re-submission of the OBC.	Jul-21
R003	There is a risk of under demand of incubation space	Medium	Medium	Low	Medium	Medium	Low	Low	Low	Continued engagement of private sector demand for incubation space in line with the developing private sector engagement strategy. Modelling continues of required proportion of incubation space within developments	Ongoing review now in line with the above and engagement with Consultants to identify unique and complementary elements against similar establishments.	Jul-21
R004	There is a risk that there will be a delay in the preparation of the business case	Low	Low	Medium	Medium	Medium	Low	Low	Medium	A new working group has been formed to bring together the efforts to support the ongoing work to develop a revised business case	Governance has been revised, additional resource sought to support specific elements and Consultant support sought.	Jul-21

R005	There is a risk that there will be a delay in the approval of the finalised business case through partner governance and regional office governance	Low	Low	Medium	Medium	Medium	Low	Low	Medium	Continuous mapping and scheduling to ensure approval at required governance meetings is up to date and are being undertaken.	Governance pathway has been revised for re-submission with assurances from partners that governance will not delay this.	Jul-21
R006	There is a risk that there will be insufficient resourcing to progress the project including human resource	Low	Low	Medium	Medium	Medium	Low	Low	Medium	A review will be undertaken to ensure where possible there is sufficient resourcing to progress the project in line with plan	Additional resource has been identified, additional monies have become available to secure a full time project manager late April.	Jul-21
R007	There is a risk that there will be significant unmet requirements for digital connectivity of any development	Medium	Low	Low	Medium	Low	Medium	Medium	Low	Further engagement will be undertaken with the Digital theme to ensure that all requirements are captured. Link in with existing digitally led projects.	Discussions continue with digitally led project leads.	Jul-21
R008	There is a risk that cofinancing of later stages may be delayed/reduced due to weakened economy	Medium	Medium	Medium	Medium	Low	Low	Medium	Low	Continued engagement with key stakeholders and scope maximised to attract investment opportunities	Unique opportunities are being identified and work has commenced around comms and branding.	Jul-21
Homes As Power Stations												
1	Economic downturn - housing market decline	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Close engagement with private and public sector	Housing market recovery	Jul-21
2	Economic downturn - affects the supply chain	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Close engagement with private and public sector - establish regional supply chain to ensure sustainability	Local supply chain development	Jul-21
3	economic downturn - building cost increases / less able to afford technologies due to viability issues	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Flexible technology package - ensure affordability	revised cost model / technology specification	Jul-21
Supporting Innovation & Low Carbon Growth												
1	Economic downturn	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	Low Carbon as C 19 recovery plan	Align to C 19 economic recovery plans,	Jul-21
2	Reduced demand for business premises	Medium	Medium	Low	Medium	Low	Low	Low	Low	Evidence of demand. Private Sector engagement plan in place and regular review	Continuing demand for facilities	Jul-21
3	Availability of external funding	Medium	Medium	Medium	Medium	Low	Medium	Medium	Low	Policy alignment to ensure funding is available	Align to C 19 economic recovery plans,	Jul-21
4	Rise in construction costs	Medium	Medium	Low	Medium	Low	Medium	Medium	Low	Ongoing engagement with contractors	Evidence of increase in costs	Jul-21
5	Delays in project programme	Medium	Medium	Medium	Medium	Low	Medium	Medium	Low	Project management	Align to C 19 economic recovery plans,	Jul-21
6	skills and capacity issues in terms of project delivery	Low	Low	Medium	Medium	Low	Low	Low	Medium	Project management	Align to C 19 economic recovery plans,	Jul-21
7	revised industry requirements	Medium	Medium	Medium	Medium	Low	Medium	Medium	Low	ongoing engagement with industry	Align to C 19 economic recovery plans,	Jul-21
8	reduction in service needs and commercial opportunities	Medium	Medium	Low	Medium	Low	Low	Low	Low	stakeholder / private sector engagement plan	Align to C 19 economic recovery plans,	Jul-21
9	delay in obtaining relevant approvals	Medium	Medium	Medium	Medium	Low	Medium	Low	Low	policy alignment / decision making process	Need to review Economic Case in line with UKG meetings	Jul-21
10	technological advancements	Medium	Medium	Low	Low	Low	Low	Low	Low	ongoing engagement with industry	Align to C 19 economic recovery plans,	Jul-21
Skills & Talent												
1	Ability of training providers to deliver necessary training with the new restrictions following on from Covid 19 restrictions.	Medium	Low	Medium	Medium	Medium	Low	Low	Medium	Identify new ways of delivering training	capital funding for equipment to allow for on line delivery of training.	Jul-21
2	shortage of teachers/lecturers qualified to teach the level of new technology training required by businesses	Medium	Medium	Medium	High	High	Low	Low	Medium	Develop training immediately for the teachers and lecturers utilising existing courses prepared in colleges and universities outside of Wales and work in partnership to upskill the staff	Funding and the willingness of teachers/lecturers to be upskilled.	Jul-21
Swansea City & Waterfront Digital District												
1	Construction Delays	High	High	Medium	High	High	Medium	Low	Low	Work with contractor	Working practice	Jul-21
2	Contractor Failure	Low	Medium	High	High	High	High	Low	Medium	Enter deed with Cont	Copm ASAP	Jul-21
3	Anchor failure	Medium	High	High	High	High	Medium	High	High	Meet regularly	Monitor	Jul-21
4	Other Tennants	Medium	Medium	Medium	Medium	Medium	Medium	Low	Medium	Marketing process	Lockdown released	Jul-21
5	Project Outputs	Medium	High	Medium	High	High	Medium	Low	Medium	Review and monitor	Economic recovery	Jul-21

50-99	B	Intervention required. Monitored and supported by the Regional Programme Office in conjunction with Project Team
25-49	C	No intervention required. Continue to monitor locally with support from the Regional Programme Office
0-24	D	No intervention required. Continue to monitor at a project level

The context in which the project operates and an element of common sense will be considered alongside the impact score to ensure that the right level of intervention and monitoring is in place for the successful delivery of the project.