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| Level |  | Objectives / Projects | Safety / Injury | Customer Experience | Complaints / Claims | Service / Business Interruption | Staffing and Competence / HR / OD | Financial / Materiality | Adverse Publicity / Reputation |
| 1 Low |  | Insignificant cost increase / schedule slippage.Barely noticeable reduction in scope or quality. | Minor Injury / illness. | Unsatisfactory customer experience. | Informal resolved complaint. | Loss / interruption > 1 hour. | Short term low staffing level or competent staff temporarily reduces service quality (<1 day) | <£1000 | Rumors / Possible local media interest. |
| 2 Medium |  | Less than 5% over budget / schedule slippage.Minor reduction in quality / scope. | Moderate injury or illness, requiring first aid or medical treatment. | Unsatisfactory customer experience – readily resolvable. | Formal complaint | Loss / interruption > 8 hours. | Ongoing low staffing level or competent staff reduces service quality. | £1000 - <£10K | Local media – short-term.Minor effect on staff morale / service. |
| 3High |  | 5-10% over budget / schedule slippage.Reduction in quality or scope. | Major injuries, life threatening for critical or long term incapacity / disability (loss of limb). | Mismanagement of customer care. | Litigation claim/ referral to regulator or professional body | Loss / interruption > 1 day. | Late delivery of key objective / service due to lack of staff or competent staff.Loss of key staff. | £10K - < £100K | Local media – long-term.Significant effect on staff morale / service.HSE Improvement Notice. |
| 4Major |  | 10-25% over budget / schedule slippage. Doesn’t meet secondary objectives. | Death or major permanent incapacity to an individual. | Serious mismanagement of customer care. | Indefensible claim  | Loss / interruption > 1 week. | Uncertain delivery of key objective / service due to lack of staff or competent staff. | £100K – < £500K | National media - < 3 days.Adverse reaction from regulator or professional body |
| 5Catastrophic |  | >25% over budget / schedule slippage.Doesn’t meet primary objectives. | Multiple unexpected deaths or permanent injuries. | Totally unsatisfactory customer outcome or experience. | Indefensible claim leading to corporate prosecution. | Permanent loss of service or facility. | Complete loss of service due to lack of staff or competent staff. | >£500K | National media - > 3 days.On-going adverse reaction from regulator or professional body |

**Consequence (Impact) Measures**