

<b>Impact / Consequence score (severity levels) and examples of descriptors</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Negligible</b>	<b>Minor (Green)</b>	<b>Moderate (Yellow)</b>	<b>Major (Orange)</b>	<b>Catastrophic (Red)</b>
Informal complaint/inquiry	Formal complaint (stage 1)	Formal complaint (stage	Multiple complaints/	Gross failure of patient
	Local resolution	Local resolution (with	Low performance rating	Inquest/ombudsman
	Single failure to meet internal	Repeated failure to meet	Critical report	Gross failure to meet national standards
	Minor implications for patient	Major patient safety implications if findings		
Reduced performance rating if				
Short-term low staffing level that temporarily reduces service quality (< 1 day)	Low staffing level that reduces the service quality	Late delivery of key	Uncertain delivery of key	Non-delivery of key
		Unsafe staffing level or	Unsafe staffing level or	Ongoing unsafe staffing
		Low staff morale	Loss of key staff	Loss of several key staff
		Poor staff attendance for mandatory/key training	Very low staff morale	No staff attending mandatory training
No or minimal impact on breach of guidance/ statutory duty	Breach of statutory legislation	Single breach in statutory	Enforcement action	Multiple breeches in
		Challenging external recommendations/ improvement notice	Multiple breeches in	Prosecution
			Improvement notices	Complete systems
			Low performance rating	Zero performance rating
Rumours	Local media coverage – short-term reduction in public	Local media coverage – long-term reduction in	National media coverage with <3 days service well	National media coverage with >3 days
				Total loss of public
Potential for public concern	Elements of public expectation			
Insignificant cost increase/ schedule slippage	<5 per cent over project	5–10 per cent over	Non-compliance with	Incident leading >25 per
	Schedule slippage	Schedule slippage	Schedule slippage	Schedule slippage
Small loss Risk of claim remote	Loss of 0.1–0.25 per cent of Claim less than £10,000	Loss of 0.25–0.5 per cent Claim(s) between £10,000 and £100,000	Uncertain delivery of key	Non-delivery of key
			Claim(s) between	Failure to meet
			Purchasers failing to pay on time	Loss of contract / Claim(s) >£1 million
Loss/interruption of >1 hour	Loss/interruption of >8 hours	Loss/interruption of >1	Loss/interruption of >1	Permanent loss of
Minimal or no impact on the	Minor impact on environment	Moderate impact on	Major impact on	Catastrophic impact on
<b>Likelihood score</b>				
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

<b>Rare</b>	<b>Unlikely</b>	<b>Possible</b>	<b>Likely</b>	<b>Almost certain</b>
This will probably never	Do not expect it to	Might happen or recur	Will probably	Will undoubtedly