

Impact Scales								
Score	Frequency/ probability	Generic impact scale	Safety & Security	Service	Customer & Staff	Environment	Finance	Legal Compliance
		Aligned to terminology in TIL Enterprise Risk Management Framework: A project will be categorised based on it's HIGHEST scoring criteria	We will manage our assets so that they are safe to use and maintain. Customer and staff safety, security and managing safety defects	Assets that directly support the movement of customers are able to perform their function to the required level of reliability.	Assets contribute positively to the customer and staff experience and encourage the use of public transport and healthy forms of travel.	We will minimise the impact of our assets on the environment and adapt our assets to cope with the impacts of climate change	Assets are managed cost effectively, they support income generation and revenue collection (incl. com dev), and help reduce whole life costs.	
0		No Impact	No impact	No impact	No impact	No impact	No impact	No impact
1	Less than once in 20 year probability	Very Low	Insignificant health issues and/or injuries OR Insignificant security breaches and exposures OR Safety effecting defects well controlled and managed	Excellent service/network performance and very high reliability with insignificant delays caused by asset condition/performance AND/OR Maintenance and renewal activities are carried out under pro-actively planned closures that minimise network impacts	Insignificant asset failure, e.g. not very noticeable and impacting a small number of customers/staff. There is a risk of an adverse local media report. OR Asset Base at or above the required State of Good Repair (e.g. health, condition, performance, age etc.)	Insignificant localised environmental impact	<£1m annual impact on revenue OR <£1m annual impact on additional OpEx cost OR <£1m annual impact on additional maintenance costs.	Low-level non-compliance against legal requirement or duty.
2	Less than once in 5 year probability	Low	Minor health issues and/or injuries OR Minor security breaches and exposures OR Majority of safety effecting defects are well controlled and managed	Good service/network performance and high reliability with minor delays caused by asset condition/performance AND/OR Most maintenance and renewal activities are carried out under pro-actively planned closures; minor disruption due to reactive closures	Minor asset failure, e.g. noticeable and impacting a small number of customers/staff. There is a risk of localised public and/or stakeholder concern. OR Asset Base meets the required State of Good Repair (e.g. health, condition, performance, age etc.)	Minor localised / short term environmental impact with potential for regulatory intervention	£1m - £5m impact on revenue OR £1m - £5m impact on additional OpEx costs OR £1m - £5m impact on additional maintenance costs	Although no improvement to our firewall management only Minor non-compliance risk against legal requirement or duty.
3	Between once in 2 and 5 year probability	Medium	Moderate health issues and/or major injuries OR Moderate security breaches and exposures OR Some safety effecting defects are not fully controlled and managed	Fair service/network performance and acceptable reliability with moderate delays caused by asset condition/performance AND/OR Maintenance and renewal activities are a mix of pro-actively and re-actively planned closures leading to moderate disruption	Moderate asset failure, e.g. noticeable, causing annoyance, impacting a large number of customers/staff. There is a risk of significant local media campaign. National media interest creating public concern. Negative national statements. OR Asset Base slightly below the required State of Good Repair (e.g. health, condition, performance, age etc.)	Moderate environmental impact leading to potential regulatory action	£5m - £10m impact on revenue OR £5m - £10m impact on additional OpEx costs OR £5m - £10m impact on additional maintenance costs	Major non compliance against legal requirement or duty and subject to comment from regulator.
4	1 to 2 events per year	High	Significant health issues and/or single fatality OR Significant security breach or exposure OR Significant number of safety effecting defects not fully controlled and managed	Poor service/network performance and low reliability with significant delays caused by asset condition/performance AND/OR Higher proportion of maintenance and renewal are reactively planned compared to pro-actively planned; leading to higher levels of disruption	Significant asset failure, e.g. unavoidable, negative transport experience and impacting a large number of customers/staff. There is a risk of extensive prolonged adverse reactions from media, public and/or key stakeholders. OR Asset Base significantly below the required State of Good Repair (e.g. health, condition, performance, age etc.)	Significant long-term/ large scale environmental impact leading to adverse regulatory outcome	£10m - £50m impact on revenue OR £10m - £50m impact on additional OpEx costs OR £10m - £50m impact on additional maintenance costs	Significant breach of legal requirement or duty resulting in enforcement action or prohibition notices.
5	Multiple events per year	Very High	Life changing/multiple health issues and/or multiple fatalities OR Major and/or significant multiple security breaches or exposures OR High numbers of safety effecting defects that are not fully controlled or managed	Very poor asset performance and a very low reliability with major delays caused by asset failure. OR Maintenance and renewal activities are primarily reactively planned leading to high levels of network disruption	Major asset failure, e.g. very negative travel experience and impacting a large number of customers/staff. There is risk of extensive widespread negative reporting or public disputes with key customers or stakeholders. OR Asset Base severely below the required State of Good Repair (e.g. health, condition, performance, age etc.)	Major long-term/ large scale environmental impact	>£50m impact on revenue OR >£50m impact on additional OpEx costs OR >£50m impact on additional maintenance costs	Substantial breach of legal requirement or duty resulting in prosecution.