

Consequence Criteria: This guide provides indicative terms against which the significance of risk is evaluated.

Descriptor	Educational Outcomes	Wellbeing and Safety	Operational	Finance	Reputation	Strategic	Program/Project Management			
							Quality & Benefits:	Schedule & Resourcing	Scope	Reputation & Stakeholders
Insignificant	<ul style="list-style-type: none"> Educational outcomes can be met with workarounds 	<ul style="list-style-type: none"> Minor injury requiring no first aid or peer support for stress / trauma event 	<ul style="list-style-type: none"> Objectives can be met with workarounds 	<ul style="list-style-type: none"> Small loss that can be absorbed 	<ul style="list-style-type: none"> Internal impact (no external impact) 	<ul style="list-style-type: none"> Impact can be managed through normal process 	<ul style="list-style-type: none"> Deliverable quality meets sponsor expectations and/or immaterial decrease in benefits to be realised. 	<ul style="list-style-type: none"> No impact on critical path timing and/or an event, the impact of which can be absorbed by workarounds. No change in resourcing and/or minimal management effort to overcome 	<ul style="list-style-type: none"> Very minimal impact on scope of the Program or to manage the impact of the risk. 	<ul style="list-style-type: none"> Reputation maintained - Impacts contained within a Project and/or workstream and/or negligible impact on stakeholder relationships and people.
Minor	<ul style="list-style-type: none"> Learning outcomes / pathways achieved but below target 	<ul style="list-style-type: none"> Injury / ill health requiring first aid Peer support for stress / trauma event 	<ul style="list-style-type: none"> Objectives met with some resource impact Compliance incident(s) which are not systematic 	<ul style="list-style-type: none"> Loss of 'consumable' assets, < 2% deviation from budget Minor fraud possible 	<ul style="list-style-type: none"> Adverse comments local community media Short term stakeholder dissatisfaction / comment 	<ul style="list-style-type: none"> Minimal impact on critical DET objectives 	<ul style="list-style-type: none"> Impact on deliverable quality is minimal and will still be fit for purpose. Variation to program outputs has a minimal impact/decrease on the expected outcomes, performance, reliability functionality, and/or benefits realised. 	<ul style="list-style-type: none"> Expected delay of < 10% of the duration to critical path activities and result in equal delays to one or more key milestones and/or an event, the impact of which can be absorbed but some additional management effort is required. No change in resourcing required. 	<ul style="list-style-type: none"> Minimal impact on scope of the program or to manage the impact of the risk. 	<ul style="list-style-type: none"> Reputation maintained - Impacts contained within a Sub-Program and/or some impact on stakeholder relationships and people which will require monitoring/ additional management. Not expected to have a major impact on the ability to deliver the program.
Moderate	<ul style="list-style-type: none"> Student's overall levels of Literacy and Numeracy static Partial achievement of targeted learning outcomes Increasing truancy 	<ul style="list-style-type: none"> Injury / ill health requiring medical attention Stress / trauma event requiring professional support 	<ul style="list-style-type: none"> Objectives cannot be met without significant internal reprioritisation Regulatory breaches resulting in adverse inspections / reports 	<ul style="list-style-type: none"> Loss of assets 2% - 5% deviation from budget External audit management letter 	<ul style="list-style-type: none"> External scrutiny e.g. VAGO Adverse state media comment Stakeholder relationship impacted 	<ul style="list-style-type: none"> Significant adjustment to resource allocation and service delivery required to manage impact on corporate priority 	<ul style="list-style-type: none"> A variation to program outputs which has a noticeable impact on the required outcome, performance, reliability, functionality and/or noticeable but not significant decrease in the benefits realised. 	<ul style="list-style-type: none"> Expected delay of 10-25% of the duration of critical path activities and result in equal delays to one or more key milestones and/or public commitment timeframes at risk of being met and/or an event, the impact of which can be absorbed but broader management effort required to overcome. Some reprioritisation of activities need to occur in order to address it. Temporary addition to resourcing required to overcome/manage the risk's impact 	<ul style="list-style-type: none"> Some additional scope required in order to maintain the same outcomes and output for the Program and/or to manage the impact of the risk 	<ul style="list-style-type: none"> Impacts multiple projects and/or sub programs but is contained within the Education State Reform Program and the Department but does not impact on staff culture and/or commitment to the reform and/or Impact on stakeholder relationships and people that are key to the successful delivery of the Program. Additional management effort required to manage
Major	<ul style="list-style-type: none"> National targeted improvements not achieved Student dissatisfaction with access to pathways / transitions 	<ul style="list-style-type: none"> Injury / ill health requiring hospital admission Stress / trauma event requiring ongoing clinical support 	<ul style="list-style-type: none"> Objectives can only be met with additional resources Significant staff shortage impacting service delivery Serious failure to comply with regulations 	<ul style="list-style-type: none"> Loss of significant assets 6% - 15% deviation from budget External audit qualification on accounts High end fraud committed 	<ul style="list-style-type: none"> External investigation Adverse comments national media Stakeholder relationship tenuous 	<ul style="list-style-type: none"> Unable to deliver core program / Govt priority 	<ul style="list-style-type: none"> A variation to program outputs which significantly reduces the required outcome, performance, reliability, functionality and/or significant decrease in the benefits realised Public commitment timeframes will not be met for less than 2 key milestones/events, the impact of which can be absorbed but significant management effort is required to overcome. Significant reprioritisation of activities needed and/or additional resourcing required in order to still meet objectives. 	<ul style="list-style-type: none"> Expected delay of 25-50% of the duration of critical path activities and result in equal delays to one or more key milestones 	<ul style="list-style-type: none"> Significant additional scope required in order to maintain the same outcomes and output for the Program and/or to manage the risk's impact 	<ul style="list-style-type: none"> Adverse media at State level or impact on the Department's reputation in the public realm/ to the Ministerial level or widespread impact on the Department's reputation internally that significantly impacts staff culture and/or commitment to the reform and/or significant impact on stakeholder relationships that are key to the Program's successful delivery
Severe	<ul style="list-style-type: none"> Literacy and Numeracy decline Reduction in access to quality pathways and transitions 	<ul style="list-style-type: none"> Fatality or permanent disability Stress / trauma event requiring extensive clinical support for multiple individuals 	<ul style="list-style-type: none"> Multiple objectives cannot be met Sustained non-compliance to legislation Adverse Court Ruling 	<ul style="list-style-type: none"> Loss of key assets >15 % deviation from budget Systemic and high value fraud 	<ul style="list-style-type: none"> Commission of inquiry National front page headlines Stakeholder relationship irretrievably damaged 	<ul style="list-style-type: none"> Unable to deliver several core programs / Govt priorities 	<ul style="list-style-type: none"> Severe decline in deliverable quality that results in outputs not being fit for purpose/ achieving the requirements. Output/ outcome is not expected to perform as required. Failure to realise benefits of the program. 	<ul style="list-style-type: none"> Expected delay of > 50% of the duration of critical path activities and result in equal delays to one or more key milestones and/or public commitment timeframes will not be met for more than 2 key milestones and/or a re-announcement is required and/or an event Significant management effort to resolve and/or significant addition to resourcing. 	<ul style="list-style-type: none"> Extreme addition of scope to the program required to achieve the Program's requirements and/or to manage the impact of the risk. Overhaul of the Program design is required. 	<ul style="list-style-type: none"> Adverse media at National level or impact on the Department's reputation in the public realm to the Ministerial level or widespread impact on the Department's reputation which leads to a Commission of Inquiry